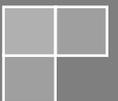2013

Spontaneous Volunteer Management Plan Template

Western Massachusetts Medical Reserve Corps

The Spontaneous Volunteer Management Plan provides guidance for safe, efficient and scalable volunteer management. The Plan includes integration with incident management systems; communication with community members and voluntary organizations; volunteer reception, screening and training; matching and deployment; and volunteer retention.

CONTENTS

INTRODUCTION

Most large scale emergency response involves volunteers of all types: affiliated and unaffiliated; deployed and self-deployed. The Spontaneous Volunteer Management Plan (Plan) provides tools to emergency planners, emergency management directors (EMD), and incident commanders (IC) for incorporating appropriate unaffiliated volunteers as well as affiliated volunteer groups such as Medical Reserve Corps (MRC), Community Emergency Response Teams (CERT), American Red Cross (ARC), Voluntary Organizations Active in Disasters (VOAD), and faith-based groups into a response. Effective volunteer management includes the following essential functions:

1. **Assess the situation** to determine the need for volunteers
2. **Confirm Command and Control** to ensure the integration of volunteers into incident command
3. **Coordinate Risk Communications** and public information to manage volunteer expectations
4. **Establish a Volunteer Management System (VMS)** to process and coordinate all volunteers:

   - Make the safety of volunteers and responders the first priority
   - Appoint a VMS director to integrate volunteers into incident command
   - For large emergencies, designate a VOAD liaison to the external VOAD to ensure VOAD response is integrated into incident command
   - Operate a Volunteer Reception Center (VRC) to manage volunteers: including registration, credentialing, training, job assignment, support and demobilization
   - When a VRC is activated, designate a VRC liaison to coordinate volunteer deployments and response needs
   - Establish volunteer policies:
     - Affiliated volunteers are deployed before unaffiliated volunteers
     - When unaffiliated volunteers are used, all volunteers are processed through the VMS.

Historically, first responders have been hesitant to incorporate unaffiliated volunteers into response efforts, even when a clear need for additional "manpower" has been identified. This hesitation is grounded in real concerns about safety, liability, skills, character, and appropriateness to the gravity of the situation by unknown, untrained, and untested individuals. However, spontaneous volunteers, when managed appropriately, can bring needed skills and essential resources to a response when it has been determined that local, affiliated resources have been exhausted.

The Plan has been developed to help ensure effective management of spontaneous unaffiliated volunteers during response and recovery for a large-scale emergency or disaster. It follows the National Incident Management System (NIMS) and guidance for Emergency Support Function 15 (ESF-15) and, as such, is scalable to fit the scope of the event. Volunteer supervision and safety are primary considerations. The Plan should be reviewed and modified to meet the needs of the community and to ensure compatibility with existing plans such as the Community's Comprehensive Emergency Management Plan (CEMP). Next steps include developing a Standard Operating Guideline (SOG) and a training and exercise plan.

LEGAL AUTHORITY

FEDERAL

1. The Robert T. Stafford Disaster Relief And Emergency Assistance Act, Public Law 93-288, As Amended
2. Homeland Security Presidential Directive 5 (HSPD-5)
3. The National Response Framework (NRF), January 2008
4. NRF, Volunteer and Donations Management Support Annex, January, 2008

STATE

1. Emergency management personnel immunity
2. Volunteer immunity
3. Good Samaritan law
4. State board of health rules and regulations

LOCAL

1. [Community Name]Comprehensive Emergency Management Plan (CEMP)
2. [Community Name] Continuity of Operations Plan (COOP)
3. [Community Name] Communications Plan
4. Add other here

FINANCE AND ADMINISTRATION

A goal of the Spontaneous Volunteer Management Plan is to supplement response capabilities and reduce response expenses for impacted communities. In the event that FEMA declares a disaster and the Public Assistance Grant Program[1] is open to local government applicants, the [Community Name] may be subject to a matching fund requirement. Work done by employees or contractors of [Community Name] will be used to match available federal funds. Likewise, properly documented work performed by affiliated and spontaneous volunteers will be used to meet the matching requirement.

To ensure that donated volunteer time is allowable as a matching contribution, [Community Name] will maintain accurate records of all affiliated and spontaneous volunteers including hours donated, the type of work completed, associated expenses and comparable hourly rates. All [Community Name] personnel who supervise volunteers will be trained to thoroughly document this information on forms provided.

The [Community Name] will apply a labor rate to each type of volunteer work that is similar to the rate that an employee of [Community Name] is paid, including taxes and fringe benefits, for the same or similar work, or the customary rate for that work if done by contractors in the local labor market.

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[1] http://www.fema.gov/public-assistance-local-state-tribal-and-non-profit

PURPOSE, OBJECTIVES, AND SCOPE

PURPOSE

Disaster conditions could result in convergence of, or the need for, spontaneous volunteers to assist in response and recovery. Disasters, which vary widely in type and magnitude, include weather and natural events such as ice-storms, hurricanes, wildfires, and earthquakes; and man-made events both intentional (criminal and terrorist) and accidental involving chemical, biological, radiological, or nuclear releases caused by explosive, technological, transportation, or infrastructure related events in [Community Name]. The impact of these disasters can be local, regional or spread throughout the Commonwealth. Hazard Assessment and/or Mitigation Plans identify the most likely current threats to [Community Name] in the [Community Name] CEMP.

The Plan provides guidance for departments and agencies within the [Community Name] to manage spontaneous volunteers during disaster response and recovery. It complements the [Community Name] Comprehensive Emergency Management Plan (CEMP).

OBJECTIVES

- To enhance professional emergency response personnel activities, through the coordinated and planned involvement of spontaneous unaffiliated volunteers (SUV)
- Minimize response and recovery costs to the community
- Minimize disruption to first responders by spontaneous unaffiliated and non-coordinated affiliated volunteers
- Ensure the safety of volunteers, responders, and the community
- Provide a positive volunteer experience that encourages continued volunteer support and maintains/enhances the reputation and public perception of [Community Name].

SCOPE

The Plan is applicable to departments, agencies, and organizations of [Community Name]; including the private sector, volunteer organizations, and residents living in [Community Name]. It guides support agencies and mutual aid partners that respond within [Community Name] and that have responsibility for volunteer recruitment, processing, assignment, training, and/or management.

PLANNING ASSUMPTIONS

- In a catastrophic emergency, volunteers will spontaneously self-deploy.
- Affiliated volunteers will only be deployed by their individual organizations at the request of incident command and will follow established Incident Command System (ICS) protocols.
- Non-government affiliated volunteer organizations will manage and administer their organization's volunteer recruitment, training, and job assignment policies and procedures and deploy their volunteers in coordination with emergency management.

- During a disaster affecting [Community Name], local government, volunteer groups, and agencies may be adversely affected and unable to cope with a sizable influx of spontaneous unaffiliated volunteers.
- When local resources are insufficient, assistance will be requested by the IC/EOC through the "Request for Volunteer Form," mutual aid agreements, and through other response and volunteer organizations.
- Volunteers will generally follow volunteer management mechanisms developed for them.
- Volunteers will generally respond to authoritative direction and act responsibly within their assigned areas.
- Volunteer deployment will be based on the size and type of disaster, as well as the skills needed by local officials to mount an effective response and recovery effort. During any particular disaster, it may be that not all volunteers or any volunteers (affiliated or unaffiliated) will need to be deployed.
- Departments and agencies involved in the management of volunteers may be asked to perform additional duties during disaster and emergency situations.
- In a catastrophic event, local, state, and/or federal emergency declarations will occur. State and federal disaster assistance will supplement, not supplant, the response provided by [Community Name]. This assistance is provided only when local resources are insufficient to meet the demands of the incident.

PLAN DEVELOPMENT AND MAINTENANCE

The emergency management director (EMD) or her/his designee, along with the local emergency planning committee (LEPC) or regional emergency planning committee (REPC) is responsible for the maintenance, revision, and distribution of the Spontaneous Volunteer Management Plan and any subsidiary plans and tools. This includes the Standard Operating Guidelines, the Just-in-Time training Guide, job action sheets (JAS), and other necessary forms. The EMD will assess the need for and make revisions at least once every two years, or sooner, in the case of the following:

- A change in operational resources, policies or procedures,
- A formal update of planning guidance or standards, or
- Plan activation or a major exercise.

A combination of training, exercises, and real world incidents will be used to determine whether the goals, objectives, decisions, actions, and timing outlined in the plan lead to a successful response. After Action Reports and Improvement Plans will guide plan revisions and improvements.

The Plan will be exercised annually.

ACTIVATION TRIGGERS

The Plan is activated and coordinated by the incident commander, local emergency management director or [designee]. Triggers may include, but are not limited to the following situations:

- The impacts of the disaster and/or media coverage make an influx of spontaneous volunteers likely.
- Shortages of professional emergency responders require additional staffing support from outside sources.
- Volunteers with particular skills and/or special knowledge of [Community Name] are needed to enhance response and recovery.
- Mutual aid partners request volunteers and/or volunteer management from the [Community Name] activation authority.

After the initial incident assessment to determine the appropriate activation level of the Volunteer Management System, the plan is activated by any of the following:

- Incident commander (IC)
- Emergency management director (EMD)
- Unified command
- Emergency operations center (EOC)
- Other [please specify]

ACTIVATION LEVELS

Because disasters vary in terms of their size, scope, duration, intensity and consequences, incident command will determine the appropriate activation level or sequence of activation levels based on specific and changing needs. The scope of the emergency will be used to establish the appropriate ICS structure. The likelihood of a fluid situation requires the Plan to be flexible and scalable.

Activation Level I: Small, Limited Event (EOC Activation Level 1: Controlled Emergency)

Spontaneous volunteers will generally come from [Community Name]. The need for volunteer management will typically be identified by the incident commander and first responders. The IC/EOC will appoint a Volunteer Management System (VMS) director, likely from an affiliated group such as a CERT or MRC unit, who will manage affiliated and spontaneous unaffiliated volunteers at a staging area near the incident. It is likely that there is no need to stand-up a physical Volunteer Reception Center.

Activation Level II: Medium to Large Event (EOC Activation Level 2: Limited Emergency Condition)

When the EOC is activated for a medium to large event, a more comprehensive and coordinated level of the Volunteer Management System (VMS) may be required. Media coverage will result in the arrival of onlookers and those who want to help. A Volunteer Reception Center (VRC) may need to be set-up outside the impacted area or at a pre-selected site. The perimeter of the incident site will be secured. Not all components of the Plan will need to be activated. VMS staff may fill multiple roles as needed.

Activation Level III: Catastrophic Event (EOC activation Level 3: full-scale emergency conditions)

During a very large or catastrophic disaster and/or an event that generates a large number of spontaneous volunteers that may threaten to overwhelm local capacity for volunteer management, a full activation of the VMS may be required. In this case, a regional Volunteer Coordination Task Force (VCTF) will be established with representatives from multiple EOC's and affiliated volunteer organizations to help coordinate regional volunteer activity. Multiple local VMS operations will be coordinated by a unified or area command or regional EOC (REOC) VOAD Liaison working with the VCTF. Multiple VMS operations may be consolidated or regionalized to maximize available staff and resources needed to operate multiple VRCs. This consolidation may result in the activation of at least one large regional VRC, as well as a regional phone bank/call center. **See Figure 1, p. 11.**

CRISIS COMMUNICATIONS

(See Region 1 PIO SOG for additional messaging guidance)

Early and effective crisis communications is a critical part of any response involving volunteers. Getting the right information to the right people at the right time, so that they can make the right decisions about volunteering is a critical component in the Spontaneous Volunteer Management Plan. The PIO will follow standard messaging release procedures as outlined in the CEMP, Crisis and Emergency Risk Communication (CERC) Plan, or PIO Standard Operating Guide (SOG) to ensure volunteer guidance is widely disseminated through traditional and social media channel to reach all stakeholders.

All message releases will be approved by the IC and released through the Joint Information System (JIS) or the Public Information Officer (PIO). During Level II/III Activation, the PIO/IC will determine the need for a physical or virtual Joint Information Center (JIC) to help coordinate all messaging.

Timely, informative, coordinated and accurate public information is a critical factor in keeping on-lookers and potential volunteers from impeding the response and recovery processes of a catastrophic incident. The Public Information Officer must manage public expectations and make clear:

- needs in the impacted areas
- appropriate ways to help
- appropriate skills needed
- what is not needed
- where and how to volunteer
- where and how to donate time, supplies, equipment, and better yet, money.

EXAMPLES OF PRE-SCRIPTED MESSAGES

General Messages

"As emergency management works to respond to and recover from Name of Disaster, an influx of unexpected or unrequested volunteers and donations can make the response and recovery process even more difficult. If you want to volunteer or donate please visit our website at [website name and address] or call or visit the Volunteer Reception Center located at [address of VRC] between [list hours of

operation and days open]. The Volunteer Reception Center phones are staffed e.g. Monday-Saturday) and may be reached at (Insert phone number).

"9-1-1 is for life threatening emergencies only. For information about the emergency, call the 2-1-1 help-line for assistance or go to www.mass211help.org."

Volunteering

"Community members and neighbors, for your safety, the safety of responders, and for the overall management of the disaster, we are asking that you stay [at home, indoors] away from the affected area [describe parameters] until further notice."

"Volunteers who are not pre-registered should contact their local Medical Reserve Corps unit or Red Cross chapter to find out about volunteer opportunities and Just-in-Time Training."

"Community members and neighbors, for your safety, the safety of responders, and for the overall management of the disaster, we have a volunteer registration process. If you wish to volunteer:

- Call to register [insert phone number]
- Register on-line [insert url]
- Come to the Volunteer Reception Center, located at [insert location]
- Have the following with you: government issued photo ID, professional credentials, emergency contact information, snacks, water, and cell phone
- Persons with the following credentials [license, skills, equipment] are needed [time frame]"
- "We know that everyone wants to help. We ask that all volunteers consider their own limitations and needs before volunteering. Be realistic about your ability to be self-sufficient and aid in disaster response and recovery. If you can't volunteer, consider making a monetary donation."

CONCEPT OF OPERATIONS

VOLUNTEER DEFINITIONS

Affiliated volunteers are attached to a recognized voluntary or nonprofit organization and are trained for specific disaster response activities. Their relationship with the organization precedes the immediate disaster, and they are invited by that organization to become involved in a particular aspect of emergency response.

Unaffiliated volunteers are not part of a recognized voluntary agency and often have no formal training in emergency response. They are not officially invited to become involved but are motivated by the incident and a desire to help others in times of trouble. They come with a variety of skills. They may come from within the affected area or from outside the area. These types of volunteers are also known as "convergent," "emergent," "walk-in," or "spontaneous."

Spontaneous volunteers are all assumed to be spontaneous unaffiliated volunteers (SUV), for the purposes of this plan, including affiliated volunteers who show up without being deployed by their registering organization. All spontaneous volunteers will be processed as unaffiliated volunteers.

VOLUNTEER SAFETY

Volunteer safety is the primary consideration during any response and recovery effort. Volunteers will never be asked to take undue personal risks or work beyond the scope of their experience or training.

INCIDENT COMMAND SYSTEM

This Spontaneous Volunteer Management Plan is consistent with the National Incident Management System. It defines actions and roles necessary to provide a coordinated spontaneous volunteer response using the Incident Command System (ICS). Within ICS, support staffing and volunteer management often fall under the Supply Unit of the Logistics Section. As with any response, the IC may move volunteer management to another section such as the Planning Resource Unit.

The Volunteer Management System (VMS) is scalable. Depending on the scope of the emergency, additional ICS positions will be added to accomplish required tasks. Not all positions or functions need to be completed by separate individuals. If no individual is assigned to a position, the responsibility is assumed by the immediate supervisory position for the function or task. For example, in a small incident, the Logistics Section Chief could assume all duties for the Volunteer Management System (VMS). In a larger incident the VMS Director could establish and oversee multiple VMS Branches and associated ICS supervisory and leader positions. **See Figure 1, p.11.**

Level I: Solid lines

Level II: Activation Level I plus dotted lines

Level III: Activation Level I and II plus Volunteer Task Force Liaison in Command Staff

Activation Level 1

Incident Commander

Liaison

Safety Officer

VOAD Liaison

VRC Liaison

PIO

Operations Section Chief

Logistics Section Chief

Planning Section Chief

Finance Section Chief

Supply Unit Leader

VMS Director

VRC Operation

Activation Levels II and III

Volunteer Reception Center

VRC Logistics

VRC Finance

VRC Planning
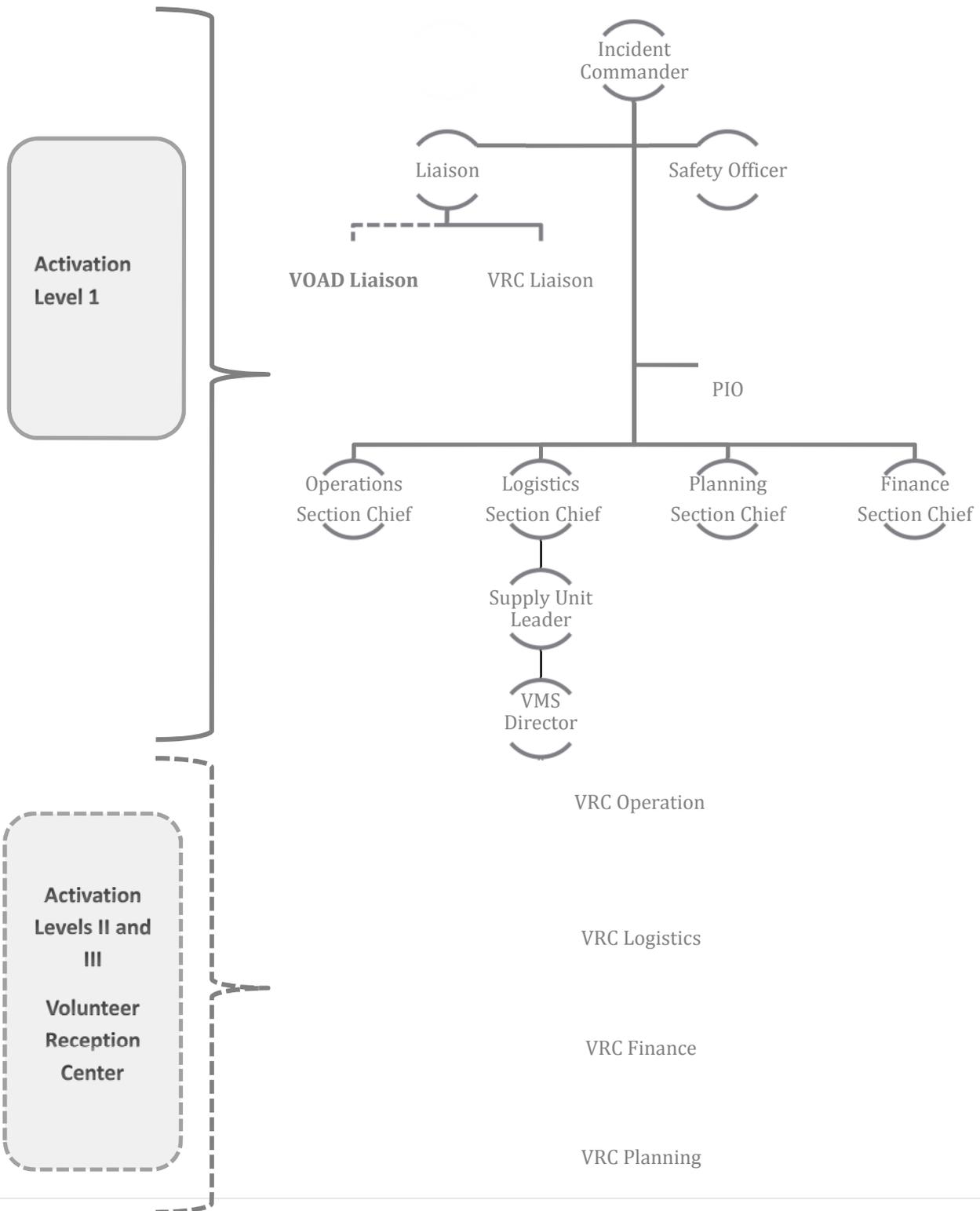
ORGANIZATION

VMS infrastructure is necessary for volunteers to safely succeed at their mission to help. Policies, forms, facilities, communication protocols and volunteer leadership are all needed to provide positive experiences leading to successful volunteer engagement and retention. Examples of this organizational structure in [Community Name] include:

☐ Coordinated system for messaging to community members from response officials regarding emergency status

☐ Community Connect CTY, outgoing 9-1-1, or other alert systems

☐ Policies and procedures that routinely integrate affiliated volunteers into responses

☐ Community/regional COAD, VOAD

☐ Formal system for acknowledgement and appreciation by community officials of Citizen Corps groups, leaders, volunteers

☐ Liability protection for volunteers (see CEMP page: [X])

☐ Other (specify)

COMMAND AND CONTROL

The incident commander delegates volunteer management to the appropriate section chief, who may delegate to a VMS Director. Community based and voluntary organizations that wish to be part of the response will be coordinated through the VOAD (Volunteer Organizations Active in Disasters) liaison appointed by the incident commander. The VOAD liaison may also serve as the VMS director in a Level I incident. In a Level II or III incident, a community Volunteer Coordination Task Force (VCTF) may be formed to coordinate multiple volunteer and VOAD organizations.

MUTUAL AID AGREEMENTS AND MEMORANDA OF UNDERSTANDINGS

If the need for volunteers or the number of spontaneous volunteers overwhelms the emergency management system, [Community Name] will request assistance from other local jurisdictions and agencies in accordance with existing mutual aid agreements (MAA) and memoranda of agreement (MOA). Copies of existing agreements are on file in the CEMP or [Location]. [Community Name] is a signatory to the Massachusetts Statewide MAA or the Western Massachusetts MAA. MAA/MOU requests will be channeled through the EOC in accordance with mutual aid policies and procedures.

[Community Name] has the following MOUs in place to support the VMS Operations.

1. [List]
2. [List]

RESOURCE REQUIREMENTS

The VMS director with the EOC logistics section chief will assess the following resource needs:

Facilities
- Volunteer reception center (VRC)
- Volunteer staging area
- Volunteer housing, care, and feeding

Supplies
- Office equipment and supplies
- Medical equipment and supplies
- PPE – personal protective equipment
- Signage: internal and external directional

Transportation of Volunteers
- Private/public
- Liability coverage(s)

Communications
- Radios
- Phone bank/call center site
- Internet
- Cell service
- HAM operators

Personnel
- Volunteer Management System (VMS) director
  - VRC coordinator (VRCC)/VRC operations chief
- VOAD liaison
- VRC liaison
- Volunteer Reception Center (VRC) staff
- Volunteer Reception Center security
- Volunteer Coordination Task Force (VCTF) liaison

The table below outlines the objectives of the VMS, specific tasks, and the ICS position or organization responsible. Modify as needed to match the [Community Name]'s ICS structure.

Table 1: Volunteer Management System (VMS) Roles and Responsibilities	
ROLE/TASK	RESPONSIBILITY
SUPPORT EFFECTIVE VOLUNTEER RECRUITMENT	
Determine volunteer need: activate/ demobilize the plan at the appropriate level	IC/EOC
Appoint Volunteer Management System (VMS) director	IC/Section Chief
Appoint Volunteer Reception Center coordinator (VRCC) if needed	VMS Director
Appoint VOAD liaison	IC/EOC
Appoint Volunteer Reception Center liaison (if VRC is activated)	VMS Director
Provide public information with instructions regarding the need for and how to volunteer	PIO
Provide public information to voluntary organizations and the public when volunteers are not needed	PIO
Outreach and coordination with affiliated volunteer/NGO and other volunteer organizations	VOAD Liaison/VMS Director
Schedule and coordinate meetings of the volunteer groups to coordinate, update, and collaborate on the volunteer management system and operational process before, during, and after a disaster	VOAD Liaison/VMS Director
Provide advice to the VRC liaison on suitable candidates for volunteer management functions	VMS Director
Determine when to demobilize the VMS	IC/EOC/VMS Director
ENSURE EFFICIENT, EFFECTIVE, SAFE RESPONSE	
Direct and support the Volunteer Management System (VMS)	IC/EOC/Logistics/VMS Director
Identify suitable candidates for the various volunteer management functions	VMS Director/VRCC
Select VRC site(s) and coordinate equipping and staffing the facility	Logistics/VMS Director
Secure VRC site perimeter to prevent unauthorized volunteer entry	Security
Coordinate training of volunteers for operation of the VRC	VMS Director/VRCC
Supervise VRC operations	VMS Director/VRC
Select a phone bank/call center site and coordinate equipping/staffing the facility	VMS Director/VRCC
Coordinate volunteer training for the phone bank/call center	VMS Director/VRCC
Ensure sufficient staffing support for volunteer processing	VMS Director/VRCC
Credential and check volunteer CORI/SORI, as able	VMS Director/VRCC
Provide identification (badge, wrist band etc.)	VMS Director/VRCC
Track all volunteer expenses and contributions for potential reimbursement	VMS Director/VRCC/Finance

EFFECTIVE, EFFICIENT, SAFE VOLUNTEER ASSIGNMENT

Match volunteer skills/interests with identified incident response personnel needs	Planning/Operations/VMS Director/VOAD Liaison
Minimize time to assign volunteers	VMS Director/VRCC
Expedite pre-registered, affiliated volunteers: MRC, CERT, DART, ARC, DBHRT	VMS Director/VRCC
Process volunteer groups from a particular faith community, or CBO	VMS Director/VRCC
Quickly interview potential volunteers for skills/interests	VMS Director/VRCC
Maintain volunteer force for assignment to future shifts	VRC Planning/Logistics

OBJECTIVE: VOLUNTEER TRAINING/SAFETY

Brief volunteers on roles and responsibilities	VRC Operations
Provide logistical support for volunteers (e.g. transportation to site)	VRC Logistics
Provide secure environment for volunteer processing	Logistics/VRC Logistics
Brief volunteers on safety issues	Safety Officer
Ensure on-site training, supervision and evaluation	VRC Operations
Provide safety personal protective equipment (PPE) to volunteers	Logistics/VRC Logistics
Track volunteers for medical follow-up, as needed	Medical Unit Leader
Provide Critical Incident Stress Management or Disaster Behavioral Health Support as needed	VRC Medical Unit Leader
Officially discharge volunteers	VMS Director/VRCC

VOLUNTEER RETENTION

Ensure a positive experience for volunteers	VRC Operations
Minimize time at reception center for potential volunteers	VRC Operations
Maximize number of volunteers assigned	Operations/VRC Operations
Evaluate volunteer performance	VRC Operations
Thank volunteers - provide POC information and encourage retention/affiliation	VRC Operations
Conduct incident review "hot wash" with volunteers	VRC Operations

TABLE 2: VOLUNTEER MANAGEMENT SYSTEM PARTNERS

The following Voluntary, Community Based, Faith-Based and Private organizations will be relied on to respond to an emergency to assist with the VMS Plan in [Community Name]. List all that apply.

Role/Organization	Name	Phone	Email
Chief Elected Official			
Emergency Mgmt. Director			
Local Voluntary Organizations	MRC		
	CERT		
	American Red Cross		
	Salvation Army		
	Rotary		
	Lions		
	Other		
Faith Community			
Media Channels			
Business Community			

VMS IMPLEMENTATION

See Figure 2 (p. 19) for VMS Flow Chart.

ACTIVATION
1. IC determines need for volunteers and volunteer activation.
2. IC delegates volunteer management to the logistics section chief (or planning section chief).
3. IC, EOC, and section chiefs determine that a Volunteer Management System (VMS) and/or Volunteer Reception Center (VRC) are required. In Activation Level III, a fully staffed volunteer incident command structure may be needed in addition to the event's incident command.

APPOINT VMS DIRECTOR –ICS STRUCTURE
1. Section chief appoints a Volunteer Management System (VMS) director to manage volunteers, organizations/agencies and a Volunteer Reception Center (VRC) (if activated).
2. IC instructs PIO to work with VMS director to provide appropriate volunteer messages.

3. In Activation Level II or III, a VOAD liaison may be appointed to assist the VMS director in coordinating with voluntary organizations deploying volunteers. Otherwise the VMS director will coordinate directly with the VOAD.

4. IC and logistics section chief confer - agree to open a VRC.

5. In Activation Level II or III, VRC coordinator(s) may be appointed to assist the VMS director and serve as the VRC operations chief.

6. VMS director appoints a VRC liaison to work with the EOC/IC.

ENGAGE COMMUNITY SUPPORT

In a large scale or prolonged emergency, particularly in the recovery phase, it is recommended that a community Volunteer Coordination Task Force (VCTF) be created to work through the incident command VOAD liaison to coordinate and manage affiliated volunteers. The VCTF may also be asked to assist with the management of spontaneous unaffiliated volunteers. The VCTF may consist of MRC, CERT, DART, ARC, and faith-based or other community based agency coordinators and/or other stakeholders that manage volunteers and have the ability to coordinate, process, assign and supervise volunteers.

PROVIDE PUBLIC INFORMATION - CRISIS COMMUNICATIONS

1. The PIO in coordination with the VMS director and with permission of the IC, communicates with the public regarding the need for volunteers, including who, what, when, where, why, and how.

2. The PIO coordinates public information with the VOADs who are responding to the incident to ensure that messaging to the public and volunteers is consistent, appropriate and effective.

ACTIVATE VOLUNTEER RECEPTION CENTER

1. At the VRC or other volunteer management site, the following volunteer management functions are provided to process and accommodate both affiliated and unaffiliated volunteers. Spontaneous volunteers will require additional processing and training before being deployed.

    ☐ **Registration:** Welcome, triage, orientation, information, registration, phone center, message center
    ☐ **Credentialing**: Identification, credentialing, background checks
    ☐ **Training:** Safety and Just-in-Time training, operation training as available for EDS or sheltering
    ☐ **Assignment:** Liaison with IC/operations, matching, badging/vests, deployment
    ☐ **Support:** Transportation and trouble desk
    ☐ **Demobilization**: Debriefing, evaluation, and volunteer retention/follow-up
    ☐ **Facilities:** Volunteer and staff food, sanitation/cleaning, and rest area
    ☐ **Data:** Documentation logs of all actions, volunteer time, volunteer records, forms, expenses

2. IC/EOC continues to re-evaluate need for volunteer deployment and communicates with section chiefs, Volunteer Management System (VMS) director, Volunteer Reception Center (VRC) coordinator and VOAD liaison.

3. VOAD liaison coordinates with
   - PIO and VOAD members to ensure consistent public messaging about the changing need for volunteers including any long-term need for volunteers, especially during recovery
   - Volunteer Management System (VMS) director and/or VRC coordinator
   - Volunteer Coordination Task Force (VCTF), MRC, and/or other affiliated coordinator(s) to expand or contract based upon on-going needs assessment.
4. VMS director and VRC coordinator ensures that the following activities are completed:
   - Welcome, register, and credential volunteers
   - Basic Just-in-Time training, including safety messages; may also include specific operations training such as sheltering, emergency dispensing, etc. as appropriate
   - Badge (identification)
   - Job Action Sheets (JAS) as they are available
   - Deployment
   - Volunteer support
   - De-mobilization and retention resources
5. Operational periods continue as deemed necessary

SUPPORT RECOVERY

1. IC/EOC and VMS director assess long-term needs and requirements for volunteers for recovery
2. Recovery coordination passes to appropriate local or regional organizations and agencies, VOAD, or VCTF.

DEMOBILIZATION

1. Event closes with hot-wash, After Action Report, and Improvement Plan
2. Records are completed
3. Volunteers are acknowledged and thanked
4. Spontaneous Volunteer Management Plan is revised or updated as necessary.

FIGURE 2: VOLUNTEER MANAGEMENT SYSTEM FLOW CHART

Activation	
Triggers	Determine need and activate the VMS at appropriate level: I, II or III

Assign VMS Director	
Activate local VMS ICS structure and personnel	VOAD liaison assigned to EOC

Public Information	
Volunteer messaging	JIC/JIS activation as needed

Facilities Management	
Level II / III: Activate VRC	Level II/III Activate phone bank/call center

Recovery	
Reassess need	Continue operations

Demobilization	
Complete all records	Thank volunteers: encourage affiliation

VOLUNTEER RECEPTION CENTER (VRC)

Every incident is unique and volunteer management will be scaled to meet current needs. In Type II or III activation, the primary method for coordinating volunteers employs the concept of a volunteer reception center (VRC). Volunteer reception centers can be structured as:

- part of a response facility, like an emergency dispensing site, shelter, or reception center
- a stand-alone walk-in center referred to as a volunteer reception center
- phone bank
- virtual online process
- a combination of two or more of these strategies.

The choice of the VRC site, including style, size, accessibility, and location is driven by a needs assessment by the command staff and section chiefs. Initial operational periods may not require any volunteer response. Continued situational awareness and needs assessment will determine whether to incorporate affiliated volunteers and/or spontaneous volunteers.

CRITERIA FOR CHOOSING A LOCATION FOR VOLUNTEER RECEPTION CENTER:
- adequate space for all VRC functions
- multiple rooms, areas available
- safety/security
- availability of secure parking
- availability of food, sanitary facilities and rest areas for staff
- internet access including Wi-Fi or "hot spot"
- communication capabilities
- accessible and in close proximity to the affected area

The following table lists the location of pre-identified volunteer reception centers in [Community Name]. This list will include emergency dispensing sites, shelters and reception centers, if the site will be used for volunteer reception. At least one stand-alone site will be chosen and added to the CEMP.

TABLE 3: VOLUNTEER RECEPTION CENTER LOCATIONS

Event	Limitations	Name
Flooding	Identify location outside of a flood plain	
Extended power outage	Identify location with back-up generators	
Emergency dispensing		
Sheltering		
All-hazards		

VOLUNTEER RECEPTION CENTER STAFFING

A detailed description of the volunteer reception center, including ICS and job action sheets is found in the Standard Operating Guideline in the appendix (*under development 2013-2014*).

The [Community Name] will staff the volunteer reception center with the following:

☐ Employees of the jurisdiction with the following preferred skills: persons who are familiar with the community, VRC facility, and emergency response procedures and who possess good public relations or "customer service" skills, interact regularly with the public, can make quick decisions, exercise good judgment, and are able to work well under stress.

☐ Employees of other jurisdictions: mutual aid assistance from other jurisdictions may be requested after fully utilizing local resources.

☐ Affiliated Volunteers (MRC, CERT, ARC, DART, CERT, VIPS, etc.): will be assigned to assist with volunteer reception early in the response phase. [List Here]

☐ Spontaneous volunteers as needed: if additional staff resources are needed, SUV who possess strong organizational, written and verbal skills, have experience in human resources such as interviewing and data management, are social workers, instructors or teachers, and have passed basic background checks may be recruited to staff the VRC.

DIRECTION AND CONTROL

Volunteer management is an element of the logistics section with control from [Community Name]'s logistics section chief and the VMS director. All requests regarding the VRC will be made through logistics at the EOC, or upon direction of the IC through the logistics/VMS director at the Volunteer Reception Center.

The VMS director may appoint a VRC coordinator who will coordinate with the VRC liaison at the EOC who will collaborate with other command and general staff to determine volunteer needs, safety, logistics and public information at a volunteer reception center.

A VRC liaison should be present at the EOC continuously while the VRC is operational. Each agency/organization active in the operation and supporting the VRC will maintain its independence in operating and administering its programs but will maintain a cooperative, coordinated response to the disaster and provide agreed-upon resources to the VRC through the EOC VRC liaison and, if activated, through the VCTF liaison (appointed by the VCTF), and VOAD liaisons.

VRC PUBLIC INFORMATION

The designated onsite VRC coordinator or public information officer is the only staff member authorized to respond to media inquiries at the VRC. All media arriving at the VRC will be escorted at all times by the PIO. The PIO will coordinate closely with the EOC PIO and the Joint Information Center (JIC) (if activated), to ensure consistent messages are delivered to the media and public.

VOLUNTEER RISK MANAGEMENT

The Volunteer Reception Center is critical for managing certain inherent risks associated with spontaneous volunteers. Volunteers need to accept a certain level of risk, inherent in all disaster situations. Choose policies below.

☐ Potential volunteers will be screened for suitability.

☐ Professional license verification and Department of Criminal Justice Information Services (DCJIS) background checks (CORI, SORI) may be necessary for some functions, especially those that interact with vulnerable individuals such as elders and children.

☐ Volunteers will be provided with adequate training and supervision, especially until credentials and license checks are complete.

☐ All volunteers will sign a liability release form.

☐ Confidentiality agreement forms will be signed as appropriate.

☐ Volunteers will be informed of liability protections and their potential limitations.

FIGURE 3: CHRONOLOGICAL ACTION STEPS

See appendix for associated forms:

- Volunteer arrival: affiliated and unaffiliated volunteers
- Orientation: situational awareness and briefing provided
- Registration
- Credential verification and background checks: If none, or negative, release candidate
- Search for assignment: if none, release for possible call-back
- Assignment training/briefing: safety, Just-in-Time training
- Deployment: incident badging
- Transport to site, job site training, supervision, and evaluation
- Demobilization
- Volunteer follow-up and retention

VOLUNTEER RECEPTION CENTER AREAS

Registration Desk

REGISTRATION POLICIES: CHECK BELOW

☐ Everyone entering or leaving the VRC must sign in and out at the Registration Desk

☐ All volunteers both affiliated and unaffiliated that are under the direction and control of the IC will be processed through the VRC and receive the basic safety training.

☐ A confidential file will be kept on all volunteers processed through the VRC

☐ All volunteers will be assessed for suitability for the response based on criteria established by the IC

☐ All volunteers must sign all registration forms

REGISTRATION DESK TASKS

☐ **Volunteer Welcome**: Make each Volunteer feel valued

☐ **Sign-in**: Everyone entering or leaving the VRC must sign in and out on the Sign-In **FORM**

☐ **Volunteer Triage:** Work with Security to assess the appropriateness of all Volunteers presenting

☐ Use VRC Processing Checklist **FORM** with Rapid Interview Questions

☐ **Volunteer Orientation**: Provide situational awareness on incident and volunteer opportunities, including affiliations. Distribute:
- Volunteer Registration Instructions
- Volunteer Registration

☐ **Volunteer Message Center**: Maintain a volunteer message board

☐ **Phone Bank:** A phone bank will be maintained to answer questions and direct volunteers

☐ **Volunteer Registration:** Ensure all required forms are completed and signed with an expedited process for affiliated volunteers

☐ **Forms:** (Note: all forms must be completed, signed, dated and witnessed by the staff at the registration desk
- VRC Processing Checklist for staff
- Volunteer Instructions Checklist
- Volunteer Registration
- Volunteer Code of Conduct FORM
- Volunteer Confidentiality FORM
- Volunteer Release and Waivers FORM

☐ **Data Management:** Documentation logs of all actions, volunteer time, volunteer records, forms, and expenses

- Create a file for each volunteer with copies of ID, credentials, forms, deployments, etc.

REGISTRATION DESK SUPPLIES:

☐ Pens, pencils, paper, clipboards

☐ Phones and contact lists

☐ Internet, laptop, printer, scanner, copier

☐ Volunteer folders

☐ **FORMS:**
- Sign-in Sheet
- VRC Processing Checklist
- Volunteer Registration Instructions
- FEMA Readiness Deployment Checklist
- Volunteer Registration
- Volunteer Code of Conduct
- Volunteer Confidentiality
- Volunteer Release and Waivers

Credentialing Desk

CREDENTIALING POLICIES

☐ The IC will set the required standards for credentialing and background checks.

☐ All unaffiliated volunteers will have CORI/SORI checks done if possible. If not completed immediately, the volunteer will be assigned to sensitive areas or tasks and/or partnered with a credentialed volunteer.

☐ Spontaneous volunteers must bring copies of clinical licenses and CPR/first aid cards for verification. No volunteer will be permitted to practice clinically without verification of licensure.

☐ The following methods will be used to complete background checks:

☐ Public safety official

☐ Human resource official

☐ MAResponds (http://www.maresponds.org)

☐ Private entity (specify)

☐ Other (specify)

☐ The following positions/departments have authority in [Community Name] to conduct Criminal Background checks:

☐ [Position]
☐ [Position]

VOLUNTEER CREDENTIALING DESK TASKS

☐ **Identification:** Must have a government issued photo ID (driver's license, passport, Massachusetts ID card, Massachusetts liquor ID card, etc.)

☐ **Licenses**: Must provide copies of all licenses and certifications such as:

- Commercial driver's; hydraulic lift; crane operator; construction supervisor license
- CPR/first aid cards; medical license: must complete medical credentials section
- MRC, DART, ARC, or other affiliation ID; health officer/agent; inspector of buildings; DPW; first responder

☐ Verification: Must obtain official verification of all licenses, certifications, affiliations

☐ IC/operations determines the required background checks needed by volunteers

The following options are available for conducting background checks

- MAResponds:
  - May be able to do real time license checks: www.maresponds.org. You must be registered to use this system. Most MRC/CERT units are registered users.
  - MAResponds can conduct CORI checks, but they may take as long as a week.
- SORI Level III checks can be done on the Mass Sexual Offender Database http://sorb.chs.state.ma.us/.
- CORI checks can sometimes be done in an emergency by local law enforcement.
- CORI checks can also be completed by some private agencies.[List Here]
- Medical licenses: https://checkalicense.hhs.state.ma.us/.
- Other: [List Here]

CREDENTIALING DESK SUPPLIES

☐ Pens, pencils, paper, clipboards

☐ Phones, contact list

☐ Internet, laptop, printer, scanner, copier

☐ **FORMS:**

- Volunteer Credentialing Checklist
- Volunteer Assignment Card (VAC)

Training Desk

TRAINING POLICIES

☐ All volunteers must report to a designated Volunteer Reception Center or staging area for an orientation, safety training, and Just-in-Time training prior to receiving a temporary badge, Job Action Sheet(s), and deployment assignments.

☐ At completion of the temporary deployment, spontaneous volunteers must make arrangements with their supervisor or VRC coordinator to return their temporary badge until a full background and credentialing process has been completed. This step may take several days depending on the nature of the disaster and availability of state DCJIS records.

VOLUNTEER TRAINING DESK: *See Just-In-Time Training (JITT) SOG*

TRAINING DESK SUPPLIES

☐ Pens, pencils, paper, clipboards

☐ White board or flip chart and markers

☐ Laptop with office and projector

☐ JITT training materials

☐ **FORMS:**
- JITT Core Competencies Card

Assignment Desk

ASSIGNMENT POLICIES

☐ All deployed volunteers must carry their Volunteer Assignment Card (VAC) at all times along with their incident badge and other identification

☐ Volunteers are responsible for having their VAC signed and dated by each trainer or supervisor

☐ Volunteers must always sign in and out with their supervisors

VOLUNTEER ASSIGNMENT DESK TASKS

☐ **Liaison:** Establish communications with volunteer liaison to coordinate volunteer needs and assignments

☐ **Matching:** Work with available volunteers and requesting agencies to match volunteer skills/wants with needs

☐ **Assignment Briefing:** Use Assignment Briefing **FORM**; provide details of assignment and Volunteer Tracking **FORM**

☐ **Badges:** Issue official, dated Incident badges or identification, Volunteer Assignment Card

☐ **Vests:** Issue as available volunteer identification shirts, vests, wristbands or hats

☐ Returns: Provide information on returning volunteer identification items

☐ Deployment: Deploy volunteers with assignment instructions and Volunteer Tracking FORM

☐ Demobilization: Provide volunteers with demobilization instructions

ASSIGNMENT DESK SUPPLIES

☐ Pens, pencils, paper, clipboards

☐ Internet, laptop

☐ Phone and contact lists

☐ Volunteer identification: wrist band, vest, hat, shirt or other volunteer identification

☐ **FORMS:**
- Request for Volunteer
- Volunteer Tracking
- Volunteer Assignment Card (VAC)
- Demobilization Instructions: returning equipment and signing out
- Volunteer Badges

Support Desk

SUPPORT POLICIES

☐ The Support Desk will make every effort to assist volunteers who are having deployment problems, but each volunteer is responsible for his/her own health, safety, transportation, and support.

☐ Complaints and concerns will be logged as they are received.

☐ Any complaints or concerns that involve life, property or environmental safety should be reported to a supervisor immediately.

☐ Immediate threats to life safety should be reported to 9-1-1.

VOLUNTEER SUPPORT DESK TASKS

☐ **Transportation:** Coordinate and arrange safe transportation for volunteers

☐ **Supervision:** Provide volunteer support, supervision and evaluation as able

☐ **Trouble Shooting:** Staff the Trouble Desk and coordinate volunteer issues, requests, and complaints

☐ **Support:** Coordinate with logistics to provided volunteers with support

SUPPORT DESK SUPPLIES

☐ Pens, pencils, paper, clipboards

☐ Internet, laptop, printer

☐ Phone and contact lists

☐ FORMS
- Incident Report
- Transportation

DEMOBILIZATION POLICIES

☐ Debriefing including Psychological First Aid and/or Critical Incident Stress Management may be conducted at the close of the volunteer service.

☐ Contact information reviewed at debriefing will include notification that an MRC unit coordinator may contact spontaneous volunteers following de-mobilization to discuss further interest/training.

☐ Spontaneous volunteers may be given MRC unit coordinators' contact information and MRC Core Competency Card.

VOLUNTEER DEMOBILIZATION DESK TASKS

☐ **Badge Return**: Collect all volunteer identification such as badges and vests

☐ **Reports:** Collect all final reports and activity logs

☐ **Exit Information:** Ensure that all volunteers receive exit Information

☐ **Sign-Out:** Ensure that all volunteers sign out and leave promptly

☐ **Data:** Create a data base for medical follow-up and study as appropriate

☐ **Volunteer Affiliations:** Provide information on affiliated volunteer opportunities and organizations such as the MRC

☐ **Stress Management:** Provide behavioral health first aid or critical incident stress management as appropriate

DEMOBILIZATION DESK SUPPLIES

☐ Pens, pencils, paper, clipboards

☐ Internet, laptop, printer

☐ Phone and contact lists ☐ FORMS:

- VRC Demobilization Checklist
- Exit and Demobilization Information
- MRC Information Card

VRC FACILITIES POLICIES

☐ **Data Management:** A volunteer database will be used to store contact and background information about spontaneous volunteers. It will mirror the volunteer intake form. A separate database file should be established for each disaster at the time of the VRC activation so that staff will have the ability to search the database for volunteers with particular skills and availability. The database will be used to produce summary reports for final reporting. Manual systems that replicate the computerized database will be used in events where power is unavailable.

☐ **Confidentiality and privacy of information** are important concerns when developing and using a database and VRC staff will adhere to the jurisdiction's policies on these issues.

☐ **Safety:** A safety officer will be assigned to the VRC who will report to the EOC safety officer. The safety officer identifies and assesses health and safety hazards at the VRC and takes appropriate measures to mitigate them.

☐ **Security:** A security officer will be onsite at all times the VRC is open or staffed. No weapons of any nature, alcoholic beverages, or drug paraphernalia will be permitted anywhere at the VRC.

☐ **Food:** Rest areas and food will be supplied for VRC volunteers. Water and snacks may be provided for all volunteers at the VRC.

VRC FACILITY TASKS

☐ Food, water, sanitation, cleaning, rest area, first aid kit

☐ Phones, TV, internet, secure power supply, HVAC

☐ Secure storage area for volunteer items, if available

FACILITIES SUPPLIES

☐ Supplies for staff

☐ Supplies for facility operations

☐ FORMS:

- Facility Assessment Checklist
- Facility Contact List

VRC DATA MANAGEMENT POLICIES

☐ All volunteer information is considered sensitive and should be kept confidential

☐ All activities, hours, and expenditures should completely documented

☐ All logs and documents should be completed at the end of each shift and filed with the EOC finance section.

DATA MANAGEMENT TASKS

☐ **Documentation:** Data management system both paper and electronic

☐ **Security:** Security and privacy protection for all data

☐ **Files:** Individual volunteer files

☐ **Reporting:** Reporting protocols at the end of each shift/operational period

DATA MANAGEMENT SUPPLIES

☐ Pens, pencils, paper, clipboards

☐ Phones and contact lists

☐ Internet, laptop, printer, scanner, copier

☐ FORMS:
- Resource Request
- Financial Tracking
- Volunteer Hours Tracking

Phone Bank/Call Center

This may be a separate area managed by a call center unit leader. The VMS director, in coordination with the logistics section chief and public information officer will determine the need for activating a call center/phone bank, which will be located at the Volunteer Reception Center or another location with sufficient capacity. The phone center will receive phone calls from prospective volunteers and agencies requesting volunteers.

VOLUNTEER RETENTION

A positive experience encourages volunteers to continue to provide support for current and future operations. A poor volunteer experience could lead to disruptive and/or unsafe behavior.

Disaster and emergency volunteer management, "volunteer leadership," is not a linear process. Just as emergency preparedness is a cycle linked by overlapping phases including prevention, response, recovery and mitigation; so is volunteer management. Strong and sustainable volunteer programs are founded and grounded upon people with passion and programs with policies and principles.

Volunteer recruitment, reception, training and retention are interwoven. It is therefore, useful to conceptualize SUV retention in terms of a paradigm in which the process is continuous and cyclic with opportunities for outreach, reception, engagement, and interaction with a prospective or registered volunteer. Every interaction is an opportunity to build the relationships, interests, skills, sense of purpose and connectedness that build upon the individual's desire to be useful and of service. Volunteer policies:

- Volunteers will be contacted for follow-up post incident to convey appreciation for services rendered and recruitment into an affiliate group. This includes acknowledgements to employees as well. Issues to consider monitoring include potential physical/medical issues related to job assignments. If needed, volunteers should be offered critical incident stress management (CISM) assistance.
- Spontaneous volunteer shall be given VMS coordinator, VC, CERT, MRC unit coordinator, or other affiliated group leader contact information along with an MRC Core Competency Card.
- When volunteers are released, they will be asked to consider registering with a VOAD or other recognized volunteer organization such as the MRC or CERT.

Citizen Corps groups have a unique opportunity to be the conduit to attracting, receiving, assessing, training, and managing spontaneous volunteers. The fact that there are existing disaster volunteer infrastructures such as MRC/CERT makes it evident to the spontaneous volunteer that the world they have "walked into" is not completely alien. When evidence of organizational structure is perceived, particularly in the time of chaos, spontaneous volunteers frequently feel a sense of security and affirmation that their decision to help is validated. Evidence of organizational structure may be seen, heard, and psychologically and/or emotionally experienced. These factors are generated through means that are already in motion within the National Incident Management System and the Incident Command System throughout the year.

ACRONYMS

AAR	After Action Report
ARC	American Red Cross
CB	Community Based Organization
CEMP	Comprehensive Emergency Management Plan
COAD	Community Organizations Active in Disaster
CERT	Community Emergency Response Teams
DART	Disaster Animal Response Team
DBHRT	Disaster Behavioral Health Response Team
EMA	Emergency Management Agency (government: local, state, territorial, tribal, and federal)
EOC	Emergency Operations Center
ESF	Emergency Support Function
ESF15	Volunteers and Donations
FBO	Faith Based Organization
FDAA	Federal Disaster Assistance Administration
FEMA	Federal Emergency Management Agency
IC	Incident Command
ICS	Incident Command System
IM	Incident Management
JIC	Joint Information Center
JITT	Just-in-Time Training
MDPH	Massachusetts Department of Public Health
MEMA	Massachusetts Emergency Management Agency
MRC	Medical Reserve Corps
NIMS	National Incident Management System
NGO	Non-Government Organization
VMS	Volunteer Management System
NVOAD	National Voluntary Organizations Active in Disasters
PIO	Public Information Officer
POC	Point of Contact
POD	Points of Distribution
PPE	Personal Protective Equipment
REOC	Regional Emergency Operations Center
SOG	Standard Operating Guideline
SUV	Spontaneous Unaffiliated Volunteer
UC	Unified Command
VMS	Volunteer Management System
VRCC	Volunteer Reception Center Coordinator
VOAD	Volunteer Organizations Active in Disasters
VRC	Volunteer Reception Center
VCTF	Volunteer Coordination Task Force

APPENDICES

VMS Forms: *See Tab 1*

VMS Job Action Sheets (JAS): *See Tab 2*

VMS Just-in-Time Training (JITT) Guide: *See Tab 3*

VMS Public Information Officer (PIO) SOG: *See Tab 4*

VMS Volunteer Management SOG (future)

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ACKNOWLEDGMENTS

Spontaneous Volunteer Management Plan FORMS

Western Massachusetts Medical Reserve Corps

The Spontaneous Volunteer Management Plan provides guidance for safe, efficient and scalable volunteer management. The Plan includes integration with incident management systems; communication with community members and voluntary organizations; volunteer reception, screening, training, matching, deployment and retention.
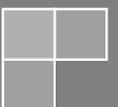
FORMS LIST

- **Registration FORMS**:
    1. Volunteer Registration Instructions
    2. Volunteer Registration
    3. Volunteer Liability Waiver, Confidentiality Agreement
    4. Volunteer Code of Conduct and FEMA ICS Deployment Checklist
    5. ICS 211 Personnel Sign-in Sheet
    6. Volunteer Processing Checklist
    7. Medical Volunteer Registration
    8. Call Center Volunteer Intake Script

- **Training FORMS:**
    9. JITT Basic and Safety Training Attendance Log

- **Assignment FORMS:**
    10. MA Responds Request for Volunteers
    11. Volunteer Deployment Checklist (front of #12)
    12. Volunteer Deployment Checklist (back of #11)
    13. Volunteer Assignment Card (VAC) (front of #14)
    14. Training Record (back of #13)
    15. Volunteer Badge Log
    16. Volunteer Badges (front of #17)
    17. Volunteer Badges (back of #16)
    18. Volunteer Equipment Issue and Return
    19. Volunteer Tracking and Transportation Log

- **Support FORMS:**
    20. Incident Action Log
    21. Incident Report
    22. Complaint Report
    23. Transportation Request

- **Demobilization FORMS**:
    24. Volunteer Demobilization Instructions
    25. ICS 221 - Demobilization

- **Facilities FORMS:**
    26. Volunteer Reception Center ICS Positions
    27. ICS 203 Organization Assignment List
    28. Volunteer Reception Center Security Plan
    29. Volunteer Reception Center Signs

30. VRC Facility Assessment Checklist
31. ICS 205B Personnel Communications List
32. Volunteer Reception Center Partner Contact List
33. Volunteer Reception Center Supply List
34. Volunteer Reception Center Communication Resources

☐ **Data Management FORMS:**
35. ICS 213- General Message/Resource Request
36. Finance Tracking

VOLUNTEER MANAGEMENT SYSTEM
Volunteer Registration Instructions

Thank you for volunteering today. Your safety is our highest priority. Please follow these instructions:

1. Our job is to register you as quickly as possible so that you can begin helping during this emergency.
2. You must visit each of these stations.
3. You must complete all forms and training before being deployed.
4. Please do not have family members call the VRC looking for you. Make other arrangements.
5. Please take all of your personal items with you when you leave.
6. Remember to sign in and out every time.
7. Follow instructions and stay safe.
8. **The Incident Command System is easy: know who you report to and who reports to you.**

☐ **Registration Area**
- ☐ Provide a government issued photo ID
- ☐ Complete and sign the registration form
- ☐ Complete and sign the liability release form
- ☐ Complete and sign the confidentiality agreement
- ☐ Complete and sign the code of conduct
- ☐ After forms completion, wait for your name to be called by an interviewer

☐ **Credentialing Area**
- ☐ An interviewer will take your registration forms and discuss your skills and interests, as listed on your registration form
- ☐ We will begin to check your credentials and identification will be checked
- ☐ Information on potential assignments will be discussed
- ☐ Volunteer Assignment Card will be issued
- ☐ Take the Volunteer Assignment Card to the Training Area

☐ **Training Area**
- ☐ You will receive basic training in personal protection, safety, security, and incident command
- ☐ Once complete, proceed to Assignment Station; present your Volunteer Assignment Card
- ☐ Your assignment may mean you will need additional training

☐ **Assignment Area**
- ☐ You will be matched with areas/agencies requesting volunteers
- ☐ The Assignment Desk will record and initial your Volunteer Assignment Card and try to contact the assignment agency to let them know to expect your arrival
- ☐ You will be issued appropriate badging and other volunteer identifiers
- ☐ You will receive a credential that will permit you access to assigned tasks/sites during your work activities on the specific dates written on your VAC/badge
- ☐ You will be directed to exit or proceed to the next station if your job requires additional training; additional training may also occur on the job

☐ **Support Area**
- ☐ You will be given information on transportation options
- ☐ You will be told how to contact the VRC if you have problems or need help
- ☐ Any questions or concerns you still have will be answered here

☐ **Demobilization**
- ☐ When leaving your assignment: sign out, return your badge
- ☐ Turn in completed Volunteer Assignment Card, signed by your supervisor
- ☐ Return any borrowed equipment or Volunteer IDs like vests, hats, shirts, bands, temp. badges
- ☐ Ask about future volunteer opportunities or affiliations

VOLUNTEER MANAGEMENT SYSTEM
Volunteer Registration Form

Date/Time:	VRC Interviewer

Name:	Day Phone:
Home Address:	Evening Phone:
Last 6 digits of SSN:	Gender: M F	Cell Phone:
Date of Birth:	Drivers Lic. #:	Employer:
Emergency Contact (Relationship):	Alternate Emergency Contact:
Emergency Contact Phone:	Alternate Phone:

Medical Provider Information:

Do you have any health Issues ☐ Yes ☐ No   If yes, please explain:

Special accommodations:

Occupation/Professional Specialty/Licenses:

List any agency affiliation or disaster relief experience along with any disaster training taken:

Availability: **M T W Th F S Sun**	Hours:	Months: **J F M A M Jun Jul A S O N D**

SKILLS AND EXPERIENCE

Medical			Services			Transportation
Complete Medical Registration Form			Food (serve safe)			Car
Communications			Elderly/Disabled Assistant.			Station Wagon/Mini-Van
CB or Ham Operator			Licensed Day Care			Maxi-van, capacity:
Own Equip? ☐ Yes ☐ No			Search and Rescue			ATV
Hotline Operator ☐ Yes ☐			Auto Repair/towing			Own off-road veh./4wd
Own a cell phone			Traffic Control			Own truck: desc.:
#:			Crime Watch			Own boat: capacity:
Public Relations			Animal Rescue			Commercial driver:
Language other than English			Animal Care			Class and Lic #:
French			Runner			Camper/RV, cap:
German			HR/Management			Type:
ASL			Social Service/Com Org			Snowmobile:
Spanish			Clergy			Tractor trailer
Arabic			Environmental			Labor
Other:			Water			Loading/shipping
			Toxic Waste			Sorting/Packing
Office Support			Waste Reduction			Clean-up
Clerical: Filing, copying			Wildlife/Land Management			Operate equipment
Data Entry Software			Other Env:			Types:
Phone Receptionist			Structural			Supervisory Experience
Office Manager			Damage assessment			Equipment
			Metal construction			Backhoe
Other			Wood construction			Chainsaw
			Block construction			Generator
			Certificate #			Trailer (open/closed)
						Bobcat
						Dump Truck
						Truck & Plow

I, for myself and my heirs, executors, administrators, and assignees, hereby release, indemnify, and hold harmless local governments; the Commonwealth of Massachusetts; the Medical Reserve Corps; local board of health and health department; Citizen Corps; the organizers, sponsors, and supervisors of all emergency and disaster preparedness, response, and recovery activities from all liability for any and all risk of damage or bodily injury or death that may occur to me (including any injury caused by negligence) in connection with any volunteer emergency or disaster effort in which I participate. I likewise hold harmless from liability any person or agency transporting me to or from any emergency or disaster relief activity.

In addition, emergency or disaster relief officials have permission to utilize any photographs or videos taken of me for publicity or training purposes.

I will abide by all safety instructions and information provided to me during disaster relief efforts. Further, I expressly agree that this release, waiver, and indemnity agreement is intended to be as broad and inclusive as permitted by the Commonwealth of Massachusetts, and that if any portion thereof is held invalid, it is agreed that the balance shall, notwithstanding, continue in full legal force and effect.

I have no known physical or mental condition that would impair my capability to participate fully, as intended or expected of me. I have carefully read the foregoing release and indemnification and understand the contents thereof and sign this release as my own free act.

VOLUNTEER CONFIDENTIALITY AGREEMENT AND CODE OF CONDUCT

Consistent with applicable state and federal laws, the principles of ethics of both the American Medical and Hospital Associations, and established policies and procedures for individuals who may come in contact with patients, information, and records, whether medical, financial, or any other; whether electronic, written, spoken or signed, I agree to safeguard and protect confidential information.

- ☐ I understand that accessing confidential information or allowing access by unauthorized individuals, whether intentional or not, or any other breach is grounds for immediate and permanent dismissal and will be investigated and possibly reported to applicable local, state, and federal authorities.

- ☐ I acknowledge my legal and ethical obligation to maintain the confidentiality of all information pertaining to the volunteer job position and other volunteers, staff, and clients.

- ☐ I understand that the unauthorized access, use, copy, disclosure, or dissemination of any confidential information or records whether stored in hard copy, film, or electronic form is strictly prohibited.

- ☐ I will contact my supervisor immediately if I think any confidential information may have been compromised.

- ☐ I understand that I am to maintain this confidentiality agreement even after I leave the volunteer position.

- ☐ I agree to abide by the Volunteer Code of Conduct as shown on the back of the Volunteer Instructions.

- ☐ I agree that my personal information may be used to conduct background checks, including CORI/SORI.

- ☐ I certify that all the information I have provided is true to the best of my knowledge.

- ☐ I acknowledge that I have read the forgoing provisions and agree to abide by their terms.

Print Name	
Signature	Date
Print Guardian Name	
Guardian Signature if Under 18	Date
Print Witness Name	
Witness Signature	Date

VOLUNTEER MANAGEMENT SYSTEM
Volunteer Code Of Conduct

I agree to the following:

☐	I agree to attend the volunteer orientation training, safety training, and/or other required training.
☐	I have read, signed, and understand the confidentiality agreement.
☐	I will dress in a neat and clean fashion, in a manner appropriate to my assigned duty.
☐	I will wear the identification provided to me by the Volunteer Reception Center (VRC) at all times.
☐	I will conduct myself in a professional manner.
☐	I will respect the rights and dignity of all volunteers and clients.
☐	I will promptly address any issues or concerns with my assigned supervisor.
☐	I will perform tasks within my scope of knowledge and skill and license/credentials while engaged as a volunteer representing the [Community/Entity].
☐	I know I am not required to participate in any activity or emergency response.
☐	I commit to participating in response activities according to my assigned involvement.
☐	I must adhere to the Incident Command System (ICS)/National Incident Management System (NIMS).
☐	I will not speak to the press/media unless authorized to do so.
☐	I will participate in debriefings and provide feedback.
☐	I will complete all forms, reports, or other required documentation.
☐	I understand that I am subject to disciplinary action or dismissal.

FEMA ICS Readiness Deployment Check-list

Instructions: **Use this job aid to assess your readiness for participating in the ICS response organization.**

SELF ASSESSMENT	YES	NO	NOT SURE
Are the people and pets you are responsible for all-set for the duration of your deployment?			
Do you have your Go-kit stocked?			
Do you know the procedure for check-in?			
Do you have a checklist to help ensure that you have all needed information?			
Do you know what forms you'll be required to complete? Do you have copies of these forms?			
Have you assembled a travel or Go-kit containing any special technical information (e.g., maps, manuals, contact lists, and reference materials)?			
Have you prepared personal items needed for your estimated length of stay, including medications, cash, credit cards, etc.?			
Have you made arrangements to take care of your personal matters?			
Do you know the demobilization procedures?			
Signature		**Date**	

VOLUNTEER MANAGEMENT SYSTEM
ICS 211 – Personnel Sign-In Sheet

1. Incident Name:		**Send to:** Data Management/Finance at end of each Operational Period/Shift		
2. Date:	**3.** Time:	**Purpose:** Records responder work time for reimbursement and security/safety		
4. Operational Period:		**When to fill out**: Worker is relieved or takes a break of 30 min or more		
5. Station:		6. Completed by:		7. Position:

Name	Contact Numbers	Position	In	Out	In	Out	In	Out	In	Out
		☐ ID ☐ SUV ☐ Affiliated ☐ Staff								
		☐ ID ☐ SUV ☐ Affiliated ☐ Staff								
		☐ ID ☐ SUV ☐ Affiliated ☐ Staff								
		☐ ID ☐ SUV ☐ Affiliated ☐ Staff								
		☐ ID ☐ SUV ☐ Affiliated ☐ Staff								
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		☐ ID ☐ SUV ☐ Affiliated ☐ Staff								
		☐ ID ☐ SUV ☐ Affiliated ☐ Staff								

VOLUNTEER MANAGEMENT SYSTEM
Volunteer Processing Checklist

Volunteer Name:	Date Registered:	
Volunteer Gov. Photo ID		VMS ID #:
Volunteer Contact Number:		VMS Badge Issued: ☐ Yes ☐ N
Volunteer Credential/License	Verified ☐ Yes ☐ No	Notes:
Volunteer Credential/License	Verified ☐ Yes ☐ No	Notes:
Volunteer Credential/License	Verified ☐ Yes ☐ No	Notes:
CORI Background check	☐ Approved	☐ Pending	☐ Not approved
SORI	☐ Approved	☐ Pending	☐ Not approved
Signed Volunteer Application	☐ Yes ☐ No	Signed Waiver Agreement. ☐ Yes ☐ No
Basic JIT Safety Training	Date:	Instructor:
Assignment	☐ Yes	☐ Waiting Assignment
Equipment Issued:	Date Issued:	Return Date:
Prophylaxis:	☐ Yes ☐ No	Date Provided:
PPE:	☐ Yes ☐ No	Date Provided:
Trouble Reported:		
ICS/VMS Supervisor Evaluation/Feedback:		
Volunteer Feedback:		
Receipt for Volunteering Issued:		

ASSIGNMENTS

DATE	NEED #	ESF OR AGENCY	CONTACT NAME	CONTACT #

Notes:

Interviewer Name	Interviewer Signature	Date

VOLUNTEER MANAGEMENT SYSTEM
Medical Volunteer Registration Form

CONTACT INFORMATION

Name:	Day Phone
Home Address:	Evening Phone
Last 4 digits of SSN:	Gender: M F	Cell Phone

Date of Birth:	Driver's Lic:	Employer	Position

Emergency Contact (Relationship)	Alternate Emergency Contact:
Emergency Contact Phone	Alternate Phone

Medical Provider Information:

Please explain any limitations that we should consider when assigning you duties:

Occupation/Professional Specialty/Licenses:

List any agency affiliation or disaster relief experience along with any disaster training taken:

Availability: **M T W Th F S Sun**	Hours:	Months: **J F M A M Jun Jul A S O N D**

PROFESSION

☐ Registered Nurse	☐ Pharmacist	☐ Pharmacy Technician
☐ Certified Nurse Assistant	☐ Dentist	☐ Lab Technician
☐ Nurse Practitioner	☐ Psychologist	☐ Emergency Medical Tech
☐ Licensed Practical Nurse	☐ Mental Health Provider	☐ Radiology Technician
☐ Physician	☐ Clergy	☐ Respiratory Therapist
☐ Physician Assistant	☐ Social Worker	☐ Veterinarian
☐ Optometrist	☐ Paramedic	☐ Veterinarian Technician
☐ Other	☐ Other	☐ Other

CLINICAL SPECIALTY/AREA OF PRACTICE

☐ Medical Specialty (e.g. internal medicine)	☐ Primary Care	☐ Osteopathic Medicine
☐ Surgical Specialty (e.g. orthopedic)	☐ Other (e.g. dermatology	☐ Pediatric
☐ Other Date of Birth:		

LICENSURE

Licensing Board	State

Highest level of Licensure/Certification #:	Issue Date:	Exp. Date

Current license granted by (name of institution/board for physicians, physician assistants and nurse practitioners)
[_____]

VOLUNTEER MANAGEMENT SYSTEM
Call Center Volunteer Intake Script

The call center, working in conjunction with the Public Information Officer will use the following script:

Greeting: "You have reached the [Community Name] volunteer reception center. May I help you?"

If the caller ask for other information, direct as follows:

☐ Life threatening emergency: Hang up and call 9-1-1

☐ Information on the emergency status or available resources or need for services: call 2-1-1

If the caller is interested in volunteering:

☐ Describe the role of the volunteer reception center as an intake site

☐ Explain that preliminary information about them and their skills and interests will be collected and entered into a database that will be shared with governmental and partner organizations that need volunteers to respond to the event ASAP or in the future

☐ Explain that an agency representative who needs their particular skills will contact them directly and that it's not known if or when that will be

☐ Ask the caller, "Are you affiliated with a local agency or faith-based group, as a volunteer?"
- If yes, suggest that the caller contact that group and offer to help
- If no, or if they want to register with the VRC rather than contact their affiliated agency, fill out the top portion of a *Volunteer Registration Form* and stop before the section titled "Check appropriate skills below"

Before beginning the second portion (skills assessment), make the following points: Tell the caller:

☐ "I will now review with you several possible volunteer positions that may be needed by one or more agencies and jurisdictions. Some of these positions require proof of certification, physical strength, and a criminal background check. Verification of these things will be conducted by
- the requesting agency or
- the volunteer reception center.

☐ Also, if you live in or work in [Community Name] that has established a volunteer reception center; we will forward this information to them.

☐ This is just the initial intake process. Do you have any questions so far?"

Call-Taker Action: Complete the form and cover the following points with the caller:

☐ Verify if the caller wants to volunteer alone or as part of a group

☐ Check the appropriate box next to the title of this form

☐ If the caller is representing a group, enter the caller's contact information in the first section and then enter information on group members' skills

☐ "The information you have provided will be distributed to a variety of jurisdictions, agencies and non-profit groups that have a role in helping communities recover from disasters. Do you consent to sharing this information with other groups?" (If not, suggest that they contact the agency of their choice directly to see if they are in need of help).

☐ "If your skills are needed at this time you will be contacted within several days by the requesting agency. If not, your information will be included on a reserves list and referred to throughout the response and recovery to this event."

☐ At this time we encourage to you check on neighbors and assist them as best you can."

☐ "Do you have any questions?"

☐ "Thank you for your interest in volunteering."

Call-Taker Action: Submit the completed volunteer intake form to the VRC Registration Team Leader

VOLUNTEER MANAGEMENT SYSTEM
Just-in-Time Basic and Safety Training Attendance Log

PRINT NAME	SIGNATURE	DATE	TIME

Trainer Name: **Signature:**

Massachusetts
Volunteer Request Form

REGION 1 VOLUNTEER MANAGEMENT SYSTEM VOLUNTEER REQUEST FORM

Description/Name of event:

Local MRC leader: Has local MRC been contacted? ☐Yes ☐No

Requesting Agency Information

Date:	
Requestor's name:	
Requestor's telephone:	
Requestor's email:	

Event Information

Date:	
Address/Location:	
Point of Contact at Site:	Phone:
Type of event? ☐Shelter ☐Emergency ☐Other	
How quickly is response needed?	

Volunteer Information

Volunteer Duties; Physical abilities:	Job Descriptions included? ☐Yes ☐No	
Type of volunteers needed (medical/non-medical/Licensed)?		
Will agency accept non-MA Responds volunteers?	☐Yes ☐No	
How many of each?	Minimum Credential?	Min.Age?
Professions & skills needed:		
Date/time/duration of shift(s) and check-in time:		
Who do volunteers report to?	Phone:	
Additional Info(meals, supplies, lodging, transportation, parking, etc):		
Directions		
Volunteer Referred	Date:	
Requestor follow up	Date:	
Date Closed		Signature of Person Filling in this form

VOLUNTEER MANAGEMENT SYSTEM
Volunteer Deployment Checklist

☐ USED BY THE ASSIGNMENT BRIEFING DESK

Revise to provide outline of essential information for volunteer assignment briefing

Volunteer Name:	Volunteer ID:
Position:	Date/Shift of Assignment:
Report to:	Assignment Location:

☐ GENERAL

- Once assigned and deployed you become a member of the organizational structure of your assignment.
- You will have a supervisor; report to and take direction from him/her.
- You should be provided with a job briefing by your supervisor or their designee. If not, ask for one.
- If in doubt, ask your supervisor if you have questions about your role, responsibilities, or duties.
- If you don't get the information you need from your supervisor or on-site volunteer coordinator, call the Trouble Desk at: _____.
- Specific: Provide assigned duty, reporting requirements, PPE, other safety issues, questions.

☐ RULES/POLICIES/GUIDELINES

- Permission to enter the operational area is for your official assignment ONLY.
- We will give you an access badge.
- Return the badge when your assignment is over.
- Unauthorized entry, or willful deviation from your assigned tasks will be interpreted as trespassing, and you may be subject to criminal proceedings.
- Misrepresentation of identification, credentials, certifications, or qualifications will be interpreted as a criminal act and may be subject to criminal prosecution.
- If you are unable to report for your assignment, notify us ASAP at: _____.

☐ SITUATIONAL AWARENESS INFORMATION

☐	Describe the incident and major objectives
☐	Describe ICS response actions and accomplishments to date
☐	Describe major tactics being used
☐	Describe, where/how volunteers fit in the response structure
☐	Other
☐	Other

☐ SAFETY MESSAGES

☐	**PPE:** Distributed as necessary. Describe appropriate personal protection and instructions for using it.
☐	**Infection Control:** Review measures as needed.
☐	**Medical Plan:** You will receive site specific instructions if you need to get medical and/or behavioral health support during your assignment.
☐	**General Equipment:** Telecommunications and other if indicated and available
☐	**Other**

VOLUNTEER MANAGEMENT SYSTEM
Volunteer Deployment Checklist (Back)

Contact Information

	For assistance call:
	Other emergency numbers:

What to Bring

	Personal emergency contact information
	ID badge
	Government issued photo ID
	Basic personal supplies/go-kit
	Appropriate affiliation logo clothing: T-shirt, polo, hat, jacket, sturdy shoes, warm clothes
	Communications equipment: cell phone, HAM radio

Information You Need At the Site

	Situational awareness: Where do things stand?
	Incident Command Structure: Who is in charge? Who do you report to?
	Safety precautions: Any special personal protective equipment needed?
	Assignment: Get a job action sheet
	Security: What security measures are in place?

Work Guidelines

	Always sign in and out of the site
	Maintain confidentiality
	Do not talk to the press unless authorized by the incident commander
	Document all actions taken
	Work within the limits of your: • professional license • job action sheet/assignment • personal ability/comfort • the incident command system • training

Stress Management

	Stress is a normal reaction to an abnormal situation
	Take breaks
	Eat well, drink water and exercise
	Sleep when you can
	Be aware of your stress level and that of your team members
	Do not self-medicate: seek assistance

VOLUNTEER MANAGEMENT SYSTEM
Volunteer Assignment Card

Emergency Contact for VMS Support/Help Desk: _____

Issuing Jurisdiction			Issue Date	Badge #
Name Last	First	Initial	SSN Last 6 digits:	
Address				

Community		State	ZIP	PHOTOGRAPH
Drive License	Birth Date	Blood Type	Sex	
Height	Weight	Eye Color	Hair Color	

Special Skills/Credentials:
Physical Disability (if any):

Home Phone:	Work Phone:	Mobile:

I certify that this information is true the best of my knowledge:	**In case of emergency, notify:**

Emergency Worker Signature	Date	Name
Emergency Worker Assignment		Phone: ( ):
Authorizing Name		Relationship EW:
Authorizing Signature	Date	

VOLUNTEER MANAGEMENT SYSTEM **Volunteer Training Record**		
COURSE	HOURS	DATE COMPLETED
VRC JITT		
VRC Safety		
Equipment Safety (specify: chain saw, power drills, saws, etc.)		

Equipment Issued			

Volunteer Assignment Log			
Assignment	Location	Contact	
Shift Date	Shift Time	Transport	Parking
Re-Assignment	Location	Contact	
Shift Date	Shift Time	Transport	Parking

VOLUNTEER MANAGEMENT SYSTEM
Volunteer Badge Log

Verify that each individual has been assigned to work and verify identity using state issued photo identification before issuing emergency worker badge.

BADGE #	DATE ISSUED	BADGE EXP DATE	LAST NAME	FIRST NAME	POSITION/ LOCATION/ ASSIGNMENT	PARKING PASS (YES OR NO)	CELL PHONE #	CHECK-IN RECORDER INITIALS

VOLUNTEER MANAGEMENT SYSTEM
Volunteer Badges

Community Name

Name:

Is a registered Emergency Worker of:

Assignment:

Authorizing Signature

Issue Date: **Exp. Date** Card#

Community Name

Name:

Is a registered Emergency Worker of:

Assignment:

Authorizing Signature

Issue Date: **Exp. Date** Card#

Community Name

Name:

Is a registered Emergency Worker of:

Assignment:

Authorizing Signature

Issue Date: **Exp. Date** Card#

Community Name

Name:

Is a registered Emergency Worker of:

Assignment:

Authorizing Signature

Issue Date: **Exp. Date** Card#

Community Name

Name:

Is a registered Emergency Worker of:

Assignment:

Authorizing Signature

Issue Date: **Exp. Date** Card#

Community Name

Name:

Is a registered Emergency Worker of:

Assignment:

Authorizing Signature

Issue Date: **Exp. Date** Card#

Community Name

Name:

Is a registered Emergency Worker of:

Assignment:

Authorizing Signature

Issue Date: **Exp. Date** Card#

Community Name

Name:

Is a registered Emergency Worker of:

Assignment:

Authorizing Signature

Issue Date: **Exp. Date** Card#

If you have a life-threatening emergency: 9-1-1

If you have a Volunteer problem or need help, call VMS Volunteer Help Desk:

_____

Volunteer's Emergency Contact:

Note to Responders: This Volunteer was credentialed/trained/badged at _____

by _____ on _____

If you have a life-threatening emergency: 9-1-1

If you have a Volunteer problem or need help, call VMS Volunteer Help Desk:

_____

Volunteer's Emergency Contact:

Note to Responders: This Volunteer was credentialed/trained/badged at _____

by _____ on _____

If you have a life-threatening emergency: 9-1-1

If you have a Volunteer problem or need help, call VMS Volunteer Help Desk:

_____

Volunteer's Emergency Contact:

Note to Responders: This Volunteer was credentialed/trained/badged at _____

by _____ on _____

If you have a life-threatening emergency: 9-1-1

If you have a Volunteer problem or need help, call VMS Volunteer Help Desk:

_____

Volunteer's Emergency Contact:

Note to Responders: This Volunteer was credentialed/trained/badged at _____

by _____ on _____

If you have a life-threatening emergency: 9-1-1

If you have a Volunteer problem or need help, call VMS Volunteer Help Desk:

_____

Volunteer's Emergency Contact:

Note to Responders: This Volunteer was credentialed/trained/badged at _____

by _____ on _____

If you have a life-threatening emergency: 9-1-1

If you have a Volunteer problem or need help, call VMS Volunteer Help Desk:

_____

Volunteer's Emergency Contact:

Note to Responders: This Volunteer was credentialed/trained/badged at _____

by _____ on _____

VOLUNTEER MANAGEMENT SYSTEM
Volunteer Equipment Issue and Return Form

This form documents equipment and supplies issued by the VMS to assigned volunteers.

VOLUNTEER ASSIGNMENT DESK

1. Incident:	2. Date/Time:
3. Volunteer Name:	4. Volunteer ID:
5. Position:	

6. List Equipment Issued*	7. Equipment Return Date:	8. Received by:
	☐ Unused ☐ Used & Functional ☐ Repairs/Replacement required	
	☐ Unused ☐ Used &Functional ☐ Repairs/Replacement required	
	☐ Unused ☐ Used & Functional ☐ Repairs/Replacement required	

Notes:

9. List Supplies Issued**	10. Supplies Return Date:	11. Received by:
	☐ Unused ☐ Used & Functional ☐ Repairs/Replacement required	
	☐ Unused ☐ Used & Functional ☐ Repairs/Replacement required	
	☐ Unused ☐ Used & Functional ☐ Repairs/Replacement required	

Notes:

☐ **I, [Volunteer Name], certify that I will return all equipment issued to me. I will return unused supplies.**

12. Signature of Volunteer:

13. Assignment Supervisor Name:

14. Volunteer Deployment/Out-processing Supervisor Signature:

*equipment includes durable goods
** supplies include mainly single use items or items not expected to be returned

VOLUNTEER MANAGEMENT SYSTEM
VOLUNTEER TRACKING AND TRANSPORTATION LOG

This form is intended to capture all the details required to track VMS volunteers once they have been assigned and are either in staging or placed under ICS supervision. The Volunteer Tracking Supervisor is responsible for the completion of this form. Close coordination with the Assignment Allocation Supervisor is required.

1. INCIDENT:		2. DATE/TIME: PREPARED:

3. OPERATIONAL PERIOD (Date/Time):	4. NAME OF TRACKING SUPERVISOR:
	VOLUNTEER TRACKING SUPERVISOR: Distribute to Assignment Supervisor & EOC Logistics

5. Volunteer Name	6. Vol ID #	7. Contact Number	8. Assignment Position	9. Location	10. Date	11. Shift	12. Transportation: Private /Provided	13. Assignment Arrival: yes/no	14. Job specific briefing yes/no	15. Assignment Completion Date/Time	16. # Hours Worked	17. ICS/ Supervisor	18. Return Transport Private or Provided	19. Out processing Date/Time	20. Comments, trouble special circumstances

VOLUNTEER MANAGEMENT SYSTEM
Incident Action Log

Directions:

Issues and concerns may arise during VRC operations. Use the Action Log to record the incident and the action(s) you took to address it. Under the "Incident" column, record the issue or concern and under the "Action Taken" column, describe the action you took in response. Make sure to record the date and time of the events and note who was involved in the incident.

VRC Assignment:

Supervisor:

Incident	Action Taken	Date/Time	Involved Parties

VOLUNTEER MANAGEMENT SYSTEM
INCIDENT REPORT

Complete this section if an injury occurred or equipment was damaged.

☐ An incident is an event that caused injury to a person or damage to equipment, facilities, or materials.

☐ A near miss is an event that potentially could have caused injury or damage to people, equipment, or facilities.

Form completed by:	Person involved in incident:

Witness(es):

Personnel ICS Role:

Date of incident:	Time of incident:	☐A.M.	☐P.M.	Date reported:

Station and location where incident occurred:

Worker's shift on day of injury, from:	☐A.M.	☐P.M.	to:	☐A.M.	☐P.M.

Nature of injury (such as strain, cut, bruise, needle stick, etc.):

Body parts affected (such as left hand or right ankle):

Medical treatment required:	☐None	☐ First aid	☐Hospital or physician

Name of hospital or attending physician:

Was worker hospitalized overnight as a patient? ☐Yes   ☐No

Did worker leave the shelter because of the injury?	☐ Yes	☐No	If yes, what time:	☐ A.M.	☐P.M.

Date worker/volunteer returned to regular duty:	Date worker returned with light-duty restrictions:

Describe incident fully (use back of sheet if necessary, or sketch on back of sheet if needed to clarify):

List all equipment, machinery, materials, or chemicals worker was using when incident occurred:

Identify factors you believe contributed to or caused the incident:

Were proper procedures being followed when incident occurred? ☐ Yes   ☐ No

If no, explain:

Was worker wearing proper personal protective equipment? ☐ N/A   ☐ Yes   ☐ No

If no, explain:

Are changes necessary to prevent recurrence? ☐ Yes   ☐ No

If yes, explain:

Worker signature: _____	Date:
Supervisor signature: _____	Date:

Please forward this form to the safety officer as soon as possible following the incident or near miss.
Note: If an employee or volunteer receives medical treatment from a hospital or physician, additional forms need to be filled out and forwarded to the safety officer along with the incident report if workers' compensation claim is applicable.

VOLUNTEER MANAGEMENT SYSTEM
Complaint Report

Complaint Description

Name of Involved Parties	Contact Information
Complainant:	
Other:	
Supervisor:	Contact Information:
Date of Complaint:	Date of Incident:

Complaint Description: Who, What, Where, Why?

Suggested Solutions	

Corrective Actions	**Date**
Describe the Solutions/Corrective Actions:	

Resolution

Is Issue Resolved: ☐ Yes ☐ No **Next Steps:**

Signatures

Person Logging Compliant:	Print
Worker Supervisor:	Print
Complainant:	Print

VOLUNTEER MANAGEMENT SYSTEM
Transportation Request

Name of requester	

Date of request	Time:

Name of volunteer needing transportation

Volunteer ID #:	DOB:

Additional volunteers to be transported	

Address of pick-up location	

Purpose of the trip?	☐ Medical Need	☐ Return to VRC	☐ Other (Specify)

Name of destination:

Contact at the discharge destination:	Contact phone

Special equipment or transportation (wheelchair van, stretcher, etc.) needed for persons listed above:

Equipment to be transported:

Date and time for pick up:

Date and time for return if applicable:

Transportation arranged?	☐ Yes	☐ No	If no, explain:

Requester notified of action on request?	☐ Yes	☐ No	

Date and time of notification:

Notified by whom?

Signature of person taking Request:

VOLUNTEER MANAGEMENT SYSTEM
Volunteer Demobilization Instructions

Thank you for volunteering today.
We appreciate your willingness to help your neighbors and your community.
Your volunteering made a valuable contribution to the response.

☐ **Sign Out**	☐	Sign out with your supervisor and if instructed with the VRC
	☐	Return your volunteer badge
☐ **Return Equipment**	☐	Return any equipment issued
	☐	Return any volunteer identifiers like vests, bands, shirts, hats, etc.
☐ **Complete All Reports and Forms**	☐	Complete and turn in your Volunteer Assignment Card
	☐	Complete any incident report forms
	☐	Make sure that all your volunteer time is properly logged as this helps your community recover the costs of the response
☐ **Leave Contact Information**	☐	Make sure the VRC has your correct contact information for follow up
	☐	Please note that an affiliated volunteer organization may contact you about other volunteer opportunities
☐ **Report Any Adverse Effects**	☐	Any questions or concerns you still have
	☐	Seek behavioral health support for post incident stress related issues.
☐ Demobilize	☐	Ask about future volunteer opportunities or available volunteer affiliations
	☐	**Exit as soon as you sign out. This is maintains order and helps ensure safety.**

VOLUNTEER MANAGEMENT SYSTEM
ICS 221 – Demobilization

1. Volunteer Name:

2. Incident:

3. Planned Release Date/Time:
Date: Time:

4. Resource or Personnel Released:

5. Order Request Number:

6. Resource or Personnel: You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate section/supervisor/unit leader.

LOGISTICS SECTION

	Unit/Manager	Remarks	Name	Signature
☐	Supply Unit			
☐	Communications Unit			
☐	Facilities Unit			
☐				

FINANCE/ADMINISTRATION SECTION

	Unit/Leader	Remarks	Name	Signature
☐	Time Unit			
☐				
☐				

OTHER SECTION/STAFF

	Unit/Other	Remarks	Name	Signature
☐				
☐				

7. Remarks:

8. Travel Information:

Room Overnight: ☐ Yes ☐ No

Estimated Time of Departure: _____

Actual Release Date/Time: _____

Destination: _____

Estimated Time of Arrival: _____

Travel Method: _____

Contact Information While Traveling: _____

Manifest: ☐ Yes ☐ No
Number: _____

Area/Agency/Region Notified: _____

9. Reassignment Information: ☐ Yes ☐ No

Incident Name: _____

Incident Number: _____

Location: _____

Order Request Number: _____

10. Prepared by: Name: _____   Position/Title: _____   Signature: _____

ICS 221   Date/Time: _____

VOLUNTEER MANAGEMENT SYSTEM
Volunteer Reception Center ICS Positions

STATION	ROLE	RESPONSIBLE POSITION
Operations	Overall Management and link to EOC	VMS Director VRC Coordinator
Finance	Maintain all volunteer time and costs	Finance Manager, Time Unit, Cost Unit
Safety /Security Station	Ensure vol and facility safety	Safety / Security Officer
Public Information	Messaging to volunteers and ICS	PIO
VRC Liaison	Link to EOC	At EOC
Logistics	Ensure VRC resources available	
Registration Area	Welcome, orientation, registration	Registration Team Leader a
Credential Verification	ID, credentials, background checks	Credential Team Leader
Training	Basic, safety and other JITT as available	Training Team Leader
Assignment	Match volunteers with available assignments	Assignment Team Leader
Volunteer Support	Trouble shooting, transportation	Support Team Leader
Demobilization	Debriefing, volunteer evaluation, retention and follow-up	Demobilization Team Leader
Medical/Behavior Health Area	Volunteer support	
Communications	Ensure ability to communicate within the VRC and with EOC and public and partners	Logistics: Communications Unit
Supply/Receiving/Logistics	Logistical support for the VRC	Logistics
Staffing and Break Area	Quiet area for VRC staff with food and other supplies	Logistics

VOLUNTEER MANAGEMENT SYSTEM
ICS 203 – Organizational Assignment List

ORGANIZATION ASSIGNMENT LIST		1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED

POSITION	NAME	4. OPERATIONAL PERIOD (DATE/TIME)		
5. INCIDENT COMMAND AND STAFF		**9. OPERATIONS SECTION**		
Incident Commander		Chief		
Deputy		Deputy		
Safety Officer		**A. Branch I- Division/Groups**		
Information Officer		Branch Director		
Liaison Officer		Deputy		
VMS Liaison		Division/Group		
VOA Liaison		Division/ Group		
6. AGENCY REPRESENTATIVES	Division/ Group	Division/Group		
AGENCY	**NAME**	Division /Group		
		B. Branch Ii- Divisions/Groups		
		Branch Director		
		Deputy		
		Division/Group		
7. PLANNING SECTION	Division/Group	Division/Group		
Chief		Division/Group		
Deputy				
Resources Unit		**C. Branch Iii- Divisions/Groups**		
Situation Unit		Branch Director		
Documentation Unit		Deputy		
Demobilization Unit		Division/Group		
Technical Specialists		Division/Group		
8. LOGISTICS SECTION				
Chief				
Deputy				
a. SUPPORT BRANCH				
Director				
Supply Unit				
Facilities Unit		**10. FINANCE/ADMINISTRATION SECTION**		
Ground Support Unit		Chief		
VMS Director		Deputy		
		Time Unit		
b. SERVICE BRANCH		Procurement Unit		
Director		Compensation/Claims Unit		
Communications Unit		Cost Unit		
Medical Unit				
Food Unit				
PREPARED BY (RESOURCES UNIT)				

VOLUNTEER MANAGEMENT SYSTEM
Volunteer Reception Center Security Plan

CATEGORY	TASK	DETAILS
Training		
	☐ Conduct Just-In-Time training for public safety personnel on the specific security requirements	
	☐ Conduct Just-In-Time training on badging procedures (should include name, role venue, access, volunteer	See Policy Worksheet See Badging Policy
Interior Security		
	☐ Conduct security sweep prior to facility use/occupancy by staff	
	☐ Establish law enforcement officer posts	See Shelter Plan Maps
	☐ Control access to locations within the facility	See Shelter Plan Maps
	☐ Crowd control inside the facility	
Exterior Security		
	☐ Determine resource needs (e.g. additional physical barriers, lighting)	
	☐ Implement vehicular traffic control (ingress and egress)	See Shelter Maps
	☐ Establish access control to facility/facilities	See Shelter Plan
Command And Management		
	☐ Establish command center for law enforcement	See Shelter Plan
	☐ Determine radio channels	See Communication Plan
	☐ Establish security staffing needs (officers and non-professional, e.g. CERT)	
	☐ Establish security staffing shifts	
Other Security Issues		
	☐	
	☐	
	☐	
Other	☐	
	☐	
	☐	

VOLUNTEER MANAGEMENT SYSTEM
Volunteer Reception Center Signs

Volunteer Reception Center	Large outside banner/electronic signs
Registration	Registration Area
Credentialing	Credentialing Area
Training	Training Area
Support Unit	Trouble Desk
Data/Agency Coordination	On door of separate room
Directional Arrows	Where needed
Incident Command	Separate room or desk
No Entrance	As needed
No Exit	As needed
Prohibited: Photography Smoking, Video Or Sound Recording Pets, Cell phones	At registration area
First Aid	Separate room or area
Break Room	Separate room
Staff Only	At break area
Restrooms	As needed
Staff Check-In/Out Area	

VOLUNTEER MANAGEMENT SYSTEM
VRC Facility Assessment Checklist

Facility Name:			Capacity:				
Facility Address:			Facility Phone #:				
VRC Representative:			Contact Information:				
Facility Representative:			Contact Information:				
Date Of Facility Opening Assessment:			Date Of Facility Closing Assessment:				

Is there a written a written agreement for use of the facility? Comments:		**VRC Opening**			**VRC Closing**			
		Y	N	NA	Y	N	NA	ADDITIONAL COMMENTS
Fire Safety & Building Security	Are fire extinguishers inspected?							
	Are fire sprinklers functional?							
	Is fire alarm active?							
	All lights working properly?							
	Are fire exits visible; free of clutter?							
	Is the building secure?							
Utilities	Test the lights. Any not working?							
	Is emergency generator working?							
	Date of last inspection:							
	Fuel remaining in the tank:							
	Are you able to refuel it?							
	Is emergency lighting working?							
Water	Is there adequate drinking water?							
Sanitation	Are there adequate toilets?							
HVAC	Is the facility able to provide adequate heating/cooling?							
Communications	Are the phones available/working?							
	Is there internet available/working?							
Accessibility	Identify any outstanding accessibility issues that need to be addressed before VRC Operations: ▪ ▪ ▪							

Is the facility clean, neat and orderly?
Any Damage Or Additional Comments Before Shelter Opening:
Any Damage Or Additional Comments After Shelter Closing:

Signature for VRC:	**Signature for Facility:**

VOLUNTEER MANAGEMENT SYSTEM
ICS 205B- Personnel & Communications List

1. Incident Name	How to use this form		
2. Date 3. Time	**Purpose:** Records responders working in this operational period and methods of contacting them. Add rows as needed.		
4. Operational Period.	**When to fill out:** At the start of an operational period; upon assignment of communications equipment. Update as appropriate.		
5. Prepared by: Name: Position:	**Completed by:** personnel/volunteer unit leader and communications unit leader		
6. Approved by: Name: Position:	**Send to:** At start of operational period: to all responders as a component of the Incident Action Plan During operational period: to all responders as needed		
	Approved by: Logistics section chief		
	Note Well: Revise to reflect scope and nature of the emergency This form contains multiple pages		

Basic Communication Information

STATION	NAME	ROOM	EMAIL	PHONE	CELL / RADIO #	LANGUAGE	OTHER
Command							
Incident Commander							
Information Officer							
Safety Officer							
Liaison Officer							
VOAD Liaison							
VMS Liaison							
Plans Section							
Demobilization Unit							
Logistics Section							
Logistics Section Manager							
Service Branch							
Service Branch Chief							
Communication Unit Leader						Continued…	
Food Unit Leader							
VMS Director							
Support Branch							
Support Branch Manager							

Facilities Unit Leader

Supplies Unit Leader

Donation Unit Leader

Finance Section

Finance Section Chief

Time Tracking Unit Leader

Cost Unit Leader

Operations Section

VOLUNTEER RECEPTION CENTER

Registration Team Leader

Credentialing Team Leader

Assignment Unit Leader

Training Unit Leader

Support Unit Leader

Demobilization Unit
Leader

Facilities Unit Leader

Data Unit Leader

VOLUNTEER MANAGEMENT SYSTEM
Volunteer Reception Center Partner Contact List

Fill out emergency contact information. Add rows specific to your needs/location.

NAME	PHONE NUMBER	EMERGENCY NUMBER
Animal Control Officer		
Local EMT		
Local Fire		
Local Health		
Local Emergency Management Director		
Local Police		
Army National Guard at Barnes Air Force Base		
Bureau of Animal Health		
Channel 22		
Channel 3		
Channel 40		
Charlie Kaniecki: District Health Officer	413-586-7525 ext. 1167	or (800) 445-1255
Closest State Police Barracks		
Cooley Dickinson Hospital		
Daily Hampshire Gazette		
DEP Office/Departments	413-784-1100	Emergency: (617) 727-3200
Department of Mental Health	413-587-6265	
Department of Social Services	800-841-2692	
Don Snyder: Regional Emergency Preparedness Coordinator	413-586-7525 ext. 1117	Cell: (413) 326-1051
DPH Lab	617-983-6201	Emergency: (617) 983-6800
DPH Northampton	413-586-7525	
Gail Bienvenue-Mailhott: Regional Hospital Coordinator	413- 586-7525 ext. 1161	Nextel: (617) 438-1466
Hazmat Team	Call dispatch	
IMAT Team		
MEMA Region 3 and 4		
MMRS Springfield Metropolitan Medical Response System: Bob Hassett	(413) 787-6720	rhassett@springfieldcityhall.com mobile: (413) 454-5175
National Disaster Medical System Representative: Gary J. Kleinman (Supervisor)	617-565-1159	

VOLUNTEER MANAGEMENT SYSTEM				
Volunteer Reception Center Supply List				
TYPE	LOCATION	CONTACT NAME	CONTACT INFORMATION	NOTES

VOLUNTEER MANAGEMENT SYSTEM
Volunteer Reception Center Communication Resources

Pre-identify tactical communication resources available to the Volunteer Reception Center. Ensure that VRC staff is able to get support or information about the correct use of communications equipment.

This survey should be reviewed by the volunteer manager and a facility representative at the walk-through prior to opening the Volunteer Reception Center.

Check all that apply. List the name and phone number of personnel who can answer questions about the use of each resource.

√	ITEM	CONTACT NAME	PHONE
☐	Intercom system		
☐	Handheld radios		
	Number of radios for VCR use:		
	Number and location of chargers:		
☐	Bull horn		
☐	Telephone systems (note any special instructions)		
☐	Fax machine/landline		
	Number:		
☐	Internet access		
☐	Guest Wi-Fi access for volunteers Username: Password:		
☐	Signage (note the type of signage, where stored, if key is needed, etc.)		
☐	Ham radio operators		
☐			

VOLUNTEER MANAGEMENT SYSTEM
ICS 213 – General Message/Resource Request

1. **Incident Name:**		**How to use this form:**
2. **Date**	3. **Time**	**Purpose:** ▪ Transmit any messages from one responder to another (usually used in conjunction with a runner) ▪ To transmit any personnel or resource request
4. **Operational Period:**		▪ **When to fill out :** Anytime

5. **From:**
  Name:
  Position:
		Completed by: Any VRC staff

6. **To:** Name: Position:		**Approved by:** ▪ Resource requests for personnel or large amount of resources must be approved by Branch-level Director
		▪ **Send to:** *Messages:* intended recipients *Resource Requests:* Branch-level Director → Section Chief → Logistics Section
7. Subject:		
8. Message:		
9. Resource Request:		
10. Reply:		
11. Date and Time of reply:		
12. Person replying: Position:		

VOLUNTEER MANAGEMENT SYSTEM						
Finance Tracking Form						
Date/ Time	Person Requesting	Item	Description/Additional Comments/ Priority	Source/ Vendor	Approved by/ Funding Stream	Est. Cost/ ETA

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Spontaneous Volunteer Management Plan Job Action Sheets

Western Massachusetts Medical Reserve Corps

The Spontaneous Volunteer Management Plan provides guidance for safe, efficient and scalable volunteer management. The Plan includes integration with incident management systems; communication with community members and voluntary organizations; volunteer reception, screening, training, matching, deployment and retention.
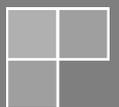
JOB ACTION SHEETS

VMS DIRECTOR
VRC COORDINATOR
VRC REGISTRATION
VRC CREDENTIALING
VRC ASSIGNMENT
VRC TRAINING
VRC SUPPORT
VRC DEMOBILIZATION
VRC FACILITIES
VRC LIAISON
VOAD LIAISON

Figure 1: Incident Command Structure
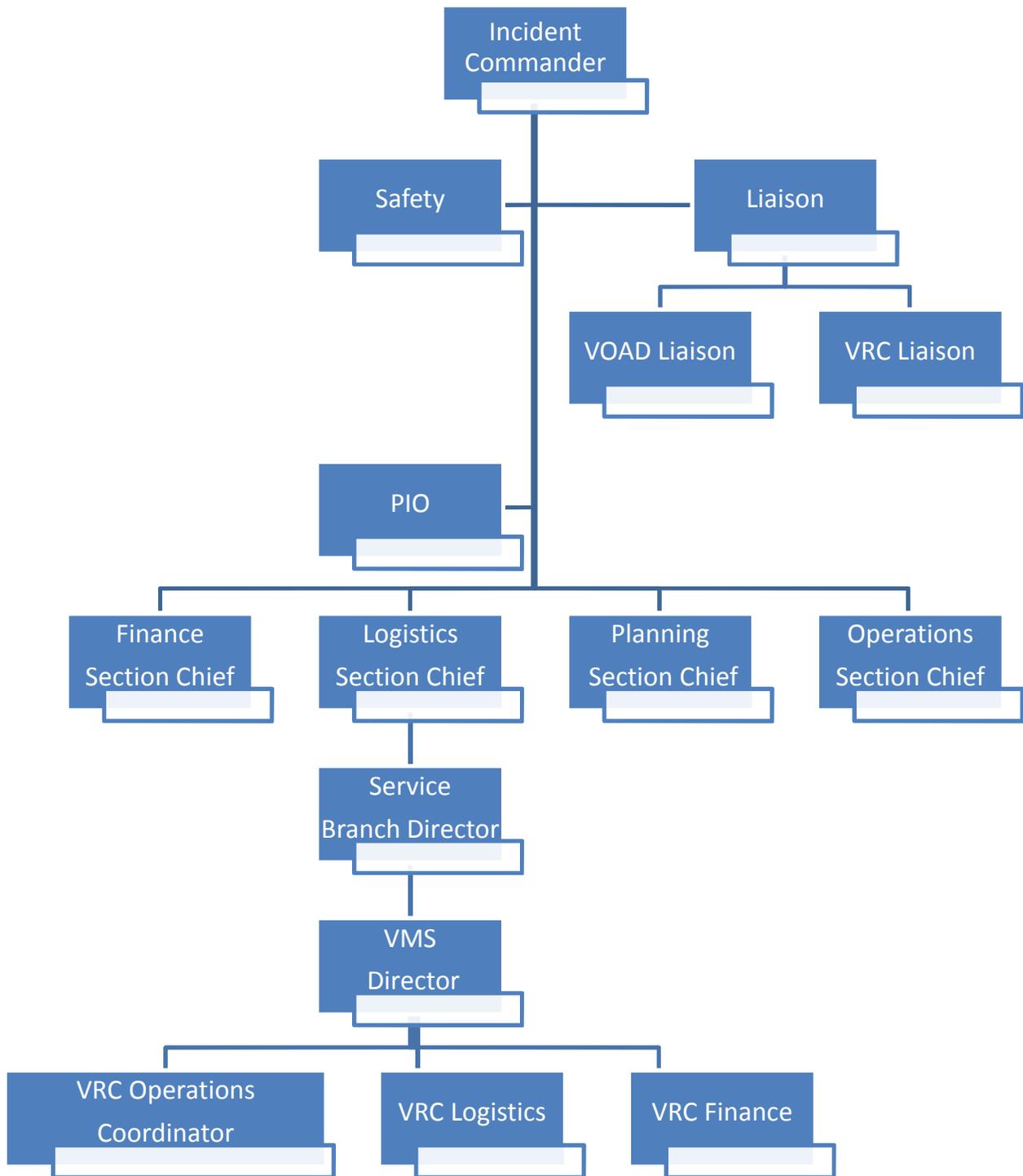
Spontaneous Volunteer Job Action Sheet
Operations: Common Required Response Actions

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Be Aware of the Following

- ☐ Chain of command: Know your supervisor and who you supervise.
- ☐ Safety first: Be aware of staff and public safety. If in doubt call for help.
- ☐ Media/social media: Have permission before talking to the press/media or posting information.
- ☐ Behavioral health: Take care of yourself, your co-workers, and volunteers. Be aware of staff burnout.

Complete Required Forms

- ☐ Activity Logs: Track event/action taken and submit at shift change
- ☐ Resources: Provide all Resource Requests to the logistics section
- ☐ Job Action Sheets: Provide information for actions specific to your position

Initial Response

- ☐ Receive appointment and read associated Job Action Sheets (JAS) and Standard Operating Guides (SOG)
- ☐ Always sign in and out with the volunteer or staffing unit
- ☐ Wear proper identification at all times
- ☐ Attend/hold briefings to receive: situational awareness, Job Action Sheet, Activity Logs, and Resource Request forms
- ☐ Review incident briefing forms, as well as all policies, plans and procedures for your position
- ☐ Set-up your designated area
- ☐ Request needed supplies or staff from logistics
- ☐ Confirm set-up with your supervisor

Daily Volunteer Reception Center Operations

- ☐ Hold or attend daily shift change briefings with staff and collect Activity Logs
- ☐ Complete required Activity Logs for each shift
- ☐ Monitor for volunteer safety and staff burnout at all times
- ☐ Provide volunteer services and support to the best of your ability and within the scope of your training/credentials
- ☐ If in doubt or uncertain, ask for clarification or assistance

Closing the Volunteer Reception Center

- ☐ Hold/attend closing briefing by supervisor to receive cleaning and take-down protocols
- ☐ Assist with recovery and the transition to the "new normal"
- ☐ Assist with demobilization, remove signs, dismantle and clean your operations area, clean and return equipment:
  - ☐ Refresh (clean and sanitize facility and equipment)
  - ☐ Repair (if practical)
  - ☐ Restore (if able, otherwise replace)
  - ☐ Return (borrowed equipment)
  - ☐ Replace (donations or purchases)
  - ☐ Remove (trash and broken equipment)
- ☐ Confirm clean-up with supervisor
- ☐ Hold/attend debriefing with staff if you are an officer, manager, or team leader
- ☐ Participate in After Action meetings
- ☐ Participate in the After Action Report process, including identification of areas for improvement and revision of plans

Job Description

- Responsible for all aspects of spontaneous volunteer management
- Coordinates the provision of all volunteers for the response
- Ensures the health and safety of all volunteers
- Recommends all volunteer expenditures to the logistics section chief for approval by the incident commander
- Collects and maintains all job Activity Logs and submits all reports for volunteer management

Reports to	Contact Information
Logistics service branch director/ section chief	

Supervises	
Volunteer reception center coordinator	
Volunteer reception center logistics	
Volunteer reception center finance	

Partner Agencies	Contact Information
MEMA – Region III/IV	MEMA 24/7 call line 413-821-1500
MEMA State Emergency Operations Center (SEOC)	MEMA SEOC – 508-820-2000 – ESF 6 (sheltering desk)
Department of Public Health (DPH)	MEMA 24/7 call line 413-821-1500 – ESF 8 (medical desk)
American Red Cross (ARC)	24 hour phone Pioneer Valley Chapter: 413-737-4306
Salvation Army	(617) 542-5420
Western Mass. Medical Reserve Corps	www.wmmrc.org
Western Region Homeland Security Advisory Council	www.wrhsac.org
Boards of health	
Local voluntary agencies	
Local faith community organizations	
Voluntary Organizations Active in Disasters	

Forms, Protocols, and Other Resources

Item	Description/Notes	Quantity/Location
☐ Spontaneous Volunteer Management Plan		
☐ Job Action Sheets for all positions		
☐ VMS Standard Operating Guide		
☐ Regional Shelter Plan with forms/lists/JAS		
☐ Emergency Dispensing Site Plan		
☐ Regional Shelter SOP		
☐ Facility Opening/Closing Assessment FORM	In Forms Section	
☐ Resource Request or ICS 308 (FORM)	In Forms Section	2 per JAS
☐ Action Log or ICS 214 (FORM)	In Forms Section of Shelter Plan	

Spontaneous Volunteer Job Action Sheet
Logistics: Volunteer Management System Director

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☐ Volunteer & Medical Vol. Registration Forms (FORM)	Forms Section	
☐ Personnel Sign In/Out Sheets (FORM)	Forms Section	
☐ Incident Report Forms (FORM)	Accidents/complaints – Plan forms section	First Aid Kit
☐ Equipment recommendations	Radio, cell phone, laptop, printer, internet, copier, camera, cables, power strip, lights	Also need directional/ informational signage

Initial Planning Actions

☐ Plan for volunteer management with the logistics section/incident command/EOC

☐ Designate and activate volunteer management staff positions as needed

☐ Determine the need for spontaneous volunteers

☐ Work with IC and PIO to provide appropriate messaging to the public concerning volunteer opportunities

☐ Work with IC, logistics and liaison to determine the need for a volunteer reception system or center, which could be:
- ☐ Part of response facility like an emergency dispensing site, shelter, or comfort center
- ☐ Stand-alone, walk-in center
- ☐ Phone bank, call-in center
- ☐ Virtual on-line process
- ☐ Combinations of two or more strategies

Initial Response

☐ Conduct Volunteer Reception Center (VRC) facility walk-through (VRC Facility Assessment Form) as available to determine:
- ☐ Adequate space for all VRC functions with multiple rooms and areas available
- ☐ Safety/security
- ☐ Availability of secure parking
- ☐ Availability of food, rest areas for staff
- ☐ Internet access including Wi-Fi or "hot spot"
- ☐ Communication capabilities, phones and sustainable power supply
- ☐ Accessible and in close proximity to the affected area
- ☐ Appropriate directional and informational signage

☐ Post VRC Code of Conduct and Expectations: Welcome and thank you for volunteering
- ☐ Everyone must show government issued photo identification and sign-in and sign-out
- ☐ No weapons, alcohol, drugs or smoking allowed at any time
- ☐ Volunteer safety is our first priority: all bags and containers are subject to search. If you see something; say something.
- ☐ Anyone under 16 must be accompanied by a parent or guardian
- ☐ Volunteers are here to help and should consider their limitations and assignments based on their needs and capabilities
- ☐ Volunteers are responsible for their own safety and wellbeing and are prepared with appropriate clothing/supplies

- ☐ Ensure the set-up of the VMS/VRC Functions:
    - ☐ **Registration:** Welcome, triage, orientation, information, affiliations, registration, phone center and message center
    - ☐ **Credentialing**: Identification, credentialing, background checks
    - ☐ **Training:** Safety and Just-in-Time training
    - ☐ **Assignment:** Liaison with IC/operations; matching; badging/vests; deployment
    - ☐ **Support:** Transportation and trouble desk
    - ☐ **Demobilization**: Debriefing , evaluation, and volunteer retention/follow-up
    - ☐ **Facilities:** Volunteer and staff food, sanitation/cleaning and rest area
    - ☐ **Data:** Documentation and management of logs of all actions, volunteer time, volunteer records, forms, expenses
- ☐ Check in volunteer management staff as they arrive and distribute Job Action Sheets (JAS)
- ☐ Hold initial staff briefing:
    - ☐ Thank volunteers for their service
    - ☐ Brief on situational awareness and safety
    - ☐ Distribute JAS, Activity Logs, Resource Request forms
- ☐ Confirm VMS/VRC set-up and readiness to operate with section chief/ IC/VRC liaison/PIO
- ☐ Determine the extent of safety needs for VRC/VMS operations
    - ☐ Address life safety issues for the facility during the pre-occupancy inspection. Document all repairs and actions.
    - ☐ Make sure all exits are clearly marked.
    - ☐ Limit the number of entrances and exits to control who enters and exits the facility. Unused doors should be secured. Work with the fire marshal to make sure restricted entrances/exits are not used.
    - ☐ In the case of hurricane, tornado, or high winds, make sure that doors and windows remain closed, since the structural building codes are created with the presumption that doors and windows are closed. Failure to follow these procedures can cause a building to fail and suffer structural damage, even if it is built to storm shelter standards.

Daily VMS/VRC Operations

- ☐ Monitor staff for "burn-out" and inappropriate behavior.
    - ☐ Provide for staff breaks and rest periods
    - ☐ Complete Incident Form documenting any accidents or safety/security problems
    - ☐ Report any concerns to your immediate supervisor and safety officer
- ☐ Hold shift change briefings with staff and collect Activity Logs:
    - ☐ Situational updates
    - ☐ Collect/distribute forms: JAS; Activity Logs; Medical Logs; Expense Sheets, Inspections, etc.
    - ☐ Emphasize the importance of documenting everything, especially injuries and complaints
    - ☐ Sign in/out staff; Discuss needs or concerns for the next shift
    - ☐ Create update for the section chief/IC
- ☐ Monitor VMS/VRC operations for safety and address safety issues as they arise
- ☐ Work with PIO to manage media representatives that may show up at the VRC. Coordinate with PIO to ensure consistent messaging.
    - ☐ Ensure Media Release Forms are obtained before allowing filming or interviews at the VRC.
- ☐ Ensure VMS/VRC operations: Objective is to process volunteers efficiently and effectively with safety the first priority

Spontaneous Volunteer Job Action Sheet
Logistics: Volunteer Management System Director

☐ **Volunteer Registration Desk**:

- ☐ **Volunteer Welcome**: Make each volunteer feel valued
- ☐ **Volunteer Triage:** Work with security to assess the appropriateness of all volunteers presenting (Rapid Interviews)
- ☐ **Volunteer Orientation**: Provide situational awareness on incident and volunteer opportunities, including affiliations
- ☐ **Volunteer Message Center**: Maintain a volunteer message board and phone bank
- ☐ **Volunteer Registration:** Ensure all required Forms are completed with an expedited process for affiliated volunteers
- ☐ **Forms:** (Must show government issued photo ID)
    - o Personnel Sign-in Sheets
    - o Message/Resource Request FORM; Call Center Intake Scripts
    - o Volunteer Registration FORMS and Checklists: skills, interests, availability, licenses, equipment
    - o Code of Conduct and FEMA Readiness FORM
    - o Volunteer Releases and Confidentiality FORM
- ☐ **Data Management:** Documentation Logs of all Actions, Volunteer Time, Volunteer Records, Forms, Expenses

☐ **Volunteer Credentialing Desk**:

- ☐ **Identification:** Must have a government issued photo ID
- ☐ **Licenses**: Must provide copies of all licenses and certifications such as
    - o Commercial driver's; hydraulic lift; crane operator; construction supervisor license
    - o CPR/first aid cards; medical license; must complete medical License Form
    - o MRC, DART, ARC, or other affiliation ID; health officer/agent; inspector of buildings; DPW; first responder
- ☐ **Verification**: Must obtain official verification of all licenses, certifications, affiliations
    - o MAResponds may be able to do real time license checks: www.maresponds.org. You must be registered to use this system. Most MRC unit leaders are registered users.
    - o MAResponds may do CORI checks, but they may take as long as a week
    - o SORI Level III checks can be done on the Mass. Sexual Offender Database http://sorb.chs.state.ma.us/
    - o CORI checks can sometimes be done in an emergency by local law enforcement
    - o Medical licenses can also be checked at https://checkalicense.hhs.state.ma.us/

☐ **Volunteer Assignment Desk**:

- ☐ **Liaison:** Establish communications with volunteer liaison to coordinate volunteer needs and assignments
- ☐ **Matching:** Work with available volunteers and requesting agencies to match volunteer skills/wants with needs
- ☐ **Assignment Briefing:** Use Assignment Briefing FORM; provide details of assignment and Volunteer Tracking FORM
- ☐ **Badges:** Issue official, dated incident badges or identification
- ☐ **Vests:** Issue as available volunteer identification shirts, vests, wristbands or hats
- ☐ **Returns:** Provide information on returning volunteer identification items
- ☐ **Deployment:** Deploy volunteers with assignment instructions and Volunteer Tracking FORM
- ☐ **Demobilization**: Provide volunteers with demobilization instructions

Volunteer Training Desk: (See Just-in-Time Training SOG)

- ☐ **Welcome**: Thank you for volunteering, purpose of training
- ☐ **Volunteer Health and Safety Training:**
  - o Take care of yourself first; ask for behavioral health first aid support if needed
  - o Work within the scope of your training, experience and comfort/personal limitations
  - o All Incident work sites can be potentially hazardous or uncomfortable
    - ▪ Potential security issues; health safety issues
    - ▪ Local weather conditions; and local Living/work conditions
  - o Required immunizations/prophylaxis or personal protective equipment
  - o Identification to carry
  - o Work-to-rest ratio should not exceed 2:1 (16 hours work, 8 hours rest)
  - o Report promptly all accidents or injuries
  - o Critical response for any accident involving a vehicle – contact 9-1-1, supervisor or team leader
- ☐ **MRC 101 Core Competences:**
  - o Personal and family protection and preparedness
  - o Incident Command System and MRC support Roles
  - o Mental health and personal limitations
  - o Communications and volunteer deployment protocols, including volunteer protection laws
- ☐ **Volunteer Code of Conduct:**
  - o Treat all with respect - honor all victims, volunteers and responders; honor all confidentiality agreements
  - o Communicate clearly; ensure volunteer safety

☐ **Volunteer Support Desk:**

- ☐ **Transportation:** Coordinate and arrange safe transportation for volunteers
- ☐ **Supervision:** Provide volunteer support, supervision and evaluation as able
- ☐ **Trouble Shooting:** Staff the trouble desk and coordinate volunteer issues, requests and complaints
- ☐ **Support:** Coordinate with logistics to provided volunteers with support

☐ **Volunteer Demobilization Desk:**

- ☐ **Badge Return**: Collect all volunteer identification such as badges and vests
- ☐ **Reports:** Collect all final reports and Activity Logs
- ☐ **Exit Information:** Ensure that all volunteers receive exit information
- ☐ **Sign-Out:** Ensure that all volunteers sign out and leave promptly
- ☐ **Data:** Create a data base for medical follow-up and study as appropriate
- ☐ **Volunteer Affiliations:** Provide information on affiliated volunteer opportunities and organizations such as the MRC
- ☐ **Stress Management**: Provide Behavioral Health First Aid or Critical Incident Stress Management as appropriate

☐ **VRC Facilities**

- ☐ Food, water, sanitation, cleaning, rest area, first aid kit
- ☐ Phones, TV, Internet, secure power supply, HVAC
- ☐ Secure storage area for volunteer items, if available

☐ **Data Management:**

- ☐ **Documentation**: Data management system both paper and electronic
- ☐ **Security**: Security and privacy protection for all data
- ☐ **Files:** Individual volunteer files
- ☐ **Reporting:** Reporting protocols at the end of each shift/operational period

☐	Coordinate with logistics to ensure adequate staffing for the next operational period

VMS/VRC Closing

☐	Monitor demobilization for safety; address safety issues as needed
☐	Remove and store safety signage and safety equipment
☐	Assist with clean up and equipment return

  ☐   Refresh (clean and sanitize facility and equipment)

  ☐   Repair (if practical)

  ☐   Restore (if able, otherwise replace)

  ☐   Return (borrowed equipment)

  ☐   Replace (donations or purchases)

  ☐   Remove (trash and broken equipment)

☐	Conduct facility closing walk-through with facility manager/representative
☐	Turn in all logs to supervisor
☐	Participate in the After Action Report process, including identification of areas for improvement

Job Description

- Responsible for all aspects of Volunteer Reception Center (VRC) mManagement
- Coordinates volunteers processed by the VRC for the response
- Ensures the health and safety of all VRC volunteers
- Recommends all VRC expenditures to the logistics section chief for approval by the incident commander
- Collects and maintains VRC Activity Logs and submits all reports for VRC management

Reports to	Contact Information
Volunteer management system director	

Supervises	
Volunteer Reception Center staff	

Partner Agencies	Contact Information
MEMA – Region III/IV	MEMA 24/7 call line 413-821-1500
MEMA State Emergency Operations Center (SEOC)	MEMA SEOC – 508-820-2000 – ESF 6 (sheltering desk)
Department of Public Health (DPH)	MEMA 24/7 call line 413-821-1500 – ESF 8 (medical desk)
American Red Cross (ARC)	24 hour phone Pioneer Valley Chapter: 413-737-4306
Salvation Army	(617) 542-5420
Western Mass. Medical Reserve Corps	www.wmmrc.org
Western Region Homeland Security Advisory Council	www.wrhsac.org
Boards of health	
Local voluntary agencies	
Local faith community organizations	
Voluntary Organizations Active in Disasters	

Forms, Protocols, and Other Resources

Item	Description/Notes	Quantity/Location
☐ Spontaneous Volunteer Management (SVM) Plan		
☐ Job Action Sheets for all positions (JAS)		
☐ VMS Standard Operating Guide		
☐ Regional Shelter Plan with forms/lists/JAS		
☐ Emergency Dispensing Site Plan		
☐ Regional Shelter SOP		
☐ Facility Opening/Closing Assessment Form	In Forms Section	
☐ Resource Request ICS 308 (FORM)	In Forms Section	2 per JAS
☐ Incident Action or Activity Log ICS 214 (FORM)	In Forms Section of Shelter Plan	
☐ Volunteer/Medical Vol. Registration Forms (FORM)	Forms Section	
☐ Personnel Sign In/Out Time Sheets (FORM)	Forms Section	

Spontaneous Volunteer Job Action Sheet
Logistics: VRC Coordinator

2013

☐ Incident Report Forms (FORM)	Accidents/Complaints – Plan Forms Section	First Aid Kit
☐ Equipment Recommendations	Radio, cell phone, laptop, printer, internet, copier, camera, cables, power strip, lights	Also need directional/informational signage

Initial Planning Actions

☐ Plan for volunteer management with the logistics section/incident command/EOC

☐ Designate and activate volunteer management staff positions as needed

☐ Determine the need for spontaneous volunteers

☐ Work with IC and PIO to provide appropriate guidance to the public

☐ Determine the need for a Volunteer Reception Center

Initial Response

☐ Check in volunteer management staff as they arrive and distribute Job Action Sheets (JAS)

☐ Conduct Volunteer Reception Center facility walk-through (VRC Assessment Form) as available to determine:
- ☐ Adequate space for all VRC functions
- ☐ Multiple rooms, areas available
- ☐ Safety/security
- ☐ Availability of secure parking
- ☐ Availability of food, rest areas for staff
- ☐ Internet access including Wi-Fi or "hot spot"
- ☐ Communication capabilities
- ☐ Accessible and in close proximity to the affected area

☐ Set up the VRC stations:
- ☐ **Registration:** Welcome, triage, orientation, information, registration, phone center and message center
- ☐ **Credentialing**: Identification and credentialing
- ☐ **Assignment:** Liaison with IC/operations; matching; badging/vests; deployment
- ☐ **Training:** Safety and Just-in-Time training
- ☐ **Support:** Transportation and trouble desk
- ☐ **Demobilization**: Debriefing , evaluation and volunteer retention/follow-up
- ☐ **Facilities:** Volunteer and staff food, sanitation/cleaning and rest area
- ☐ **Data Management:** Documentation Logs of all Actions, Volunteer Time, Volunteer Records, Forms, Expenses

☐ Hold initial staff briefing:
- ☐ Thank volunteers for their service
- ☐ Brief on situational awareness and safety
- ☐ Distribute JAS, Activity Logs, Resource Request forms

☐ Determine the extent of safety needs for VRC/VMS operations

    ☐ Address life safety issues for the facility during the pre-occupancy inspection. Document all repairs and actions.

    ☐ Make sure all exits are clearly marked.

    ☐ Limit the number of entrances and exits to control who enters and exits the facility. Unused doors should be secured. Work with the fire marshal to make sure restricted entrances/exits are not used.

    ☐ In the case of hurricane, tornado, or high winds, make sure that doors and windows remain closed, since the structural building codes are created with the presumption that doors and windows are closed. Failure to follow these procedures can cause a building to fail and suffer structural damage, even if it is built to storm shelter standards.

☐ Confirm VMS/VRC set-up with section chief/IC

Daily VMS/VRC Operations

☐ Monitor staff for "burn-out" and inappropriate behavior.

    ☐ Provide for staff breaks and rest periods

    ☐ Complete Incident Form documenting any accidents or safety/security problems

    ☐ Report any concerns to your immediate supervisor and safety officer

☐ Hold shift change briefings with staff and collect Activity Logs:

    ☐ Situational updates

    ☐ Collect/distribute Forms: JAS; Activity Logs; Medical Logs; Expense Sheets, Inspections, etc.

    ☐ Emphasize the importance of documenting everything, especially injuries and complaints

    ☐ Sign in/out staff

    ☐ Discuss needs or concerns for the next shift

    ☐ Create update for the supervisor/IC

☐ Monitor VMS/VRC operations for safety and address safety issues as they arrive

☐ Ensure VMS/VRC Operations:

    ☐ **Registration:** Welcome, orientation, registration and message center

    ☐ **Credentialing**: Identification and credentialing

    ☐ **Assignment:** Liaison with IC/operations; matching; badging/vests; deployment

    ☐ **Training:** Safety and Just-in-Time training

    ☐ **Support:** Transportation, support and trouble desk

    ☐ **Demobilization:** Debriefing and volunteer retention/follow-up

    ☐ **Facilities:** Volunteer and staff food, sanitation and rest

    ☐ **Data:** Log all actions, volunteer time, expenses, incident reports

☐ **Volunteer Registration Desk**:

- ☐ **Volunteer Welcome**: Make each volunteer feel valued
- ☐ **Volunteer Triage:** Work with security to assess the appropriateness of all volunteers presenting (Rapid Interviews)
- ☐ **Volunteer Orientation**: Provide situational awareness on incident and volunteer opportunities, including affiliations
- ☐ **Volunteer Message Center**: Maintain a volunteer message board and phone bank
- ☐ **Volunteer Registration:** Ensure all required forms are completed with an expedited process for affiliated volunteers
- ☐ **Forms:** (Must show government issued photo ID).
  - o Personnel Sign-in Sheets
  - o Message/Resource Request FORM; Call Center Intake Scripts
  - o Volunteer Registration FORMS and Checklists: skills, interests, availability, licenses, equipment
  - o Code of Conduct and FEMA Readiness FORM
  - o Volunteer Releases and Confidentiality FORM
- ☐ **Data Management:** Documentation logs of all actions, volunteer time, volunteer records, forms, expenses

☐ **Volunteer Credentialing Desk**:

- ☐ **Identification:** Must have a government issued photo ID
- ☐ **Licenses**: Must provide copies of all licenses and certifications such as
  - o Commercial driver's; hydraulic lift; crane operator; construction supervisor license
  - o CPR/first aid cards; medical license; must complete Medical License Form
  - o MRC, DART, ARC, or other affiliation ID; health officer/agent; inspector of buildings; DPW; first responder
- ☐ **Verification**: Must obtain official verification of all licenses, certifications, affiliations
  - o MAResponds may be able to do real time license checks: www.maresponds.org. You must be registered to use this system. Most MRC unit leaders are registered users.
  - o MAResponds may do CORI checks, but they may take as long as a week
  - o SORI Level III checks can be done on the Mass. Sexual Offender Database http://sorb.chs.state.ma.us/
  - o CORI checks can sometimes be done in an emergency by local law enforcement
  - o Medical licenses can also be checked at https://checkalicense.hhs.state.ma.us/

☐ **Volunteer Assignment Desk**:

- ☐ **Liaison:** Establish communications with volunteer liaison to coordinate volunteer needs and assignments
- ☐ **Matching:** Work with available volunteers and requesting agencies to match volunteer skills/wants with needs
- ☐ **Assignment Briefing:** Use Assignment Briefing FORM; provide details of assignment and Volunteer Tracking FORM
- ☐ **Badges:** Issue official, dated incident badges or identification
- ☐ **Vests:** Issue as available volunteer Identification shirts, vests, wristbands, or hats
- ☐ **Returning:** Provide information on returning volunteer identification items
- ☐ **Deployment:** Deploy volunteers with assignment instructions and Volunteer Tracking FORM
- ☐ **Demobilization**: Provide volunteers with demobilization instructions

- ☐ **Volunteer Training Desk:** (See Just-in-Time Training SOG)
    - ☐ **Welcome**: Thank you for volunteering, purpose of training
    - ☐ **Volunteer Health and Safety Training:**
        - o Take care of yourself first; ask for behavioral health first aid support if needed
        - o Work within the scope of your training, experience and comfort/personal limitations
        - o All incident work sites can be potentially hazardous or uncomfortable
            - ▪ Potential security issues; health safety issues
            - ▪ Local weather conditions; and local living/work conditions
        - o Required immunizations/prophylaxis or personal protective equipment
        - o Identification to carry
        - o Work-to-rest ratio should not exceed 2:1 (16 hours work, 8 hours rest)
        - o Report promptly all accidents or injuries
        - o Critical response for any accident involving a vehicle – contact 9-1-1, supervisor or team leader
    - ☐ **MRC 101 Core Competences:**
        - o Personal and family protection and preparedness
        - o Incident Command System and MRC support roles
        - o Mental health and personal limitations
        - o Communications and volunteer deployment protocols, including volunteer protection laws
    - ☐ **Volunteer Code of Conduct:**
        - o Treat all with respect - honor all victims, volunteers and responders; honor all confidentiality agreements
        - o Communicate clearly; ensure volunteer safety

- ☐ **Volunteer Support Desk:**
    - ☐ **Transportation:** Coordinate and arrange safe transportation for volunteers
    - ☐ **Supervision:** Provide volunteer support, supervision, and evaluation as able
    - ☐ **Trouble Shooting:** Staff the trouble desk and coordinate volunteer issues, requests and complaints
    - ☐ **Support:** Coordinate with logistics to provided volunteers with support

- ☐ **Volunteer Demobilization Desk:**
    - ☐ **Badge Return**: Collect all volunteer identification such as badges and vests
    - ☐ **Reports:** Collect all final reports and Activity Logs
    - ☐ **Exit Information:** Ensure that all volunteers receive exit Information
    - ☐ **Sign-Out:** Ensure that all volunteers sign out and leave promptly
    - ☐ **Data:** Create a data base for medical follow-up and study as appropriate
    - ☐ **Volunteer Affiliations:** Provide information on affiliated volunteer opportunities and organizations such as the MRC
    - ☐ **Stress Management**: Provide Behavioral Health First Aid or Critical Incident Stress Management as appropriate

- ☐ **VRC Facilities Team**
    - ☐ Food, water, sanitation, cleaning, rest area, first aid kit
    - ☐ Phones, TV, Internet, secure power supply, HVAC
    - ☐ Secure storage area for volunteer items, if available

- ☐ **Data Management:**
    - ☐ **Documentation**: Data management system both paper and electronic
    - ☐ **Security**: Security and privacy protection for all data
    - ☐ **Files:** Individual volunteer files, forms, information, logs
    - ☐ **Reporting:** Reporting protocols at the end of each shift/operational period

☐ Coordinate with logistics to ensure adequate staffing for the next operational period
VMS/VRC Closing
☐ Monitor demobilization for safety
☐ Address safety issues as needed
☐ Remove and store safety signage and safety equipment
☐ Assist with clean up and equipment return
☐ Refresh (clean and sanitize facility and equipment)
☐ Repair (if practical)
☐ Restore (if able, otherwise replace)
☐ Return (borrowed equipment)
☐ Replace
☐ Remove (trash and broken equipment)
☐ Conduct facility closing walk-through with facility manager/representative
☐ Turn in all logs to supervisor
☐ Participate in the After Action Report process, including identification of areas for improvement

Spontaneous Volunteer Job Action Sheet
Logistics: VRC Registration Team Leader

2013

Job Description

- Responsible for all aspects of Volunteer Reception Center (VRC) welcome, orientation, and registration
- Make volunteers feel welcome and valued
- Works with the safety/security officer to triage volunteers for health and safety issues, including rapid assessments
- Orient and provides messages and situational awareness to volunteers
- Answer phones and provide information on volunteer opportunities
- Ensures registration of volunteers and completion of all Forms

Reports to	Contact Information
Volunteer Reception Center coordinator	
Supervises	
Registration team staff	

Partner Agencies	Contact Information
American Red Cross (ARC)	24 hour phone Pioneer Valley Chapter: 413-737-4306
Salvation Army	(617) 542-5420
Western Mass. Medical Reserve Corps	www.wmmrc.org
Local voluntary agencies	
Local faith community organizations	
Voluntary Organizations Active in Disasters	

Forms, Protocols, and Other Resources

Item	Description/Notes	Quantity/Location
☐ Job Action Sheets for VRC Registration Desk		
☐ VMS Standard Operating Guide (SOG)		
☐ Resource Request ICS 308 (FORM)	In Forms Section	2 per JAS
☐ Activity Log ICS 214 (FORM)	In Forms Section of Shelter Plan	
☐ Volunteer Registration Forms (FORM)	Forms Section	
☐ Sign In/Out Time Sheets (FORM)	Forms Section	
☐ Incident Report Forms (FORM)	Accidents/Complaints – Plan Forms Section	
☐ Equipment Recommendations	Radio, phone bank, cell phone, laptop with internet, printer, copier, scanner, camera	

Initial Planning Actions

☐ Set-up volunteer registration desk with the VRC coordinator or VMS manager

Initial Response

☐ Check in registration staff as they arrive, distribute Job Action Sheets (JAS), provide training

☐ Hold initial staff briefing and distribute Activity Logs, Resource Request forms

☐ Determine the extent of safety needs for the registration desk

Spontaneous Volunteer Job Action Sheet
Logistics: VRC Registration Team Leader

2013

☐ Volunteer Reception Center registration set-up
- ☐ Adequate space, table, chairs, lighting for volunteer welcome and orientation
- ☐ Adequate phone system; answering area
- ☐ Safety/security; directional signage
- ☐ Adequate supplies: FORMS, pencils, staplers, folders, markers
- ☐ Volunteer message board and handouts

☐ Confirm registration set-up with VRC coordinator

Daily VRC Registration Operations

☐ Monitor staff for "burn-out" and inappropriate behavior.
- ☐ Provide for staff breaks and rest periods
- ☐ Complete Incident Form documenting any accidents or safety/security problems
- ☐ Report any concerns to your immediate supervisor and safety officer

☐ Hold shift change briefings with staff and collect Activity Logs:
- ☐ Situational updates
- ☐ Collect/distribute Forms: JAS; Activity Logs; Medical Logs; Expense Sheets, Inspections, etc.
- ☐ Emphasize the importance of documenting everything, especially injuries and complaints
- ☐ Sign in/out staff
- ☐ Discuss needs or concerns for the next shift
- ☐ Create update for the supervisor/IC

☐ Monitor VRC registration operations for safety and address safety issues as they arise

☐ **Ensure VRC Registration Desk Operations:**
- ☐ **Volunteer Welcome**: Make each volunteer feel valued
- ☐ **Volunteer Triage:** Work with security to assess the appropriateness of all volunteers presenting (Rapid Interviews)
- ☐ **Volunteer Orientation**: Provide situational awareness on incident and volunteer opportunities, including affiliations
- ☐ **Volunteer Message Center**: Maintain a volunteer message board and phone bank
- ☐ **Volunteer Registration:** Ensure all required forms are completed with an expedited process for affiliated volunteers
- ☐ **Forms:** (Must show government issued photo ID.)
    - o Personnel Sign-in Sheets
    - o Message/Resource Request FORM; Call Center Intake Scripts
    - o Volunteer Registration FORMS and Checklists: skills, interests, availability, licenses, equipment
    - o Code of Conduct and FEMA Readiness FORM
    - o Volunteer Releases and Confidentiality FORM
- ☐ **Data Management:** Documentation logs of all actions, volunteer time, volunteer records, forms, expenses

☐ Coordinate with logistics to ensure adequate staffing for the next operational period

Registration Closing

☐ Monitor demobilization for safety

☐ Address safety issues as needed

☐ Remove and store safety signage and equipment

☐ Assist with clean up and equipment return

☐ Turn in all logs to supervisor

☐ Participate in the After Action Report process, including identification of areas for improvement

Job Description

- Responsible for all aspects of Volunteer Reception Center (VRC) credentialing, license and background checks
- Ensure proper identification for all volunteers
- Ensure verification of any licenses or credentials
- Ensure CORI and SORI background checks are applied for and completed
- Ensure updating and reporting of all credentialing and background checks

Reports to	Contact Information
Volunteer Reception Center coordinator	
Supervises	
Credentialing team staff	
Partner Agencies	**Contact Information**
American Red Cross (ARC)	24 hour phone Pioneer Valley Chapter: 413-737-4306
Salvation Army	617-542-5420
Western Mass. Medical Reserve Corps	www.wmmrc.org
Local voluntary agencies	
Local faith community organizations	
Voluntary Organizations Active in Disasters	

Forms, Protocols, and Other Resources

Item	Description/Notes	Quantity/Location
☐ Spontaneous Volunteer Management (SVM) Plan		
☐ Job Action Sheets for VRC Registration Desk		
☐ VMS Standard Operating Guide (SOG)		
☐ Resource Request ICS 308 (FORM)	In Forms Section	2 per JAS
☐ Activity Log ICS 214 (FORM)	In Forms Section of Shelter Plan	
☐ Volunteer Registration Forms (FORM)	Forms Section	
☐ Sign In/Out Time Sheets (FORM)	Forms Section	
☐ Incident Report Forms (FORM)	Accidents /Complaints: Plan Forms Section	
☐ Equipment Recommendations	Radio, cell phone, laptop with internet	

Initial Planning Actions

☐ Set-up volunteer credentialing desk with the VRC coordinator or VMS manager

☐ Train credentialing staff as needed

Initial Response

☐ Check in credentialing staff as they arrive and distribute Job Action Sheets (JAS)

- ☐ VRC registration set-up
    - ☐ Adequate space and chairs for credentialing team
    - ☐ Internet access, computer, printer set-up
    - ☐ Adequate supplies: forms, pencils, staplers, folders, markers
- ☐ Hold initial staff briefing and distribute Activity Logs, Resource Request forms
- ☐ Determine the extent of safety needs for the credentialing desk.
- ☐ Confirm credentialing desk set-up with VRC coordinator

Daily VRC Registration Operations

- ☐ Monitor staff for "burn-out" and inappropriate behavior.
    - ☐ Provide for staff breaks and rest periods
    - ☐ Complete Incident Form documenting any accidents or safety/security problems
    - ☐ Report any concerns to your immediate supervisor and safety officer
- ☐ Hold shift change briefings with staff and collect Activity Logs:
    - ☐ Situational updates
    - ☐ Collect/distribute forms: JAS; Activity Logs; Medical Logs; Expense Sheets, Inspections, etc.
    - ☐ Emphasize the importance of documenting everything, especially injuries and complaints
    - ☐ Sign in/out staff
    - ☐ Discuss needs or concerns for the next shift
    - ☐ Create update for the supervisor/IC
- ☐ Monitor VRC operations for safety and address safety issues as they arise
- ☐ **Ensure VRC Credentialing Desk Operations:**
    - ☐ **Identification:** Must have a government issued photo ID
    - ☐ **Licenses**: Must provide copies of all licenses and certifications such as
        - o Commercial driver's; hydraulic lift; crane operator; construction supervisor license
        - o CPR/first aid cards; medical license: must complete Medical License Form
        - o MRC, DART, ARC, or other affiliation ID; health officer/agent; inspector of buildings; DPW; first responder
    - ☐ **Verification**: Must obtain official verification of all licenses, certifications, affiliations
        - o MAResponds may be able to do real time license checks: www.maresponds.org. You must be registered to use this system. Most MRC unit leaders are registered users.
        - o MAResponds may do CORI checks, but they may take as long as a week.
        - o SORI Level III checks can be done on the Mass. Sexual Offender Database http://sorb.chs.state.ma.us/
        - o CORI checks can sometimes be done in an emergency by local law enforcement
        - o Medical licenses can also be checked at https://checkalicense.hhs.state.ma.us/
- ☐ Coordinate with logistics to ensure adequate staffing for the next operational period

Registration Closing

- ☐ Monitor demobilization for safety
- ☐ Address safety issues as needed
- ☐ Remove and store safety signage and equipment
- ☐ Assist with clean up and equipment return
- ☐ Turn in all logs to supervisor
- ☐ Participate in the After Action Report process, including identification of areas for improvement

Spontaneous Volunteer Job Action Sheet
Logistics: VRC Assignment Team Leader

2013

Job Description

- Responsible for all aspects of Volunteer Reception Center (VRC) matching, assignment, badging, and deployment
- Coordinates with IC and volunteer liaison to match volunteers with needs
- Coordinates with IC/operations/volunteer liaison to assign volunteers
- Ensure appropriate badging and vests/hats or other volunteer identification
- Coordinates deployment of volunteers
- Collects and maintains VRC Activity Logs and submits all reports for VRC management

Reports to	Contact Information
VRC coordinator	

Supervises	
Volunteer Reception Center assignment team staff	

Partner Agencies	Contact Information
American Red Cross (ARC)	24 hour phone Pioneer Valley Chapter: 413-737-4306
Salvation Army	617-542-5420
Western Mass. Medical Reserve Corps	www.wmmrc.org
Local voluntary agencies	
Local faith community organizations	
Voluntary Organizations Active in Disasters	

Forms, Protocols, and Other Resources

Item	Description/Notes	Quantity/Location
☐ Spontaneous Volunteer Management (SVM) Plan		
☐ Job Action Sheets (JAS)		
☐ VMS Standard Operating Guide (SOG)		
☐ Resource Request ICS 308 (FORM)	In Forms Section	2 per JAS
☐ Activity Log ICS 214 (FORM)	In Forms Section of Shelter Plan	
☐ Volunteer Registration Forms (FORM)	Forms Section	
☐ Sign In/Out Time Sheets (FORM)	Forms Section	
☐ Incident Report Forms (FORM)	Accidents and Complaints – Forms Section of Plan	
☐ Equipment Recommendations	Radio, cell phone, laptop with internet	

Initial Planning Actions

☐ Plan for volunteer assignment with the Volunteer Reception Center coordinator

☐ Set up assignment desk:
- ☐ Tables and chairs
- ☐ Internet and phone
- ☐ Office supplies
- ☐ Obtain volunteer badging supplies and any other volunteer identification items such as hats, vests, or shirts

Spontaneous Volunteer Job Action Sheet
Logistics: VRC Assignment Team Leader

2013

☐ Establish communications with volunteer liaison/IC/operations to ensure appropriate assignments

Initial Response

☐ Check in volunteer assignment staff as they arrive and distribute Job Action Sheets (JAS)

☐ Hold initial staff briefing and distribute Activity Logs, Resource Request forms

☐ Confirm VRC assignment desk set-up with VRC coordinator

Daily VMS/VRC Operations

☐ Monitor staff for "burn-out" and inappropriate behavior
- ☐ Provide for staff breaks and rest periods
- ☐ Complete Incident Form documenting any accidents or safety/security problems
- ☐ Report any concerns to your immediate supervisor and safety officer

☐ Hold shift change briefings with staff and collect Activity Logs:
- ☐ Situational updates
- ☐ Collect/distribute Forms: JAS; Activity Logs; Medical Logs; Expense Sheets, Inspections, etc.
- ☐ Emphasize the importance of documenting everything, especially injuries and complaints
- ☐ Sign in/out staff
- ☐ Discuss needs or concerns for the next shift
- ☐ Create update for the supervisor/IC

☐ Monitor VRC assignment operations for safety and address safety issues as they arrive

☐ **Ensure VRC Assignment Desk Operations**:
- ☐ **Liaison:** Establish communications with volunteer liaison to coordinate volunteer needs and assignments
- ☐ **Matching:** Work with available volunteers and requesting agencies to match volunteer skills/wants with needs
- ☐ **Assignment Briefing:** Use Assignment Briefing FORM; provide details of assignment and Volunteer Tracking FORM
- ☐ **Badges:** Issue official, dated incident badges or identification
- ☐ **Vests:** Issue as available volunteer identification shirts, vests, wristbands, or hats
- ☐ **Returning:** Provide information on returning volunteer identification items
- ☐ **Deployment:** Deploy volunteers with assignment instructions and Volunteer Tracking FORM
- ☐ **Demobilization**: Provide volunteers with demobilization instructions

☐ Coordinate with logistics to ensure adequate staffing for the next operational period

VMS/VRC Closing

☐ Monitor demobilization for safety

☐ Address safety issues as needed

☐ Remove and store safety signage and safety equipment

☐ Assist with clean up and equipment return

☐ Conduct area closing walk-through with facility manager/representative

☐ Turn in all logs to supervisor

☐ Participate in the After Action Report process, including identification of areas for improvement

Spontaneous Volunteer Job Action Sheet
Logistics: VRC Support Team Leader

2013

Job Description
▪ Responsible for all aspects of Volunteer Reception Center (VRC) support, including transportation and troubleshooting
▪ Coordinates with logistics and volunteers to ensure safe, efficient volunteer transportation
▪ Operates the "trouble desk": handles volunteer complaints and problems
▪ Ensures that Volunteers have the support and resources that they need
▪ Collects and maintains VRC Activity Logs and submits all reports for VRC management

Reports to	Contact Information
VRC coordinator	

Supervises	
Volunteer Reception Center support team staff	

Partner Agencies	Contact Information
American Red Cross (ARC)	24 hour phone Pioneer Valley Chapter: 413-737-4306
Salvation Army	617-542-5420
Western Mass. Medical Reserve Corps	www.wmmrc.org
Local voluntary agencies	
Local faith community organizations	
Voluntary Organizations Active in Disasters	

Forms, Protocols, and Other Resources

Item	Description/Notes	Quantity/Location
☐ Spontaneous Volunteer Management (SVM) Plan		
☐ Job Action Sheets (JAS)		
☐ VMS Standard Operating Guide (SOG)		
☐ Resource Request ICS 308 (FORM)	In Forms Section	2 per JAS
☐ Activity Log ICS 214 (FORM)	In Forms Section of Shelter Plan	
☐ Volunteer Registration Forms (FORM)	Forms Section	
☐ Sign In/Out Time Sheets (FORM)	Forms Section	
☐ Incident Report Forms (FORM)	Accidents and Complaints – Forms Section of Plan	
☐ Equipment Recommendations	Radio, cell phone, laptop with internet	

Initial Planning Actions

☐ Plan for volunteer support with the Volunteer Reception Center coordinator
☐ Set up support desk:
☐ Tables and chairs
☐ Internet and phone
☐ Office supplies
☐ Communications established with volunteer liaison at EOC
☐ Establish communications with logistics transportation unit to ensure appropriate transportation options for volunteers

Spontaneous Volunteer Job Action Sheet
Logistics: VRC Support Team Leader

2013

Initial Response

- [ ] Check in volunteer assignment staff as they arrive and distribute Job Action Sheets (JAS)
- [ ] Hold initial staff briefing and distribute Activity Logs, Resource Request forms
- [ ] Confirm VRC assignment desk et-up with VRC coordinator

Daily VMS/VRC Operations

- [ ] Monitor staff for "burn-out" and inappropriate behavior
  - [ ] Provide for staff breaks and rest periods
  - [ ] Complete Incident Form documenting any accidents or safety/security problems
  - [ ] Report any concerns to your immediate supervisor and safety officer
- [ ] Hold shift change briefings with staff and collect Activity Logs:
  - [ ] Situational updates
  - [ ] Collect/distribute Forms: JAS; Activity Logs; Medical Logs; Expense Sheets, Inspections, etc.
  - [ ] Emphasize the importance of documenting everything, especially injuries and complaints
  - [ ] Sign in/out staff
  - [ ] Discuss needs or concerns for the next shift
  - [ ] Create update for the supervisor/IC
- [ ] Monitor VRC support for safety and address safety issues as they arrive
- [ ] **Ensure VRC Support Desk Operations:**
  - [ ] **Transportation:** Coordinate and arrange safe transportation for volunteers
  - [ ] **Supervision:** Provide volunteer support, supervision and evaluation as able
  - [ ] **Trouble Shooting:** Staff the trouble desk and coordinate volunteer issues, requests and complaints
  - [ ] **Support:** Coordinate with logistics to provided volunteers with support
- [ ] Coordinate with logistics to ensure adequate staffing for the next operational period

VMS/VRC Closing

- [ ] Monitor demobilization for safety
- [ ] Address safety issues as needed
- [ ] Remove and store safety signage and safety equipment
- [ ] Assist with clean up and equipment return
  - [ ] Refresh (clean and sanitize facility and equipment)
  - [ ] Repair (if practical)
  - [ ] Restore (if able, otherwise replace)
  - [ ] Return (borrowed equipment)
  - [ ] Replace
  - [ ] Remove (trash and broken equipment)
- [ ] Conduct area closing walk-through with facility manager/representative
- [ ] Turn in all logs to supervisor
- [ ] Participate in the After Action Report process, including identification of areas for improvement

Job Description

- Responsible for all aspects of Volunteer Reception Center (VRC) demobilization and de-briefing
- Ensure badges and identification items are returned and all Activity Logs are submitted
- Provide exit information and exit de-briefing
- Provide volunteers with information on volunteering with affiliated organizations such as the MRC, CERT, DART, ARC
- Ensure volunteers sign-out and leave promptly

Reports to	Contact Information
Volunteer Reception Center coordinator	

Supervises	
Demobilization team staff	

Partner Agencies	Contact Information
American Red Cross (ARC)	24 hour phone Pioneer Valley Chapter: 413-737-4306
Salvation Army	617-542-5420
Western Mass. Medical Reserve Corps	www.wmmrc.org
Local voluntary agencies	
Local faith community organizations	
Voluntary Organizations Active in Disasters	

Forms, Protocols, and Other Resources

Item	Description/Notes	Quantity/Location
☐ Job Action Sheets for VRC demobilization desk		
☐ VMS Standard Operating Guide (SOG)		
☐ Resource Request ICS 308 (FORM)	In Forms Section	2 per JAS
☐ Activity Log ICS 214 (FORM)	In Forms Section of Shelter Plan	
☐ Volunteer Registration Forms (FORM)	Forms Section	
☐ Sign In/Out Time Sheets (FORM)	Forms Section	
☐ Incident Report Forms (FORM)	Accidents/Complaints – Plan Forms Section	
☐ Equipment Recommendations	Radio, phone bank, cell phone, laptop with internet, printer, copier, scanner, camera	

Initial Planning Actions

☐ Set-up volunteer demobilization desk with the VRC coordinator or VMS manager

Initial Response

☐ Check in staff as they arrive, distribute Job Action Sheets (JAS), provide training

☐ Hold initial staff briefing and distribute Activity Logs, Resource Request forms

☐ Determine the extent of safety needs for the demobilization desk

Spontaneous Volunteer Job Action Sheet
Logistics: VRC Demobilization Team Leader

2013

- [ ] Volunteer Reception center demobilization desk set-up
  - [ ] Adequate space, table, chairs, lighting
  - [ ] Adequate supplies: FORMS, pencils, staplers, folders, markers
- [ ] Confirm demobilization set-up with VRC coordinator

Daily VRC Registration Operations

- [ ] Monitor staff for "burn-out" and inappropriate behavior
  - [ ] Provide for staff breaks and rest periods
  - [ ] Complete Incident Form documenting any accidents or safety/security problems
  - [ ] Report any concerns to your immediate supervisor and safety officer
- [ ] Hold shift change briefings with staff and collect Activity Logs:
  - [ ] Situational updates
  - [ ] Collect/distribute Forms: JAS; Activity Logs; Medical Logs; Expense Sheets, Inspections, etc.
  - [ ] Emphasize the importance of documenting everything, especially injuries and complaints
  - [ ] Sign in/out staff
  - [ ] Discuss needs or concerns for the next shift
  - [ ] Create update for the supervisor/IC
- [ ] Monitor VRC operations for safety and address safety issues as they arise
- [ ] **Ensure VRC Demobilization Desk Operations:**
  - [ ] **Badge Return**: Collect all volunteer identification such as badges and vests
  - [ ] **Reports:** Collect all final reports and Activity Logs
  - [ ] **Exit Information:** Ensure that all volunteers receive exit information
  - [ ] **Sign-Out:** Ensure that all volunteers sign out and leave promptly
  - [ ] **Data:** Create a data base for medical follow-up and study as appropriate
  - [ ] **Volunteer Affiliations:** Provide information on affiliated volunteer opportunities and organizations such as the MRC
  - [ ] **Stress Management**: Provide Behavioral Health First Aid or Critical Incident Stress Management as appropriate
- [ ] Coordinate with logistics to ensure adequate staffing for the next operational period

Registration Closing

- [ ] Monitor demobilization for safety
- [ ] Address safety issues as needed
- [ ] Remove and store safety signage and equipment
- [ ] Assist with clean up and equipment return
- [ ] Turn in all logs to supervisor
- [ ] Participate in the After Action Report process, including identification of areas for improvement

Job Description

- Responsible for all aspects of Volunteer Reception Center (VRC) facility staging, set-up, and maintenance
- Work with facility owner to ensure utilities, sanitation, maintenance and cleaning
- Work with logistics to obtain food, water, and supplies
- Document all repairs and actions
- Responsible for cleaning and returning facility to owner

Reports to	Contact Information
Volunteer Reception Center coordinator	

Supervises	
Demobilization team staff	

Partner Agencies	Contact Information
American Red Cross (ARC)	24 hour phone Pioneer Valley Chapter: 413-737-4306
Salvation Army	617-542-5420
Western Mass. Medical Reserve Corps	www.wmmrc.org
Local voluntary agencies	
Local faith community organizations	
Voluntary Organizations Active in Disasters	

Forms, Protocols, and Other Resources

Item	Description/Notes	Quantity/Location
☐ Job Action Sheets for VRC demobilization desk		
☐ VMS Standard Operating Guide (SOG)		
☐ Resource Request ICS 308 (FORM)	In Forms Section	2 per JAS
☐ Activity Log ICS 214 (FORM)	In Forms Section of Shelter Plan	
☐ Volunteer Registration Forms (FORM)	Forms Section	
☐ Sign In/Out Time Sheets (FORM)	Forms Section	
☐ Incident Report Forms (FORM)	Accidents/Complaints – Plan Forms Section	
☐ Equipment Recommendations	Radio, phone bank, cell phone, laptop with internet, printer, copier, scanner, camera	

Initial Planning Actions

☐ Stage volunteer facility with logistics and the VRC coordinator or VMS manager

Initial Response

☐ Check in staff as they arrive, distribute Job Action Sheets (JAS), provide training

☐ Hold initial staff briefing and distribute Activity Logs, Resource Request forms

☐ Determine the extent of safety needs for the VRC facility

☐ Volunteer Reception Center facilities staging:

- ☐ Adequate space, table, chairs, lighting
- ☐ Adequate supplies: FORMS, pencils, staplers, folders, markers
- ☐ Utilities, HVAC, communications
- ☐ Food, water, sanitation; cleaning supplies
- ☐ First aid kit
- ☐ Locked storage area for volunteer items

☐ Confirm facility set-up with VRC coordinator

Daily VRC Facilities Operations

☐ Monitor staff for "burn-out" and inappropriate behavior

- ☐ Provide for staff breaks and rest periods
- ☐ Complete Incident Form documenting any accidents or safety/security problems
- ☐ Report any concerns to your immediate supervisor and safety officer

☐ Hold shift change briefings with staff and collect Activity Logs:

- ☐ Situational updates
- ☐ Collect/distribute Forms: JAS; Activity Logs; Medical Logs; Expense Sheets, Inspections, etc.
- ☐ Emphasize the importance of documenting everything, especially injuries and complaints
- ☐ Sign in/out staff
- ☐ Discuss needs or concerns for the next shift
- ☐ Create update for the supervisor/IC

☐ Monitor VRC operations for safety and address safety issues as they arise

☐ **Ensure VRC Facilities Operations:**

- ☐ Food, water, sanitation, cleaning, rest area, first aid kit
- ☐ Phones, TV, Internet, secure power supply, HVAC
- ☐ Secure storage area for volunteer items, if available

☐ Coordinate with logistics to ensure adequate staffing for the next operational period

VRC Closing

☐ Monitor demobilization for safety

☐ Address safety issues as needed

☐ Remove and store safety signage and equipment

☐ Assist with clean up and equipment return

- ☐ Refresh (clean and sanitize facility and equipment)
- ☐ Repair (if practical)
- ☐ Restore (if able, otherwise replace)
- ☐ Return (borrowed equipment)
- ☐ Replace (donations or purchases)
- ☐ Remove (trash and broken equipment)

☐ Turn in all logs to supervisor

☐ Participate in the After Action Report process, including identification of areas for improvement

Job Description

- Responsible for connecting and coordinating the Volunteer Reception Center with incident command
- Supports incident command
- Facilities IC/oOperations resource requests and provides updates on the availability of volunteer resources

Reports to	Contact Information
Incident commander (IC)/EOC or VMS director	

Supervises	
VRC liaison staff	

Partner Agencies	Contact Information
MEMA – Region III/IV	MEMA 24/7 call line 413-821-1500
MEMA State Emergency Operations Center (SEOC)	MEMA SEOC – 508-820-2000 – ESF 6 (sheltering desk)
Department of Public Health (DPH)	MEMA 24/7 call line 413-821-1500 – ESF 8 (medical desk)
American Red Cross (ARC)	24 hour phone Pioneer Valley Chapter: 413-737-4306
Salvation Army	617-542-5420
Western Mass. Medical Reserve Corps	www.wmmrc.org
Western Region Homeland Security Advisory Council	www.wrhsac.org
Boards of health	
Local voluntary agencies	
Local faith community organizations	
Voluntary Organizations Active in Disasters	

Forms, Protocols, and Other Resources

Item	Description/Notes	Quantity/Location
☐ Spontaneous Volunteer Management (SVM) Plan		
☐ Job Action Sheets for all positions (JAS)		
☐ VMS Standard Operating Guide (SOG)		
☐ Regional Shelter Plan with FORMS/LISTS/JAS		
☐ Emergency Dispensing Site Plan		
☐ Regional Shelter SOP (SOP)		
☐ Facility Opening/Closing Assessment FORM	In Forms Section	
☐ Resource Request ICS 308 (FORM)	In Forms Section	2 per JAS
☐ Activity Log ICS 214 (FORM)	In Forms Section of Shelter Plan	
☐ Volunteer Registration Forms (FORM)	Forms Section	
☐ Sign In/Out Time Sheets (FORM)	Forms Section	
☐ Incident Report Forms (FORM)	Accidents/Complaints – Plan Forms Section	

Spontaneous Volunteer Job Action Sheet
Command Staff: VRC Liaison

2013

☐ Equipment Recommendations	Radio, cell phone, laptop, printer, internet, copier, camera, cables, power strip,	

Initial Planning Actions

☐ Plan for volunteer management with the IC, EOC, operations, logistics and planning sections

☐ Establish communications with Voluntary Organizations Active in Disasters (VOAD) liaison

☐ Help IC determine the need for spontaneous volunteers

☐ Work with IC, PIO, and VMS manager to provide appropriate guidance to the public concerning volunteer opportunities

☐ Work with IC, logistics and liaison to determine the need for a volunteer reception system or center

Initial Response

☐ Maintain communications with VRC, IC, operations

☐ Work with the VMS/VRC to recruit and assign volunteers

☐ Check in VRC liaison staff as they arrive and distribute Job Action Sheets (JAS)

☐ Hold initial staff briefing:
- ☐ Thank volunteers for their service
- ☐ Brief on situational awareness and safety
- ☐ Distribute JAS, Activity Logs, Resource Request forms

☐ Confirm volunteer liaison set-up and readiness to operate with VRC/IC/PIO

Daily Liaison Functions

☐ Monitor staff for "burn-out" and inappropriate behavior
- ☐ Provide for staff breaks and rest periods
- ☐ Complete Incident Form documenting any accidents or safety/security problems
- ☐ Report any concerns to your immediate supervisor and safety officer

☐ Hold shift change briefings with staff and collect Activity Logs:
- ☐ Situational updates
- ☐ Collect/distribute Forms: JAS; Activity Logs; Medical Logs; Expense Sheets, Inspections, etc.
- ☐ Emphasize the importance of documenting everything, especially injuries and complaints
- ☐ Sign in/out staff; Discuss needs or concerns for the next shift
- ☐ Create update for the supervisor/IC

☐ Monitor VMS/VRC operations for safety and address safety issues as they arrive

☐ Work with PIO to manage media representatives that may show up at the VRC: Coordinate with PIO to ensure consistent messaging
- ☐ Ensure Media Release FORMS are obtained before allowing filming or interviews at the VRC

☐ Ensure VMS/VRC operations: Objective is to process volunteers efficiently and effectively with safety the first priority

☐ Coordinate with logistics to ensure adequate staffing for the next operational period

VMS/VRC Closing

☐ Monitor demobilization for safety; address safety issues as needed

☐ Assist with clean up and equipment return

☐ Turn in all logs to supervisor

☐ Participate in the After Action Report process, including identification of areas for improvement

Job Description

- Responsible for all aspects of Volunteer Reception Center (VRC) data management and reporting
- Ensures VRC manager and IC have accurate, timely information and data on volunteer activity and costs
- Ensures that all records are kept to help ensure expense re-imbursements, including federal/state matching requirements

Reports to	Contact Information
Volunteer Management System manager	

Supervises	
Data management team	

Partner Agencies	Contact Information
Chief elected officials	
EOC	
Municipal finance officers	
Voluntary Organizations Active in Disasters	

Forms, Protocols, and Other Resources

Item	Description/Notes	Quantity/Location
☐ Job Action Sheets for VRC Demobilization Desk		
☐ VMS Standard Operating Guide (SOG)		
☐ Resource Request ICS 308 (FORM)	In Forms Section	2 per JAS
☐ Activity Log ICS 214 (FORM)	In Forms Section of Shelter Plan	
☐ Volunteer Registration Forms (FORM)	Forms Section	
☐ Sign In/Out Time Sheets (FORM)	Forms Section	
☐ Incident Report Forms (FORM)	Accidents/Complaints – Plan Forms Section	
☐ Equipment Recommendations	Radio, phone bank, cell phone, laptop with internet, printer, copier, scanner, camera	

Initial Planning Actions

- ☐ Set-up volunteer data management system with the VMS manager and finance section chief

Initial Response

- ☐ Check in staff as they arrive, distribute Job Action Sheets (JAS), provide training
- ☐ Hold initial staff briefing and distribute Activity Logs, Resource Request forms
- ☐ Determine the extent of safety needs for the data management team
- ☐ Volunteer Reception Center data management set-up
    - ☐ Adequate space, table, chairs, lighting, internet
    - ☐ Adequate phones, computers, printers, copiers
    - ☐ Adequate supplies: FORMS, pencils, staplers, folders, markers
- ☐ Confirm data management set-up with VMS manager

Spontaneous Volunteer Job Action Sheet
Finance: Data Management Team

2013

Daily VRC Data Management Operations

- ☐ Monitor staff for "burn-out" and inappropriate behavior
  - ☐ Provide for staff breaks and rest periods
  - ☐ Complete Incident Form documenting any accidents or safety/security problems
  - ☐ Report any concerns to your immediate supervisor and safety officer
- ☐ Hold shift change briefings with staff and collect Activity Logs:
  - ☐ Situational updates
  - ☐ Collect/distribute forms: JAS; Activity Logs; Medical Logs; Expense Sheets, Inspections, etc.
  - ☐ Emphasize the importance of documenting everything, especially injuries and complaints
  - ☐ Sign in/out staff
  - ☐ Discuss needs or concerns for the next shift
  - ☐ Create update for the supervisor/IC
- ☐ Monitor VRC operations for safety and address safety issues as they arise
- ☐ **Ensure VRC Data Management Operations:**
  - ☐ **Documentation**: Data management system both paper and electronic
  - ☐ **Security**: Security and privacy protection for all data
  - ☐ **Files:** Individual volunteer files
  - ☐ **Reporting:** Reporting protocols at the end of each shift/operational period
- ☐ Coordinate with logistics to ensure adequate staffing for the next operational period

Registration Closing

- ☐ Monitor demobilization for safety
- ☐ Address safety issues as needed
- ☐ Remove and store safety signage and equipment
- ☐ Assist with clean up and equipment return
  - ☐ Refresh (clean and sanitize facility and equipment)
  - ☐ Repair (if practical)
  - ☐ Restore (if able, otherwise replace)
  - ☐ Return (borrowed equipment)
  - ☐ Replace (donations or purchases)
  - ☐ Remove (trash and broken equipment)
- ☐ Turn in all logs to supervisor
- ☐ Participate in the After Action Report process, including identification of areas for improvement

Job Description

- Responsible coordination with Voluntary Organizations Active in Disasters (VOAD) regarding volunteers and other resources
- Supports incident command
- Helps to integrate VOAD agencies into the volunteer management system

Reports to	Contact Information
Incident commander (IC) or EOC	

Supervises	
VOAD liaison staff	

Partner Agencies	Contact Information
MEMA – Region III/IV	MEMA 24/7 call line 413-821-1500
MEMA State Emergency Operations Center (SEOC)	MEMA SEOC - 508-820-2000 – ESF 6 (sheltering desk)
Department of Public Health (DPH)	MEMA 24/7 call line 413-821-1500 – ESF 8 (medical desk)
American Red Cross (ARC)	24 hour phone Pioneer Valley Chapter: 413-737-4306
Salvation Army	617-542-5420
Western Mass. Medical Reserve Corps	www.wmmrc.org
Western Region Homeland Security Advisory Council	www.wrhsac.org
Boards of health	
Local voluntary agencies	
Local faith community organizations	
Voluntary Organizations Active in Disasters (VOAD)	

Forms, Protocols, and Other Resources		
Item	**Description/Notes**	**Quantity/Location**
Spontaneous Volunteer Management (SVM) Plan		
Job Action Sheets for all positions (JAS)		
VMS Standard Operating Guide (SOG)		
Regional Shelter Plan with forms/lists/JAS		
Emergency Dispensing Site Plan		
Regional Shelter SOP		
Facility Opening/Closing Assessment FORM	In Forms Section	
Resource Request ICS 308 (FORM)	In Forms Section	2 per JAS
Activity Log ICS 214 (FORM)	In Forms Section of Shelter Plan	
Volunteer Registration Forms (FORM)	Forms Section	
Sign In/Out Time Sheets (FORM)	Forms Section	
Incident Report Forms (FORM)	Accidents/Complaints – Plan Forms Section	
Equipment Recommendations	Radio, cell phone, laptop, printer, internet, copier, camera, cables, power strip,	

Initial Planning Actions

Plan for VOAD volunteer management with the IC, EOC, operations, logistics and planning sections

Establish communications with Voluntary Organizations Active in Disasters (VOAD)

Help IC determine the need for spontaneous volunteers

Work with IC, PIO, VMS director and VOAD to provide appropriate guidance to the public concerning volunteer opportunities

Work with IC, logistics, and liaison to determine ways to integrate VOAD volunteers into the VMS

Initial Response

Maintain communications with VOAD, VRC, IC, operations

Work with the VMS/VRC to recruit and assign volunteers

Check in volunteer liaison staff as they arrive and distribute Job Action Sheets (JAS)

Hold initial staff briefing:
- ☐ Thank volunteers for their service
- ☐ Brief on situational awareness and safety
- ☐ Distribute JAS, Activity Logs, Resource Request forms

Confirm VOAD liaison set-up and readiness to operate with VOAD/IC/PIO

Daily Liaison Functions

Monitor staff for "burn-out" and inappropriate behavior
- ☐ Provide for staff breaks and rest periods
- ☐ Complete Incident Form documenting any accidents or safety/security problems
- ☐ Report any concerns to your immediate supervisor and safety officer

Hold shift change briefings with staff and collect Activity Logs:
- ☐ Situational updates
- ☐ Collect/distribute forms: JAS; Activity Logs; Medical Logs; Expense Sheets, Inspections, etc.
- ☐ Emphasize the importance of documenting everything, especially injuries and complaints
- ☐ Sign in/out staff; Discuss needs or concerns for the next shift
- ☐ Create update for the supervisor/IC

Monitor VMS/VRC operations for safety and address safety issues as they arrive

Work with PIO to manage media representatives that may show up at the VRC: Coordinate with PIO to ensure consistent messaging
- ☐ Ensure Media Release FORMS are obtained before allowing filming or interviews at the VRC

Ensure VOAD coordination: Objective is to integrate and process VOAD volunteers efficiently and effectively with safety first

Coordinate with logistics to ensure adequate staffing for the next operational period

VMS/VRC Closing

Monitor demobilization for safety; address safety issues as needed

Assist with clean up and equipment return

Turn in all logs to supervisor

Participate in the After Action Report process, including identification of areas for improvement

2013

Spontaneous Volunteer Management Plan Just-In-Time Training Outline

Western Massachusetts Medical Reserve Corps

The Spontaneous Volunteer Management Plan provides guidance for safe, efficient and scalable volunteer management. The Plan includes integration with incident management systems; communication with community members and voluntary organizations; volunteer reception, screening, training, matching, deployment and retention.

CONTENTS

Edit the safety training overview with official information for the specific incident.

TRAINING AGENDA

- ☐ Greeting - Welcome and thank you for volunteering
- ☐ Review the roster and verify who is present in case some have left - If you haven't registered, please do so now
- ☐ Site safety briefing and orientation
  - Exits, food and rest area – locations, availability
  - House rules and expectations
    - o Signing in and out – everyone, every time
    - o Press/media rules – only the site PIO
    - o Respect confidentiality and each other
    - o Communication protocols – clearly; slowly; when in doubt, ask
- ☐ Situational Awareness Briefing
  - Update on incident status
  - Volunteer opportunities and options
  - Potential risks
- ☐ Purpose of JITT
  - Volunteer, responder and public safety
  - Integration into response
  - Roles and limitations of volunteers
  - Orient/train volunteers and spontaneous volunteers to a common operating standard
  - Improve volunteer experience
  - JITT may be applied to both emergency and pre-planned community events
- ☐ Training Modules
  - Code of conduct
  - Personal health and safety
  - Incident command system
  - Supervision
  - Communications
  - Volunteer reception center
  - Recovery
  - Debriefing
  - Demobilization
  - Volunteer Assignment Card

- ☐ MRC 101 basic orientation training for new and renewing MRC volunteers
  - Personal and family protection and preparedness
  - Incident Command System and MRC support roles
  - Mental/behavioral health and personal limitations
  - Communications and volunteer deployment protocols, including volunteer protection laws
- ☐ EDS JITT PowerPoint
- ☐ Flu Clinic JITT PowerPoint

CODE OF CONDUCT

- Treat all with respect - honor all victims, volunteers and responders
- Communicate clearly and if in doubt, ask
- Ensure volunteer safety
- Work within the scope of credentials, training and comfort level
- Honor the code of conduct and confidentiality agreements

PERSONAL HEALTH AND SAFETY

GENERAL
- Follow all instructions given to you by your supervisor. They will have up to date safety precautions
- Take care of yourself first; ask for behavioral health first aid support if needed
- Work within the scope of your training, experience and comfort/personal limitations
- All Incident work sites can be potentially hazardous or uncomfortable:
  - o **Potential personal security issues**
  - o **Potential health/safety issues**
  - o **Local weather conditions and forecasts**
  - o **Local living/work conditions**
  - o **Items to bring along/not bring along**
- Required immunizations or prophylaxis or personal protective equipment (PPE)
- Identification to carry with you
- Work-to-rest ratio should not exceed 2:1 (16 hours on and 8 hours off)
- Accident or injury reporting – promptly and fill in form
- Critical response for any accident involving a vehicle(s) – contact 911, supervisor, team leader or incident commander

Add specific site safety information here

CLOTHING

- If you will be working outside, dress for the weather. Boots may be helpful, regardless of the temperature, as debris on the ground may be sharp and dangerous
- Warm weather and sun exposure must be taken seriously with plentiful hydration and sunscreen or hats and light absorbent fiber clothing
- Cold and windy conditions require monitoring lengths of exposure to reduce any change of frost bite or hypothermia
- Bring work gloves, sunscreen, insect repellant, a hat and any appropriate tools that you may have
- You are responsible for the use, safety and security of your own tools
- Water may be available at your work site, but you are encouraged to bring a personal water container. It is important to drink plenty of water – HYDRATE – while you work

PERSONAL PROTECTIVE EQUIPMENT (PPE)

- While working, you may have higher exposure than normal to bacteria; contagious/toxic materials
- Use personal protective equipment (masks, gloves, sanitizers, etc.) when instructed to do so within your job responsibilities
- Protection against insects such as ticks and mosquitos
- List other PPE requirements here

PSYCHOLOGICAL FIRST AID

- The work you will be doing might lead you to experience stress, anxiety, fear or other strong emotions. You are providing a valuable service by volunteering today. Please understand by helping, we will not be able to undo the effects of this event. All we can do is to help others in the recovery process. Be cautious and compassionate with yourself and others during this challenging time/event
- It is natural to feel frustrated or guilty that you cannot fix everything. Keep it simple – work your shift, go home, rest and replenish
- Be sure to attend any debriefings for volunteers that might be held at the end of your shift
- If you need help, ask for it

PERSONAL LIMITATIONS

- Follow carefully any instructions that might be given at your job site
- Know and state your limitations: physical, emotional, psychological and/or spiritual
- If you are injured or become ill on the job (even mildly) report immediately to your supervisor and follow instructions. Both the Volunteer Reception Center and EOC will need to be informed
- Include information about liability and injuries
- Include information about initiating a claim through emergency management

Add specific site safety information here.

INCIDENT COMMAND SYSTEM

- Chain of Command: **know who you report to and who reports to you**
- Span of Control: no more than 5-7 people reporting to one person
- Review primary roles:

  o **Incident Commander** – Responsible for the entire Incident
  o **Safety Officer** – Responsible for responder safety and to monitor and/or anticipate hazardous and unsafe situations
  o **Liaison Officer** – Responsible for coordination with partners, agencies, stakeholders
  o **Public Information Officer** – Responsible for media awareness and all information releases
  o **Operations** – Responsible for actual incident response
  o **Logistics** – Responsible for supporting Incident and providing resources: people, places, equipment, supplies
  o **Planning** – Responsible for situational awareness and planning for the next operational periods
  o **Finance** – Responsible for tracking personnel/volunteer hours and incident expenses
  o **Emergency Operations Center (EOC**) – Responsible for coordinating resources, information and supporting the incident
  o **Emergency Management Director (EMD**) – Usually responsible for managing the EOC
  o **VMS Director** – Responsible for managing all aspects of volunteer recruiting, credentialing, training, assignment, and retention

SUPERVISION

- The VMS director or her/his designee is responsible for volunteer placement into the ICS structure working with liaison officers and section chief requests
- Supervision shall be conducted within the event's ICS parameters based upon job assignments and span of control
- Minors who have provided parental/guardian approval for volunteer service shall have appropriate supervision at all times

COMMUNICATIONS

- Check cell phone and radio operations/coverage
- Exchange cell phone and radio contact numbers
- PIO and IC introduced
- Assign "check-in times" and point(s) of contact
- Runners
- De-mobilization (when and who gives the signal)

VOLUNTEER RECEPTION CENTER

- Location
- Transportation to site/aid station
- Review supplies at site
- Logistics: Set-up/break-down (when and who gets the equipment)
- Transportation to home base

VOLUNTEER ASSIGNMENT CARD

- Must keep the Volunteer Assignment Card (VAC) with you at all times
- Have your supervisor sign and date card at every assignment
- Items included on the card:
  - Name of incident
  - Name of volunteer with address and contact information
  - Volunteer emergency contact information
  - Skills, license, certifications with signature and date of person verifying
  - Equipment issued to volunteer
  - Equipment provided by volunteer
  - JITT completed, with signature and date of instructor
  - Assignments list with signature and date of supervisor for each assignment
  - Demobilization with signature and date of supervisor

Volunteer Recruitment Center emergency contact number

RECOVERY

- Volunteers will continue to work for assigned emergency management (EM) positions and agencies until task/job completion and there is no longer a need for their services
- Volunteers return to the VRC for reassignment and or debriefing and release. Debriefing
- Review event process/incident(s)
- Provide psychological first aid to volunteers as needed
- Collect input for improvement plans
- PIO may disseminate information on event/activity as deemed appropriate Psychological first aid may be available at the close of the volunteer service
- Contact information may be used by volunteer leaders such as the MRC unit coordinator to contact spontaneous volunteer following de-mobilization to discuss further interest/training

DEMOBILIZATION

- At the completion of the deployment, spontaneous volunteers shall make arrangements with the VC, MRC coordinator, or Volunteer Management System (VMS) Director to sign out, return badges or wrist bands, vests, and all durable supplies/equipment
- To ensure that accurate records of hours, tasks, and expenses are maintained, volunteers should sign-out with their assigned agency/supervisor when they leave or are released. A report outlining tasks and hours worked will be provided to the VRC or VMS director
- After Action Reports and Improvement Plans should be developed and improvement tasks assigned

ACRONYMS

AAR	After Action Report
ARC	American Red Cross
CB	Community Based Organization
CEMP	Comprehensive Emergency Management Plan
COAD	Community Organizations Active in Disaster
CERT	Community Emergency Response Teams
DART	Disaster Animal Response Team
DBHRT	Disaster Behavioral Health Response Team
EMA	Emergency Management Agency (government: local, state, territorial, tribal, and federal)
EOC	Emergency Operations Center
ESF	Emergency Support Function
ESF15	Volunteers and Donations
FBO	Faith Based Organization
FDAA	Federal Disaster Assistance Administration
FEMA	Federal Emergency Management Agency
IC	Incident Command
ICS	Incident Command System
IM	Incident Management
JIC	Joint Information Center
JITT	Just-in-Time Training
MDPH	Massachusetts Department of Public Health
MEMA	Massachusetts Emergency Management Agency
MRC	Medical Reserve Corps
NIMS	National Incident Management System
NGO	Non-Government Organization
VMS	Volunteer Management System
NVOAD	National Voluntary Organizations Active in Disasters
PIO	Public Information Officer
POC	Point of Contact
POD	Points of Distribution
PPE	Personal Protective Equipment
REOC	Regional Emergency Operations Center
SOG	Standard Operating Guideline
SUV	Spontaneous Unaffiliated Volunteer
UC	Unified Command
VMS	Volunteer Management System
VRCC	Volunteer Reception Center Coordinator
VOAD	Volunteer Organizations Active in Disasters
VRC	Volunteer Reception Center

VCTF   Volunteer Coordination Task Force

RESOURCES

"MRC 101 - Introduction to the Medical Reserve Corps and Disaster Animal Response Team." *Western Massachusetts Medical Reserve Corps*. N.p., n.d. Web. 24 May 2013.

"National Service Knowledge Network." *National Service Knowledge Network*. N.p., n.d. Web. 24 May 2013.

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United States. Federal Emergency Management Agency. Managing Spontaneous Volunteers in Times of Disaster: The Synergy of Good Structure and Good Intentions. N.p.: n.p., n.d. FEMA.gov. Web. 24 May 2013.

United States. Federal Emergency Management Agency. *National Emergency Responder Credentialing System Medical and Public Health*. N.p., 4 Mar. 2008. Web. 24 May 2013.

United States. *Puget Sound Region Volunteer and Donations Management Toolkit*. N.p.: n.p., n.d. Web. 28 May 2013.

Volunteer Fairfax Volunteer Reception Center. Perf. Matt Lyttle. *YouTube*. YouTube, 20 Sept. 2010. Web. 24 May 2013.

Volunteer Reception Center - Kansas City. YouTube. YouTube, 22 Aug. 2008. Web. 24 May 2013.

Region 1 Standard Operating Guidelines (SOG)
Public Information and Risk Communications

OBJECTIVE: Emergency Public Information and Warning – CDC Capability 4. **To develop, coordinate and disseminate information, alerts, warnings and notifications to the public/incident management responders.**

SPECIAL CONSIDERATIONS:

- Risk Communications and Public Information are Local Health Department's (LHD) most important tools
- *Risk Communications is an ongoing process and should be practiced continuously to establish Local Health Departments as credible sources of information.*
- Depending on the nature of the emergency, the use of Social Media as well as other culturally appropriate communications methods will be extremely important.

CONCEPT OF OPERATIONS: This is a response guide and is <u>NOT</u> a substitute for any BOH/agency Risk Communication Plans, Laws, Regulations or Official Forms. It assumes Local Public Health officials:

- Participate in continuous pre-event planning.
- Follow the National Incident Management System (NIMS) and Incident Command System (ICS).
- Reference emergency response plans such as the Comprehensive Emergency Management Plans (CEMP); Public Health All-Hazards plans Continuity of Operations Plans (COOP), and other SOGs.

- Will play either a lead or supporting role, depending on the scope of the event. LPH may be the Incident Commander (IC) or be asked by the IC or his designee to:
  - o Assess the Public Health situation
  - o Contact public and private partners who work with LPH
  - o Provide information and Risk Communications (Public Information) to the public and responders
  - o Inspect facilities to ensure compliance with minimum environmental and health safety standards.
  - o Provide sampling, testing and interpretation
  - o Investigate diseases
  - o Recommend rationing standards
  - o Assist with volunteer management
  - o Advise on Individuals Requiring Additional Assistance and those with Access and Functional Needs

INSTRUCTIONS: Page one is a Table of Contents (TOC). Each item in the TOC points to a section with a checklist of Food and Water considerations, including.

Initial Response Actions: procedures common to all incidents and addresses incident response procedures such as assessing the situation, establishing command and control and connecting with response partners.

Operations: Many public health emergencies include multiple issues such as safe food, water, air, housing, disease prevention, public information, etc. Consider consulting multiple SOGs.

Recovery: may be the longest phase of the Incident, requiring the most LPH resources. Community partner organizations are essential to ensure recovery and return to normal.

☒ Check Boxes: Use the check boxes to track action items considered or acted upon. In the Resource/Assigned Column find and add resources: items, plans, people.

✪ Starred Items are critical tasks that should always be considered in any large scale Emergency/Incident

Grey shaded areas indicate suggest risk communication activities

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✪   These items are critical tasks and should always be considered in any large scale Emergency/Incident

Operations Quick Overview: Public Information and Risk Communications are the ability *to provide the right information to the right people at the right time, so they can make the right decisions*. It includes receiving as well as sending messages. This is a continuous 5 step cycle. Key elements to include:

1. Gather Information:
   ✪Monitor the Event (maintain Situational Awareness); Track Public comment/perceptions as well
   o Stay in front of the Event; don't let information or lack of information become the disaster
   ✪Establish a designated Media Staging Area near the Incident but separate (to ensure safety and message control)

2. Verify Information:
   o Check with on- scene Responders/IC and other fact checking resources
   ✪Continuously check to ensure that messages/actions are performed correctly and on time
   ✪Rumor Control: Corrections a.s.a.p. for media/social media (at a minimum before next local news cycle)

3. Coordinate Information:
   ✪Establish a Joint Information System (JIS) to coordinate messages/information with all agencies/jurisdictions/partners
   o Create and share Incident Fact Sheets

4. Approve Information:
   ✪Get approval from the Incident Commander (IC) for all messages

5. Disseminate Information:
   ✪Issue first "holding" messages to establish contact, credibility, status as a trusted source of information
   o Inform First Responders/Partners first before releasing information to the general public
   o Support Incident Spokesperson(s) - often agency leaders other than the PIOs
   o Regularly provide coordinated information using multiple formats/methods to reach all Stakeholders, including those with Functional/Access Needs(IRAA)
   o Assist with VIP Dignitary visits to ensure access, accuracy, appropriate attention to victims, morale boost

1. Initial Actions

1.1 Public Health PIO/Risk Communications Officer appointed/designated for response	Resources/Notes
☐ Designate Public Health Information Officer (PIO) for agency response	Agency PIO reports to Agency/CEO
☐ May also be designated Incident PIO by Incident Commander (IC)	Incident PIO reports to IC
☐ Verify IC (Unified Command): name, agency, location, contact info	**ICS Form 201** Incident Briefing
☐ Verify Emergency Operations Center (EOC) location; Point of Contact	**ICS Form 202:** Summary of Incident Organization (if available)
☐ Confirm Incident Spokesperson(s) name, agency, location(s)	
☐ Attend all Incident Briefings to maintain situational awareness	

☐ Determine expectations of the Incident Commander (IC)/Agency
  ☐ Advises and represents the IC/Agency
  ☐ Manages Public Information Center (PIC)/Joint Information Center (JIC)
  ☐ Coordinates with Joint Information System (JIS), including MEMA, State EOC (SEOC) Emergency Support Function (ESF) 15 desk – public information, local/regional PIO/EOC.
  ☐ Manages Media Information Center (MIC)
  ☐ Authorized to interact with Media/Public
  ☐ Develops Media/Public Messages for IC
  ☐ Supports Incident Spokesperson(s)
  ☐ Manages/coordinates VIP visits	

1.2 Establish Contact with Relevant Response Partners	Resources/Notes
☐ **Inform the Emergency Management Director(EMD); Chief Elected Official(CEO), BOH, PIO, EOC and other early notification officials**	*GETS (Government Emergency Telecommunications Services) cards (must pre-enroll) – grabs free lines*
☐ **Establish Communications: Keep Response Partners Informed**	
☐ **Consider Emergency Response Team & planning for multiple periods**	CEMP; COOP
☐ **Notification:** Contact other relevant response partners: maintain communications; Situational Awareness; understanding	
☐ **Internal Contacts**	Internal Emergency Contact List
Board of Health staff and members	Public Health Pocket Cards
Public Health Nurse (may be a Visiting Nurse Association – VNA)	
Emergency Management Director (EMD)	
Mayor/Selectboard/Town Manager	HHAN, email, reverse 911
Police, fire, roads (DPW), water/sewer, building, etc.	
☐ **External Contacts as needed**	External Contact List
Mutual Aid Partners such as neighboring BOH	Phone, satellite phones, email
Neighboring jurisdictions	Radio, HAM radios
Hospital(s)(capacity situational awareness, communications)	GETS cards (must pre-enroll)
Department of Public Health (DPH)	(617) 983-6800 EPI on call
Department of Environmental Protection (DEP)	(888) 304-1133 Spill HotLine
District Health Officer	(617) 839-3237 Charlie Kaniecki
DPH Emergency Preparedness Bureau	(617) 647-0343 (pager)
DPH Regional Hospital Coordinator	(617)438-1466
Massachusetts Emergency Management Agency (MEMA)	(413) 821-1500 (Western office)
Public Health Emergency Preparedness Coalition(s)	
Interpreter Strike Team Leader	Massachusetts Registry of Interpreters for the Deaf
Regional (Local) Emergency Planning Committee (REPC/LEPC)	

☐	Medical Reserve Corps (MRC)	www.wmmrc.org
	Community Emergency Response Team (CERT)	
☐	American Red Cross (ARC)	Pioneer Valley: 413-737-4306 Greater Westfield: 413-562-9684 Berkshire County: 800-332-2030
	Salvation Army: Disaster Services	(617) 542-5420 www.salvationarmy-usaeast.org
	Elders Services	
	Schools	
	Sheriff's Department	Berkshire 413-445-4559 Franklin 413-774-4014 Hampden 413-858-0132 Hampshire 413-584-5911

1.3 Issue first "Holding"/Responder Messages	Resources/Notes
☐ **Messages must be approved by IC before releasing**	**ICS 205** Incident Communications Plan

✪ **Issue first "holding" Messages as soon as possible to establish Media & Public contact, credibility and status as a trusted source of information. Coordinate with Joint Information System (JIS)**
  o This is an evolving emergency; this is what we know right now…
  o Local officials are investigating the situation and have activated their emergency response plans.
  o We ask for your patience as we respond to this emergency.
  o Stay informed and follow official instructions…
  o More information will be available in two hours…
	See Appendix C for more message examples

☐ **Issue initial Responder/Workforce Messages:** o This is the current status/situation	Responder messages should be issued before any Public Information besides "holding" messages
o Responders should take the following protective actions…	
o Use the following Personal Protective Equipment (PPE)…	
o Responders should maintain this distance…	
o Responders should report spontaneous feeding/water operations	Report these to the EOC/BOH

1.4 Review and Verify Initial Assessment of the Incident	Resources/Notes
☐ **Gather/update accuracy/completeness for all info and assessments**	PIO Fact Sheet FORM (Appendix B

☐ **Scope**: Number of :
  ☐ Communities involved (1 or multiple); geographic area
  ☐ People exposed
  ☐ People likely to be exposed
  ☐ Injured or sick/treated at scene
  ☐ Injured or sick/ sent to hospital for treatment
  ☐ Receiving prophylaxis (preventative treatment)
  ☐ Dead (information might be withheld pending family notifications)	

☐ **Type of Incident:**
  ☐ Cause: Natural, Accidental, Terrorist
  ☐ Chemical (Hazardous/not Hazardous)
  ☐ Biological (Infectious/not Infectious)
  ☐ Radiological (Alpha, Beta, Gamma)
  ☐ Nuclear (Accident/Intentional)
  ☐ Explosive (Has exploded/Explosion Hazard)
  ☐ Environmental (Air, water, food, land issues)
  ☐ Natural (weather, earthquake, volcano, etc.)
	For more information go to:
	
	http://www.bt.cdc.gov/hazards-specific.asp

☐ **Status** of the Incident:
  ☐ Unknown   ☐ Stabilized/Contained
  ☐ Growing ☐ Over/completed	

☐	☐ Improving	☐ Recovery	
☐	**Risk Factors/Disease Agents:**		Region 1 Specific SOG
	☐ Who is at risk? ☐ Symptoms ☐ Risk Factors ☐ Incubation ☐ Injuries ☐ Transmission ☐ Threats ☐ Exposure Pathways (where/when) ☐ Agents/Hazards ☐ Treatment ☐ Contamination ☐ Protective Actions		Disease fact sheets Drug Fact Sheets DPH Surveillance Manual http://www.mass.gov/eohhs/docs/dph/disease-reporting/guide/introduction.pdf
☐	**Duration** of emergency response estimate: hrs, days, weeks, unknown		
☐	**Language needs** and Interpreter resources estimated		
☐	**Joint Information Center (JIC):** Estimate need/location/type		
☐	**Info Sharing system & schedule** established for Incident information		ICS 209: Incident Status Summary
☐	**Communications** established with agency dispatch centers/EOC		

1.5 Review PIO Roles, Responsibilities and Plans	**Resources/Notes**
☐ **Review PIO JAS**	PIO Job Action Sheet Appendix A
☐ **Incident Spokesperson(s):** Each Agency may have its own; might not be PIO. Add other staff as needed, depending on scope of the incident	Spokesperson should have media extensive training/experience
☐ May also represent own Agency/Department ☐ Authoritative, experienced, trusted, knowledgeable,empathetic,calm ☐ Support from PIO, Responders, Subject Matter Experts (SME**)**	CEMP
☐ **Review Public Information Plans**	**ICS 205** Incident Communications Plan
☐ CERC (Crisis + Emergency Risk Communications) Plan	Appendix D: CERC
☐ Functional Needs Support Services (FNSS) outreach plans/SOG for Individuals Requiring Additional Assistance (IRAA)	IRAA Plans, FNSS SOG
☐ Relevant response SOGs	Food/Water, Sheltering, Disease, EDS
☐ **Review /Establish Public Information Policies (approved by IC)**	
✪ **Message approval process/chain of command**	
☐ IC approves all messages (define method – verbal, written) ☐ PIO approves all messages ☐ Restricted or delayed information, if any ☐ On-site Media access (are there restricted/controlled areas ?) ☐ Confidentiality (what personal information is protected) ☐ Social Media policies (officially used/not used)	
☐ **Privacy/legal/security rights/protocols respected** ☐ All information verified ☐ All messages cleared first by IC/Department ☐ All personal information withheld unless IC deems necessary	
☐ **Personal Health Protection Information to response partners**	
☐ Verify health information ☐ Use secure distribution methods ☐ Ensure timely distribution	
☐ **Media Incident Access**: ☐ Escort needed outside Media Staging Area ☐ Victims must give permission to be interviewed/photographed	
✪ **JIS: Will be established whenever more than one agency or jurisdiction is involved**	
☐ Joint Information System (JIS) partners: hospitals, EMS, Law Enforcement, Fire, EMD, VOAD, MRC/CERT, businesses, etc., neighboring jurisdictions and agencies, State and Federal agencies ☐ Each PIO/POC may also represent his/her own Agency/Department ☐ Messages are coordinated through the JIS and released, as needed by JIS/each Agency/Department	
☐ **PIO Staff Procedures include:**	

	☐ ***All releases must be approved by the PIO <u>and the IC</u>***
	☐ All information verified before release
	☐ Restrictions on media release content identified/verified
	☐ Staff/EOC/IC briefing frequency – at least every 3 hours (or as needed or determined by IC)
	☐ Finance/accounting tracking procedures followed
	☐ Staff appointment, reporting, badging protocols, sign-in/out protocols established
	☐ Process for evaluating the effectiveness of public Information strategies implemented
	☐ Shift changes ensured (maximum 12 hour shifts)
	☐ All Media and Public Contact/Actions logged
☐	**PIC/JIC Procedures include:**
	☐ All Media Releases will be coordinated by the PIC/JIC/JIS
	☐ Security will be established to limit access to PIC/JIC to officials only
	☐ Frequency of public information briefings – suggest 2-3 hrs, depending on how fast the sit. changes
	☐ Hard copies of briefings will be shared before the release time, if possible
	☐ Refer Media to appropriate official Spokespersons
	☐ Make available all Media releases from other organizations, as able
	☐ Make every effort to assemble all Spokespersons from responding agencies in one location
	☐ Joint news conferences/briefings preferred
	☐ Make summaries of news conferences and fact sheets available
	☐ All Spokespersons should assemble prior to joint news conference to resolve information conflicts
☐	**Media Information Center Procedures include:**
	☐ Media press credentials will be checked – photo ID required/not required
	☐ Public with ID will/will not be admitted to Media briefings as space/security allows
	☐ Shared Media/TV Video feed (one video camera/microphone) – recommended/required

1.6 Assess Logistical Needs /Resources (What is needed?)	Resources/Notes
✪ **Work with IC, Operations, Security to designate a Media Staging Area**	
☐ Usually outside area near Incident, but out of the way ☐ Good access ☐ Interesting photo opportunities (Response vehicles, damage…) ☐ Large enough for Media/vehicles expected ☐ Protects victim privacy ☐ Security of Media Staging Area can be maintained	
☐ **Media Information Center for Press Briefings**	
☐ Away from Incident ☐ Usually inside a facility, but separated from the Public Information Center ☐ Easy access; Parking for large communications trucks/RV ☐ Communications Resources (phone, cell, internet, TV) ☐ Tables, Chairs ☐ Comfort Facilities: food, HVAC, toilets, coffee, blankets ☐ Security if needed in a large incident	
☐ **Public Information Center /Joint Information Center (JIC)**	
☐ For Responders only ☐ Tables and Chairs ☐ Away from Incident ☐ Secure Trash: shredders, etc. ☐ Able to limit access ☐ Convenient access/parking ☐ Lighting ☐ Comfort: toilets, food, HVAC, ☐ Redundant power supply coffee, blankets	
☐ **PIO Staff** (At least one Assistant) to handle the following:	
☐ Answer phones ☐ Incident Spokesperson support ☐ Research/Facts ☐ Situational Awareness ☐ Rumor Control ☐ EOC/IC support/liaison	

	☐ Media Monitoring	☐ Other agency/PIO liaison	
	☐ Social Media	☐ National Media liaison	
	☐ IT/Com Maintenance	☐ Dignitary/VIP liaison	
	☐ Printing/Distribution	☐ Admin/Finance tracking	
☐	**Security** (on site if needed to limit access)		
☐	**Subject Matter Experts** (SME) (should be knowledgeable and fast)		
☐	**Tactical Communications:**		
	☐ Public incoming phone lines	☐ Cell/smart phones	
	☐ Outgoing phone line only	☐ Public Health Information (PHIL) Hot Line	
	☐ Responder only phone line	☐ GETS (Government Emergency Telecommunications Service) for	
	☐ Media only phone line	priority emergency service	
	☐ Internet – high speed	☐ Fax	☐ AM/FM Radio
	☐ Radios/dispatch scanners	☐ Runners	☐ TV/Satellite TV access
	☐ HAM liaison	☐ WebEOC	☐
☐	**Equipment:**		
	☐ Power and extension cords	☐ Printer, scanner, fax	☐ Shredder
	☐ TV and radio	☐ Copier, color copier	☐ Clocks
	☐ Computers	☐ Microphone; Video Camera	☐ Podium
	☐ Wireless Router	☐ Cameras	☐ Sign Boards (DPW)
☐	**Supplies**		
	☐ Paper, labels, file folders	☐ Food, water	
	☐ Folders for Press Kits	☐ Highlighters, markers, pens	

1.7 Begin Ongoing Operational Support Activities/Tasks

	☐ Report to and take direction from the Incident Commander (IC)
	☐ Act as agent of the Incident Commander
	☐ Have permission from IC to talk/interact with the press/Media or post information/press releases
	☐ Wear proper identification (badge, vest, etc.) at all times
	✪ Maintain situational awareness – verify what is actually happening and if public information is current
	☐ Maintain contact with PIOs from other community/regional agencies to coordinate release of information
	☐ Contribute Public Information Goals to the Incident Action Plan (IAP)
	☐ Work with Agencies and Local Public Health to coordinate emergency Public Information and Warning
	☐ Behavioral Health: Take care of yourself and your co-workers. Be aware of staff burnout.
	☐ Maintain span of control 5-7 people
	☐ Apprise Incident Commander (IC) of sensitive information and community needs
	☐ Develop information updates based on information received and post regularly
	☐ Ensure that all relevant information is exchanged during check-in, briefings and debriefings
	☐ **Complete Required Forms**
	• Always sign in and out with the Volunteer or Staffing Unit (ICS 211)
	• Activity Logs: Track event/action taken and submit at shift change (ICS 214)
	• Resources: Provide all Resource Requests to the Logistics Section (ICS 213)
	✪ Keep records of all financial expenditures and volunteer time
	• Other forms include ICS 209, 221, 202,

2. Operations

2.1 Function 1: Activate the Emergency Public Information System/Plan

✪ **Issue first "holding" Messages as soon as possible to establish Media & Public contact, credibility and status as a trusted source of information** o This is an evolving emergency; this is what we know right now…	See Appendix C for more message examples

	- Local officials are investigating the situation and have activated their emergency response plans. - We ask for your patience as we respond to this emergency. - Stay informed and follow official instructions… - More information will be available in two hours…	Consider using outgoing 9-1-1 systems to alert Residents. Include information on how people can register their phone numbers
☐	**Update First Responder Safety and Situational Awareness Messages**	
☐	**As situation changes consider Preparation Messages to the Public** - Continue to monitor -------- for official information… - Prepare personal emergency plans/supplies - Test generators and other alternative sources of power - Prepare refrigerators/freezers by stocking with ice packs - Use thermometers to monitor temperatures - Store water in clean containers - Information on risks of using perishable contaminated or compromised water or food. More information at …. - Consider special needs of individuals with compromised immune systems, including children and the elderly - Positive messages such as: - Safe food/water will be available at….. - Charging stations can be found at…. - Take these protection precautions/actions	
☐	**As situation changes consider Prevention Messages to the Public** - Continue to monitor -------- for official information… - Seek medical attention <u>only</u> if you have the following symptoms… - Sources of safe food and water… More information at…. - Suspected bacterial contamination, cook fresh foods above 160 F. - Boil Orders; Do Not Use; Do Not Drink - Filtering and Disinfection procedures - Positive messages such as: - The illness is not easily contracted…. - Symptoms are easily recognized….	
☐	**Appoint Staff; hold shift change briefings**	
☐	☐ Sign Staff in/out ☐ Collect/Distribute Forms: JAS; Activity Logs; Expense/Time Sheets ☐ Provide situational updates/briefings ☐ Emphasize the importance of documenting everything, especially injuries and complaints ☐ Discuss needs or concerns for the next shift ☐ Monitor Staff for "burn-out" ☐ Create update for the IC	
☐	**Establish a Public Information Center** for a single jurisdiction or **Joint Information Center (JIC)** for multiple jurisdictions/agencies	Can be a virtual JIC
☐	**Ensure Tactical Communications:**	
☐	☐ Land Phone ☐ Internet/Email/Websites ☐ Cell phones ☐ Fax ☐ Radios ☐ HAM ☐ Satellite Phones ☐ WebEOC	
☐	**Establish Distribution Methods for Internal Personnel**	
☐	☐ Email ☐ Newsletter ☐ Website ☐ Bulletin Board	
☐	**Ensure Information (Info) Sharing with Response Partners**	
☐	☐ Electronic file sharing ☐ Incident Briefings	

	☐ Email lists	☐ Conference Calls	

☐	**Update Crisis + Emergency Risk Communication (CERC) Plan:**
	  ☐ Update CERC daily and provide updates at briefings
	  ☐ Obtain approval from Incident Command (IC) for changes
			CERC Checklist- Appendix C

☐	**Track all Declarations/Releases**		
☐	**Coordinate with the designated Incident Spokesperson(s)**		
☐	**Inform Media of Information Center contact info, hours, location**		
☐	**Establish Media briefing schedule** (initially every 2 – 3 hours)		
☐	**Identify Subject Matter Experts (SME)** (fast and knowledgeable)		Responders, schools, business, BOH
☐	**Review and Update all Media Contact Information**		

☐	☐ Traditional Media (TV, Radio, Newspapers)
	  ☐ Social Media (Blogs, Twitter, Facebook….)
	  ☐ FNSS Media Channels: deaf, blind, languages, cultures…		

☐	**Review and Update PIO Contact List**		

	☐ Agencies
	  ☐ Neighboring Jurisdictions
	  ☐ State/MEMA
	  ☐ DPH/DEP
			800 - CDC INFO
			www.mass.gov/dph
			www.mass.gov/dep
			www.mass.gov/mema

☐	**Track all Media/Public Inquiries**		
	☐ Who, agency, date, time ☐ Query, outcome		**Media Intake Form**
☐	**Track/Use Social Media Channels**		
	☐ Facebook ☐ Twitter	☐ Websites (local, DPH, CDC, MEMA) ☐ Blogs	
☐	**Determine how you will notify the public**		
	Slower Methods: ☐ Newspapers ☐ Printed handouts ☐ Websites ☐ TV; descriptive TV ☐ Simultaneous interpretation (live & internet/video relay)	Faster Methods: ☐ Outgoing 911 ☐ Social media ☐ Radio announcements ☐ Hotlines ☐ Mass 211 ☐ Dispatch Systems	
☐	**Establish other Distribution Methods for Public Information**		
	☐ Bill Boards/Bus Placards ☐ Bull Horns ☐ Cultural Centers ☐ School/Agency call systems ☐ Door hangers ☐ Educational Institutions ☐ Faith-based alert systems and phone trees ☐ Flyers and handouts ☐ Homeland Security System ☐ Hotels/Tourism ☐ Inserts/notices mass mailing ☐	☐ Neighborhood Watches ☐ Newsletters Parks Departments ☐ Phone trees ☐ Police/Fire/DPH Vehicles PA ☐ Signs, Posters, Displays ☐ Outgoing Calling: Sheriff, schools ☐ Road Side Sign Boards ☐ School Handouts ☐ Special Events ☐ Talk shows ☐ Videos / Slide show ☐ Voluntary/Service Organizations ☐ PING System	www.mass211help.org (must pre-register to post information)

2.2 Function 2: Determine the Need (scale) to Establish a Joint Information System (JIS)

☐	**Coordinate with IC and other Agency PIOs**	
✪	**Establish a Joint Information System (JIS)** if more than 1 jurisdiction or partner agency such as the hospitals are involved in the incident	

	☐ Virtual or physical	
	☐ Security, staff parking/access	
	☐ Designated outgoing only PIO line with emergency services designation by telecom/utilities	
	☐ Designated Media/Responder only Line(s)	
	☐ Redundant power supply; supplies, equipment, resources	

2.3 Functions 3: Establish/Participate in the Emergency Information System Operations and (5) Issue Public Information, Alerts, Warnings and Notifications

☐	**Act as Incident Spokesperson**, if so designated by IC	
☐	**Provide Situational Awareness**/Health information to IC/ Responders	
☐	**Work with the Media**/JIS to provide public messages	
☐	**Determine Frequency**/Schedule for Media releases	
☐	**Assess effectiveness** of distribution methods used	
☐	**Monitor Media/Social Media** to keep ahead of rumors	
☐	**Maintain communication** with other jurisdictions/agencies to ensure that messages are consistent, timely and accurate	
☐	**Assess Functional Needs (IRAA) Messaging Distribution**	
☐	☐ Low literacy ☐ Visually impaired – large print, oral messages ☐ Other languages ☐ Cultural barriers ☐ At Risk Individuals ☐ Deaf – newspapers/TV ☐ Functional/Access Needs ☐ Rural/isolated individuals ☐ Lower Income/resources	Consider Who: o Can't/Won't Receive Message o Can't/Won't Understand Message o Can't/Won't Act on Message
☐	**Include Health Risk/Behavior Information**	http://emergency.cdc.gov/disasters/psa
	☐ Risks and Risk Factors	
	☐ Disease prevention	
	☐ Disease treatment	
	☐ Non-Pharmaceutical Interventions (NPI)	
	☐ When to seek medical advice	
✪	**Implement a continuous 5 step Public Information process**	See CERC checklist in Appendix C
☐	**Step 1: Gather Information:** ☐ Monitor the Event; maintain Situational Awareness ☐ Stay in front of the Event so that information doesn't become the disaster ☐ Establish a Media Staging Area near the Incident ☐ First Messages should be: First, Accurate, Credible, Coordinated, Timely and Sympathetic (FACCTS) ☐ Monitor Media and Social Media ☐ Monitor ethnic and public interest groups/news ☐ Track public comment/perceptions ☐ Identify trends, gaps, misinformation and sources of rumors	
☐ ✪	**Step 2: Verify Information:** ☐ Check with on scene Responders/IC ☐ Make regular visual/site checks ☐ Hear and respond to what the Public is saying ☐ Provide forums for Public to interact/exchange info. ☐ Fact Check with State/Local Experts/SME/Official Websites ☐ **Rumor Control: Corrections before next news cycle**	
☐	**Step 3: Coordinate Information:** ☐ Establish a Joint Information System(JIS) to coordinate	Fact Sheets/Messages should be PARTIS: Positive, Accessible,

	messages/information with all agencies/jurisdictions/partners ☐ Provide daily FAQ/Fact Sheets/Updates regarding the Incident to the EOC, Incident Spokesperson(s), Public as IC approves ☐ Develop/review messages: 3 main message & supporting facts ○ Targeted, Interesting/Issue related, Short ☐ Coordinate with Incident Liaison Officer ☐ Liaison with State PIO ☐ Liaison with hospital, neighbors, businesses, agencies, VOAD ☐ Liaison with Joint Information System (JIS) if activated ☐ Ensure Media briefings are done in collaboration with JIC/JIS	Researched
☐	**Step 4: Approve Information:** ☐ **ALWAYS** obtain Incident Command (IC) approval before release ☐ PIO must always approve releases, as well ☐ Coordinate information approvals with the JIC/JIS	Message Templates
☐	**Step 5: Disseminate Information:** ☐ Develop regular information/status update messages to inform staff/Responders of incident/community status ☐ Inform First Responders first before releasing information ☐ Regularly provide coordinated information using multiple formats/methods to reach all Stakeholders: Public, Responders, Voluntary Organizations Active in Disasters (VOAD), businesses, individuals with Functional/Access Needs (IRAA, C-MIST) ☐ Protect individual privacy ☐ Support the response by providing useful information ☐ Assist trusted Spokespersons; (often agency leaders not PIOs) ☐ Coordinate messages and release points/times ☐ Ensure the delivery of all electronic and printed materials to appropriate locations/individuals ☐ Single Message; Multiple Formats/Methods ☐ Assist with VIP/dignitary visits to ensure access, accuracy, appropriate attention to victims, morale boost ☐ Assist with donation information: need/don't need - goods/volunteers/money	IRAA outreach methods Information sheets in needed in multiple languages See Appendix C for pre-written messages
☐	**Standard Press Release: Situational Awareness Update**	
	☐ Who is in charge ☐ Sympathy for victims ☐ What is being done to address the emergency (current status) ☐ Who is at risk ☐ Protective actions to take ☐ Sources of more information	
☐	**Essential Information:** 3 priority messages with supporting facts	
	☐ Why do I care? (What happened) ☐ Am I at risk? ☐ How can I be safe?	During an emergency, the public wants these 3 questions answered
☐	**Supporting Fact Sheets:** (Who, what, when, where, why, how much)	
	☐ Size (how many, how much, geographic area…) ☐ Location (proximity to well-known locations or communities) ☐ Time and date of origin ☐ Cause (if cleared) ☐ What is threatened ☐ Resources to be protected ☐ Costs to date ☐ Damages (property and resources)	

☐ Current and expected weather conditions ☐ Steps being taken ☐ Predicted containment/control time ☐ Agencies/jurisdictions ☐ Equipment and resources committed and responding	

2.4 Function 4: Establish Avenues for Public Interaction and Information Exchange

☐ **Sources of more Information: How the public can contact officials**		
☐ Hot Line/Call Center/Town Hall (local area number) & Mass211 o Leader designated o Protocols for interfacing with EOC/IC o IC approved scripts/messages o Staffing o Information Feedback Report	☐ Twitter ☐ Facebook ☐ School Staff with scripts ☐ Mass 211 (not 9-1-1) – provide emergency script ☐ Suggestion Boxes ☐ Letters/faxes ☐ Websites	☐ Workshops and Forums ☐ Call in radio shows ☐ Door-to-Door ☐ Focus Groups, conferences, meetings, special events ☐ Volunteer Organizations such as MRC, ARC, etc. ☐ Emails
☐ **Functional Needs (IRAA) Messaging Distribution**		
☐ Translated Materials ☐ Meals on Wheels ☐ Day Care Centers ☐ Senior Centers/and Councils on Aging ☐ TDD/ATT Language Lines ☐ Interpreter ☐ WIC Programs ☐ IRAA Agencies ☐ Group Homes	☐ Employers ☐ Housing Authorities ☐ Tribal Councils ☐ Health Care Providers ☐ Pharmacists ☐ Law Enforcement ☐ Mental Health Workers ☐ Shelters/Soup Kitchens ☐ Faith Community ☐ Local/community leaders	[www.mass211help.org (must pre-register to post information)](http://www.mass211help.org) http://www.world.att.com/lang_lines/english.htm
☐ **Webpage if available and can be updated:**		
☐ Email questions/comments ☐ Post information and status reports ☐ Define terms like "Boil Orders" ☐ Provide links to other information/websites		**(Note www.wordpress.com is easy to create a webpage)**
☐ **Social Media as available:**		
☐ Establish links to appropriate social Media sites ☐ RSS Feeds to other websites such as MEMA/FEMA/NOAA ☐ Wordpress.com and other Webpages/blogs o Fast way to create a webpage specific to the Incident ☐ Email List Serves: Real time information to a select group ☐ Twitter: Real time conversation with group/everyone o Create Incident Twitter account: #Incident… o Find volunteers (VOST – Virtual Operations Support Team) to provide Twitter monitoring, feeds ☐ Facebook: Real Time News/Information Site that sends notices o Pre-established Facebook Page o Monitor and update hourly if possible o Provide links to additional information ☐ Social Media Assistant should establish Facebook/Twitter Use Protocols: o Respectful, factual, nondiscriminatory, nonthreatening, legal, non-obscene, relevant o Protocol for posting, updating, clearing messages		Beginning Social Media efforts at the onset of the emergency helps to monitor this form of communication method and helps prevent rumors and incorrect information from becoming an issue. It is also the best way to reach certain segments of the population.

o Time frame for posting/clearing established
o Personal Responsibility
☐ Message Structure:
o Action oriented messages
o Target Audience appropriate
o Messages stand-alone/independent
☐ Public sign up for email or text alerts
☐ Collection of matrices/data and evaluation

3. Recovery

Support Recovery Operations	Resources/Notes
3.1 Continue to provide updates on Risks and Recovery Efforts	
☐ **Risk Communications about ongoing hazards** ☐ Waste Disposal; Debris Management ☐ Air/Water hazards; Boil Orders ☐ Re-infection hazards; side effects ☐ Where to register for extended monitoring	**ICS 221 Demobilization Checkout**
☐ **Risk Communications about Recovery** ☐ Coordinate with Voluntary Organizations Active in Disasters (VOAD) ☐ Coordinate with local Community Based Organizations (CBO) ☐ Coordinate with local, State and Federal agencies	
3.2 Support Recovery Operations and Return to New Normal	
☐ Release information about the new normal	
3.3 Submit Forms	
☐ Emergency Expenditure Documents/Forms	**Within 30 days**
☐ Document all Volunteer and Staff Time	
☐ Copies of all Response Actions/Logs	
3.4 Complete After Action Report with Improvement Plan	HSEEP Templates (within 30 days)
☐ Revise Public Information/CERC plans as needed	

Acronyms:		Functions:
AAR	**After Action Report**	Written to document/ improve emergency response actions
ARC	**American Red Cross**	Voluntary agency providing sheltering/feeding support
BOH	**Board of Health**	Local agency with coordinate powers with the State DPH
CBO	**Community Based Organization**	Includes Faith and voluntary organizations and businesses
CEO	**Chief Elected Official**	Selectmen, Mayors, and others responsible for a community
CEMP	**Comprehensive Emergency Management Plan**	Each community has a detailed plan for emergencies
CERC	**Crisis + Emergency Risk Communications**	Plan that outlines Risk Communications during emergencies
CERT	**Community Emergency Response Team**	Trained Citizen Core volunteers
COOP	**Continuity of Operations Plan**	Backup plans/strategies for people, roles, facilities, resources
CORI	**Criminal Offender Record Information**	Background check required by most volunteer organizations
DEP	**Department of Environmental Protection**	State agency responsible for clear air, water and soil
DPH	**Department of Public Health**	State Agency responsible for public health and safety
EAC	**Emergency Action Plan**	Pre-event, all hazards plans for an agency or organization
EDS	**Emergency Dispensing Site**	Public mass prevention/treatment medical materials
EMD	**Emergency Management Director**	Appointed by CEO; plans /supports emergencies; operates EOC
EOC	**Emergency Operations Center**	Supports Emergency response; coordinates emergency resources
ERT	**Emergency Response Team**	Coordinated team to cover multiple operational periods/tasks
ESF	**Emergency Support Function**	15 Federally designated emergency response functions/areas
FE	**Food Establishment**	Serves retail food to the public: free or paid; needs BOH permit
FEMA	**Federal Emergency Management Agency**	Federally designated emergency response organization
FNSS	**Functional Needs Support Services**	Additional services for individuals with functional/access needs
HAMS	**Amateur Radio Operators**	Licensed, non-paid radio operators
IC	**Incident Commander**	Person in charge of an Incident; usually most qualified
ICP	**Incident Command Post**	Location near the Incident used to coordinate operations
ICS	**Incident Command System**	Federal emergency response system; Minimum ICS 100/700
IP	**Improvement Plan**	Plan outlines needed improvements, person to implement; time
IRAA	**Individuals Requiring Additional Assistance**	Functional and Access Needs: At-Risk; Elderly; Poor; etc.
JAS	**Job Action Sheet**	Check list of roles and Responsibilities
JIC	**Joint Information Center**	May be real or virtual center to coordinate information
JIS	**Joint Information System**	Usually a virtual system to coordinate multiple PIO/Centers
LEPC	**Local Emergency Planning Committee**	State required multi-discipline group to plan for HazMat spills
LTC	**Long Term Care Facility**	Nursing Homes; group homes
	MAResponds	Massachusetts volunteer electronic pre-registration system
	Mass211	2-1-1 line used to provide information; reduces use of 9-1-1

MEMA	**Massachusetts Emergency Management Agency**	Massachusetts version of FEMA; provides support/resources
MRC	**Medical Reserve Corps**	Pre-trained, credentialed volunteers; both medical/non-med.
NPI	**Non-Pharmaceutical Intervention**	Includes strategies such as isolation/quarantine, hand-washing
PHF	**Potentially Hazardous Foods**	Generally foods that require refrigeration
PHN	**Public Health Nurse**	Works for the BOH to provide disease surveillance/investigation
PIC	**Person in Charge**	Knowledge/trained person in charge of a Food Establishment
PIO	**Public Information Officer**	Designated person who manages/plans public information
PHIL	**Public Health Information Hot Line**	Designated number for the Public to ask questions/gain info
POD	**Point of Distribution**	Site where food, water, supplies, medicines are dispensed
PPE	**Personal Protective Equipment**	Often includes N95 face mask/respirator, gloves, glasses, suits
PWS	**Public Water Supply**	Designated/regulated by DEP; serves 25+people /60+ days
REPC	**Regional Emergency Planning Committee**	Regional LEPC; many are also all hazard planning groups
RTE	**Ready to Eat Food**	Foods that require no further preparation to eat
SEOC	**State Emergency Operations Center**	State EOC provides 15 ESF support functions
SME	**Subject Matter Experts**	Individuals with special knowledge: college professors, doctors
SNS	**Strategic National Stockpile**	Federal stockpiles of Medical Materials ready to distribute in 24hrs.
SUV	**Spontaneous Unaffiliated Volunteer**	General public with no special emergency training)
SOG	**Standard Operating Guide**	Common operating picture; standard procedures; reminders
UC	**Unified Command**	Used when a response is multi-agency
VOAD	**Voluntary Organization Active in Disaster**	CBO in emergencies such as Red Cross; Salvation Army
VNA	**Visiting Nurse Association**	Provides home medical care; may function as PHN nurse

Job Description: Public Information Officer (PIO) (Appendix A PIO SOG)
▪ **Ensures all public information has been approved by the Incident Commander (IC)**
▪ Should have Advanced Risk Communications/Public Information officer training/certification
▪ Briefs and supports the Incidence Spokesperson(s) (may act as the Incident Spokesperson)
▪ Tracks all Emergency Declarations and Releases
▪ Determines the most effective communication methods with the public, including those with functional/access needs
▪ Works with Media to provide public information/risk communication to the public
▪ Monitors media outlets for rumors and information needs; works with Media to ensure correct information/messages
▪ Works closely with other regional and local PIO, IC, and EOC to ensure that messages are coordinated and relevant
▪ Coordinates Agency outreach messages with the Liaison Officer(s)
▪ Works with IC, EOC, Operations, Communications, Security to facilitate the visits of VIP Dignitaries

Reports to	Contact Information
Incident Commander (IC)	
Supervises	
PIO Assistant	
PIO Staff	

Partner Agencies	Contact Information
Mass. Emergency Management Agency (MEMA)	MEMA SEOC - (508) 820-2000 – ESF 15 (Public Information)
Local Municipal PIO	
Hospital PIO	
MEMA PIO	Peter Judge Peter.Judge@state.ma.us (508) 820-2002
Department of Public Health (DPH) PIO	John Jacob John.Jacob@state.ma.us (617) 624-6088
Law Enforcement (LE) PIO	
Agency/Business PIO	
Mass 2-1-1	www.mass211help.org
Mass 5-1-1	www.mass511.com
Local Media/Social Media	
Interpreter Strike Team	

Forms, Protocols, and Other Resources	Description/Notes	Quantity/Location
☐ Job Action Sheet (JAS)		
☐ Activity Log (FORM)		
☐ Resource Request ICS 308 (FORM)		
☐ Region 1 Standard Operating Guide (SOG): PIO	Region 1 Public Health Coalitions	
☐ Media Contact Lists, including Functional Needs Support Services (FNSS) Media		
☐ Communications Equipment Recommendations	Multiple phone lines, radio, radio scanner, smartphone, high speed internet	

Operations: Public Information Officer

☐	Minimum Equipment Recommendations	Laptop, printer, TV/radio, fax, copier, files, pens/paper, markers,	1 each

Initial Planning Actions

☐ Plan for Incident Public Information with Incident Command/EOC

☐ Review Region 1 PIO Standard Operating Guide (SOG)

☐ Appoint Staff as needed, but at least one Assistant to:

☐ Answer phones	☐ Media Monitoring	☐ Incident Spokesperson support	☐ National Media
☐ Research/Facts	☐ IT/Com Maintenance	☐ EOC/IC support/liaison	☐ VIP Liaison
☐ Rumor Control	☐ Situational Awareness	☐ Admin/Finance/Data Tracking	☐ Printing/Distribution
☐ Social Media	☐ Subject Matter Experts	☐ Liaison with other Agencies	☐ Liaison to other PIO

☐ **Set up Media Staging Area near Incident**
- o Near Incident, but out of the way
- o Good access
- o Interesting photo opportunities (Response vehicles, damage,..)
- o Large enough for Media/vehicles expected
- o Protects victim privacy
- o Security can be established

☐ **Set up Public Information Center (PIC) or Joint Information Center (JIC)** – Responders ONLY
- o Secure/safe location with adequate/safe parking
- o Tables, Chairs, White Boards
- o Lighting, HVAC, redundant power supplies
- o Paper, pens/pencils, white boards, note pads, etc.
- o Food, water, sanitation, trash
- o Communications Equipment (in/out private phone line , cell, HAM, radios, dispatch scanners, power cords, microphone, camera, video,)
- o Media Connections (TV, Radio, Internet, Smartphone, wireless router)
- o Computer, printer, fax, scanner, copier, supplies, cords

☐ **Set up Media Information Center** (separate from JIC) for press briefings
- o Food, water, HVAC, lighting and sanitation
- o Telephones, internet, cell service
- o Tables and chairs
- o Podium, flags for media events
- o Security to check press credentials and maintain order

☐ **Update and obtain approval from IC for the Crisis + Emergency Risk Communication (CERC) Plan**

A. Information Gathering
- o Fact Checking
- o Rumor Control
- o Fact/FAQ Sheets

B. Information Dissemination

- o Information Tracking System (Messages, Declarations, Releases)
- o Media Briefing Policies/Procedures and Schedule
- o Social Media Policies (Use or not use; but always monitor)
- o Target audiences/Stakeholder identification
- o Language, interpretation and cultural barriers/needs
- o Methods of information distribution

C. Operations Support/Logistics

- o Staffing/volunteer plans (JIC staffed by multiple agencies)
- o Incident Media Staging Areas and Media Info Centers
- o Security (Media Staging Area, Media Info Center , JIC)

D. Liaisons/Coordination

- o Info Sharing System with Partners
- o JIS/JIC Coordination with partner jurisdictions/agencies
- o Other responding agency Information Systems; neighboring jurisdictions Information Systems
- o DPH/DEP/CDC/MEMA

Initial Response

- ☐ Establish communications with IC/EOC
- ☐ Establish communications with other PIO, EOC, Liaison Officers, ESF 15 Desk at MEMA
- ☐ Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms
- ☐ Establish communications with MASS 2-1-1; Mass 5-1-1
- ☐ Coordinate all Risk Communications/Public Information.
  IMPORTANT: All messages must be approved by Incident Command/EOC before release
- ☐ **Initial Public "holding" Messages:**
  - o This is an evolving emergency…
  - o This is what we know right now…
  - o We have activated our emergency response plans…
  - o Local officials are investigating the situation…
  - o Stay informed and follow official instructions…
  - o More information will be available shortly…
  - o Continue to monitor … for official information
- ☐ **Standard Press Release: Situational Awareness update**
  - o Who is in charge
  - o Sympathy for victims
  - o What is being done to address the emergency (current status)
  - o Who is at risk
  - o Take these protective actions
  - o Sources of more information
- ☐ **Distribution:** Radio, newspapers, websites, Mass211, Town/City Halls, Outgoing 911, Posters, Social Media, other languages

Daily Operations

- ☐ **Act as Incident Spokesperson**, if so designated by IC
- ☐ **Provide Situational Awareness** information to IC

Region 1 Public Health Job Action Sheet
Operations: Public Information Officer

- ☐ **Work with the Media** to ensure that public messages are first, accurate, coordinated, credible, timely, sympathetic
- ☐ **Provide information on Volunteer and donation** opportunities
- ☐ **Monitor** all media outlets, including social media for rumors and information
- ☐ **Correct** inaccurate information before the next Media cycle
- ☐ **Monitor Staff** for "burn-out" and inappropriate behavior. Report concerns to IC/Medical Unit
- ☐ **Hold shift change briefings** with Staff and collect Activity Logs:
    - ☐ Situational updates
    - ☐ Collect/Distribute Forms: JAS; Activity Logs; Expense/Time Sheets
    - ☐ Emphasize the importance of documenting everything, especially injuries and complaints
    - ☐ Sign in/out Staff
    - ☐ Discuss needs or concerns for the next shift
    - ☐ Create update for the IC
- ☐ **Implement a continuous 5 Step Information Cycle:**
- ☐ **Step 1: Gather Information:**
    - ☐ Monitor the Event; maintain Situational Awareness
    - ☐ Stay in front of the Event so that information doesn't become the disaster
    - ☐ Create Incident Fact Sheets that are FACCTS: First, Accurate, Credible, Coordinated, Times and Sympathetic
    - ☐ Monitor Media and Social Media
    - ☐ Monitor ethnic and public interest groups/news
    - ☐ Identify trends, gaps, misinformation and sources of rumors
- ☐ **Step 2: Verify Information:**
    - ☐ Check with on scene Responders/IC
    - ☐ Make regular visual/site checks
    - ☐ Hear and respond to what the Public is saying
    - ☐ Provide forums for Public to interact/exchange info.
    - ☐ Fact Check with State/Local Experts/SME/Official Websites
    - ☐ **Rumor Control: Corrections before next news cycle**
- ☐ **Step 3: Coordinate Information:**
    - ☐ Provide daily FAQ/Fact Sheets/Updates regarding the Incident to the EOC, Incident Spokesperson(s), Public as IC approves
    - ☐ Coordinate with Liaison Officer
    - ☐ Liaison with State PIO
    - ☐ Liaison with hospital, neighbors, businesses, agencies, VOAD
    - ☐ Liaison with Joint Information System (if activated)
    - ☐ Ensure media briefings are done in collaboration with JIC,
- ☐ **Step 4: Approve Information:**
    - ☐ Develop/review messages: 3 main message & supporting facts
    - ☐ Messages are PARTIS: Positive, Accessible, Researched, Targeted, Interesting, Short
    - ☐ <u>ALWAYS</u> obtain Incident Command (IC) approval before release

☐ **Step 5: Disseminate Information:**
- ☐ Develop regular information/status update messages to inform staff/Responders of incident/community status
- ☐ Inform First Responders first before releasing information
- ☐ Regularly provide coordinated information using multiple formats/methods to reach all Stakeholders: Public, Responders, Voluntary Organizations Active in Disasters (VOAD), businesses, individuals with Functional/Access Needs (IRAA, C-MIST)
- ☐ Protect individual privacy
- ☐ Support the response with useful information
- ☐ Assist trusted Spokespersons; often agency leaders other than the PIOs
- ☐ Coordinate messages and release points/times
- ☐ Ensure the delivery of all electronic and printed materials to appropriate locations/individuals
- ☐ Single Message; Multiple Formats/Methods
- ☐ Assist with donation information: need/don't need -goods/volunteers/money

☐ **VIP Dignitaries**: Work with IC/Operations/Security/Behavioral Health/Communications to prepare and facilitate visits
- ☐ Notify all relevant Responders of the visit, their roles and likely presence of Media
- ☐ Ensure that Security is ready and has extra Staff for the visit
- ☐ Schedule extra PIO Staff to work with the Media and dignitary support staff
- ☐ Arrange for a welcoming committee, guide, reception area and photo opportunities with Operations/Victims
- ☐ Ensure Victim privacy is protected
- ☐ Ensure that local hospitals/EMS are notified of the impending visit

Demobilization

☐ Develop Incident demobilization announcements

☐ Distribute demobilization information

☐ Continue to monitor all Media

☐ Assist with clean up and equipment return

☐ Turn in all logs to supervisor

☐ Participate in the After Action Report process, including identification of areas for improvement

PIO FACT SHEET FORM	
Item	**Information**
PIO In Charge	
Person Completing Form	
Date/Time of Form completion	
IC Approval/Date/Time	
Release Authorized by, Date/Time	
Location of Media Release	
Date/Time Release	
Release #	
Incident Name/Number	
Incident Commander	
Jurisdictions Involved	
Type of Incident	
Cause (if cleared/known)	
Area Involved/location	
Actual geographic area involved	
Time Began	
Percent Contained	
Predicted Containment time/date	
Control Declared time/date	
Current Threats	
Current/potential Problems/threats	
Resources to be protected	
Estimated Injuries	
Confirmed Life Loss	
Estimated Property Loss/Value	
Current Weather	
Predicted Weather (next 24 hrs)	
Cooperating Agencies	
Agencies Responding	
# Personnel engaged	
# Pieces Equipment committed/engaged	
Plan for next 24 hours	
Prepared Statements	

Appendix C: CERC Plan Check List

Crisis + Emergency Risk Communications (CERC) Plan	Resources
A. Information Gathering	
☐ Information Sources ○ Responders ○ Subject Matter Experts (SME) ○ State/local Agencies (DPH, DEP, BOH, CDC, MEMA/FEMA) ○ Direct Observation ○ Partner Agencies ○ Public/Social Media ○ Media ○ Internet ☐ Quality Assurance ○ Process to assess Public Information strategies/effectiveness ○ Rumor Control ○ Fact Checking – Fact Sheets and FAQ sheets ○ Subject Matter Experts (SME) ○ Social Media (Use/not use; but always monitor)	Risk Communication Plan Communications Plan (ICS 205) 800 - CDC INFO www.mass.gov/dph www.mass.gov/dep www.mass.gov/mema Media Intake Form
B. Information Dissemination	
☐ Information Tracking System (paper or electronic log) ○ Inquiries ○ Declarations ○ Releases ☐ Messages: ○ Message approval process – chain of command ○ Coordination with partner jurisdictions/agencies ○ Target audiences/Stakeholder identification ○ Language, interpretation and cultural barriers/needs ○ Common underlying concerns ○ Key messages/talking points ○ Process for verifying information/facts ○ Restricted or delayed information, if any ☐ Distribution: ○ Target audiences/Stakeholder identification ○ Universal Access ○ Language, interpretation and cultural barriers/needs ○ Methods of information distribution ☐ Media ○ On-site Media access ○ Frequency of public information briefings ○ Media Staging Areas and Media Information Centers ○ Security (Media Staging Area, Media Info Center , JIC) ○ Media Briefing Policies/Procedures and Schedule	
C. Operations Support/Logistics	

☐ Approvals:
   o Get sign-off on CERC from IC/EOC (sign and date)
   o Confirm approval process for messages and CERC changes
☐ Staffing:
   o Staffing/volunteer plans (JIC staffed by multiple agencies)
   o Staff appointment and reporting protocol (JIC staffed by multiple agencies)
   o Shift changes (maximum 12 hour shifts)
   o Staff/EOC/IC briefing frequency	

D. Liaisons/Coordination	

☐ IC/EOC
☐ Operations
☐ JIS/JIC
   o Coordination with partner jurisdictions/agencies
   o Other responding agencies
   o Other responding and neighboring jurisdictions
   o DPH/DEP/CDC/MEMA
☐ VIP/Dignitaries	

Appendix D: Initial Messages

Initial Short Messages	Resources

☐ **Initial Workforce/Responder Protection/Information Messages:**
   o This is the current situation…
   o A Public Announcement will be made….
   o Responders should take the following protective actions…
   o Responders should use the following Personal Protective Equipment (PPE)….
   o Responders should maintain the following distances….
	ICS 202: Incident Objective/Update

☐ **Initial Public Holding Messages:**
   o This is an evolving emergency…
   o This is what we know right now…
   o We have activated our emergency response plans…
   o Local officials are investigating the situation…
   o Stay informed and follow official instructions…
   o More information will be available in two hours….
   o Continue to monitor … for official information
   o We will continue to gather information and release it to you as soon as it is confirmed and we know more….
   o We ask for your patience as we respond to this emergency.
	PIO Media Templates
	ICS 306: Press Release

☐ **Standard Press Release:**
   o Who is in charge
   o Sympathy for victims
   o What is being done to address the emergency (current status)
   o Who is at risk
   o Take these protective actions	

o Sources of more information	
☐ **Positive Message Options:** o **Assurance Messages:** We are aware of the situation and are activating our emergency plans. o **Positive Action Messages:** evacuate, shelter, report situations, care for your neighbors, help is coming… o **Caring/Sympathy Messages:** we share the public's concerns.. o **Volunteer Messages:** affiliated volunteer opportunities… o **Donation Messages:** donations of money are most needed… o **More Information:** 2-1-1; MassHelp211, HotLine, Website…	Templates, prewritten message, press release forms: PIO Toolkit
☐ **Short Medical Messages: (coordinate with BOH, hospitals)** o Seek medical attention if you have the following symptoms… o The illness is treatable… o The illness is not easily contracted… o Symptoms are easily recognized… o Take these protection precautions/actions… o Safe food and water are available at… o Shelters are opening at…..	Medical SME, hospital partners

Initial Long Messages:

☐ **Holding Messages:**	
o We've just learned about the situation and are trying to get more complete information now. o All our efforts are directed at bringing the situation under control. o I can't speculate about the causes or status of the incident. o We will have another briefing in one hour <u>OR</u> how can I reach you when I have more information?	
o This is an evolving emergency and we all want more information as soon as possible. o While we work to get your questions answered quickly, I want to tell you what we can confirm at this time: at approximately (time) a (what happened: who what where, when, how, why).	
o At this point we do not know the number of persons (ill, injured, dead). o We have a plan in place for just such an emergency and we are being assisted by (police, fire, public health, EMD, etc.) as part of that plan. o The situation (is or is not) under control and we are working with (local, state, federal) authorities to (contain the situation, determine what happened, determine what actions individuals need to take, prevent this from happening again, etc.)	
☐ **Protective Action Statements/Directions/Orders:**	
o Residents can/should/must take the following immediate actions to protect themselves and families o Residents in the impacted areas can best help by ….. o Residents outside the impacted areas can best help by…. o First Responders need residents to only use 911 for immediate life threatening emergencies …. o Evacuate/Don't evacuate o How to safely shelter in place (always the first option) o Sources of safe food and water & Points of Mass Distribution for bulk water and food o Boil, Do Not Use or Do Not Drink orders o Filtering and Disinfection procedures o Risk of using perishable, contaminated, compromised food and water	
☐ **Include Caring/Sympathy/Empathy Statements: (Must be true statements)**	
o We too have families and friends that are impacted by this emergency. o We recognize that is a concern….	

	o We too are concerned about this issue. o I share your concern about… o Looking at this issue from your point of view, I think I begin to understand your point of view and why you are concerned about….
☐	**Volunteer/Donation Messages:**
	o We know that everyone wants to help the victims of this tragedy. What is needed right now is …
	o What is needed most at this time is money to help the victims to stabilize and recover from this disaster. Donations of money may be made by -----.
	o Donations of food are greatly appreciated for both the responders and the victims. All food donations must be from an approved source and should be first coordinated with -----.
	o Donations of clothing and other supplies are being coordinated by ---- and should first be coordinated with ----
	o Volunteers who are not pre-registered should contact their local Medical Reserve Corps or Red Cross unit to find out about volunteer opportunities and just-in-time training options or volunteers may become local volunteer heroes by going to -----.
☐	**Medical Messages** (coordinate with hospital, medical providers, Boards of Health)
	o We recognize that people are concerned about the situation, but we ask that 911 and hospital emergency rooms be reserved for life threatening emergencies only.
	o The seriously ill or those with the following symptoms should seek immediate medical attention…
	o Call 2-1-1 for more information. Specially trained operators are standing by with more information.
	o Printed handouts with more information are available at…
	o More information and regular updates can be found on the following radio and TV stations:
	o Individuals with children, elderly family members or pets should monitor the situation closely and take the following precautions:
	o Hospitals are at capacity… Seek medical advice only if you have a life threatening emergency or these symptoms……..
	o Disease and injury prevention actions
☐	**Shelter opening announcement:**
	o When/where o Who should go to the shelter: individuals who can care for themselves, or bring a caregiver o Who should NOT go to the shelter: individuals with serious medical conditions, drug withdrawal, o Safe routes or provided transportation o Universal accommodation and functional needs will be addressed for daily living o Items to <u>not</u> bring to the shelter: weapons, alcohol, illegal drugs, farm animals, valuables o What to bring to a shelter: prescriptions and medications, special food, clothing, blankets, personal care items, toys, o How to secure your home before leaving: • Lock/Don't lock houses • Post notices on house for responders regarding pets, hazards, occupancy • Turn off utilities (gas, water, electric main, etc.) • Secure and drain house water pipes if appropriate • Pets, farm animals care options… (let loose, cage outside with food and water, find caregiver, find shelter)
☐	**Pet Shelter Information** and what to bring with your pet:
	o Location/Times o Immunization Records and medications, leash , Cage, Pet food and pet care items and toys

Specific Hazard Messages (from Spokane Emergency Management ESF 15)

Hazardous Materials Safe Handling in the Home:
- o Citizens should be encouraged to prevent chemical accidents at home; awareness programs can focus on the following items:
- o Recognize that flammable liquids are extremely dangerous and should be used only in certain ways.
- o Store all liquids such as gasoline, acetone, benzene, and lacquer thinner in tightly capped, metal cans, away from the house. Store 1 gallon or less of each.
- o Use storage can with an Underwriter's Laboratories (UL) or Factory Method (FM) approved label.
- o Keep hazardous materials away from heat sources and open flames.
- o If materials are used in-doors, make sure the area is well ventilated.
- o Never use gasoline or similar materials to start or freshen a fire.
- o Paint thinner, kerosene, charcoal lighter fluid, turpentine, and other combustible liquids are flammable when heated, when in a spray, or when spread in a thin layer over a large surface.
- o Keep all such materials away from heat.
- o Store all toxic chemicals away from children.
- o Always wash thoroughly after exposure to strong chemicals. Change clothes and allow them to dry in a well-ventilated cool area.
- o The dangers from chemical exposure come from inhalation, skin exposure, swallowing, and eye exposure. Read the instructions on the chemical label for the first aid measure for each of these.

If a Chemical Accident Occurs in the Home:
- o Get out immediately if there is a fire or explosion. Call the fire department. Do not fight the fire alone!
- o Avoid breathing toxic fumes. Stay away from the house.
- o Wash any chemicals off your skin immediately.
- o Discard contaminated clothing.

In the Event of an Industrial/Transportation Chemical Accident:
- o Stay out of the area.
- o If near the area, don't panic. Follow the directions of those in charge.
- o Leave instantly to avoid breathing the toxic fumes.
- o Wash any chemicals off your skin. Discard contaminated clothing.
- o Don't attempt to rescue someone who as been overcome by fumes unless you have proper respiratory equipment.
- o Stay tuned to radio and television for directions from public officials.
- o If directed to evacuate, move quickly, via designated routes, out of the area or to specified shelters.
- o If directed to shelter-in-place, stay in-doors, seal windows and doors with tape, newspapers, plastic, or other similar material. Shut off any appliances, air conditioners, etc. that take in air from the outside. Remain calm and await further direction.

Flood

Flooding Preparedness Activities for PIO:
- o Ensure flood warning information is disseminated to the public by radio, television, etc.
- o Include information on shelters opened, evacuation routes, emergency assistance numbers, transportation assistance provisions, etc.
- o Based on flood hazard information have a general knowledge of those areas in communityprone to flooding.

Flooding Health and Safety Instructions:
- o Stock food that requires little cooking and no refrigeration.
- o Keep portable radio, flashlights, candles, etc. available.
- o Keep first aid and critical medical supplies at hand.
- o Keep automobile fueled. ☐

o Keep materials like sandbags, plywood, plastic sheeting, and lumber handy for emergency waterproofing.
o Store drinking water in closed, clean containers. (water service may be interrupted)
o If time permits, and flooding is likely, move essential items and furniture to upper floors of home
o If forced to evacuate, move to safe area as quickly as possible, before roads are closed.
o Shut off electric and water service to home and follow public announcements on what to do about gas service.

When Flooding Conditions Occur:
o Monitor flooding/weather conditions on radio and television.
o Get to high ground and stay there.
o Do not try to cross a flowing stream or travel through flooded intersections/roads in a vehicle. (many flood-related deaths have occurred in vehicles)
o Avoid areas subject to flooding.
o If your vehicle stalls, abandon it immediately and seek higher ground.
o During evacuation take warm clothing and blankets, flashlights, radio, personal documents and identification, and necessary emergency supplies to include special food and medicine.
o During evacuation follow recommended routes.

After the Flood:
o Use flashlights instead of lanterns, matches, or torches in damaged buildings.
o Report broken utility lines, etc. to proper authorities.
o Clean, dry, and check appliances and other equipment before use.
o Purify all water before drinking.
o Discard all food contaminated by floodwaters.
o Stay away from flood damaged areas. Sightseeing interferes with rescue efforts.
o Keep tuned to radio and TV for advice and instructions. Government should be providing information on where medical attention can be obtained, where to go for emergency assistance such as housing, clothing, food, etc., and other ways in which a citizen can recover from the flood emergency.

Winter Storm
o Winter Storm Preparedness Activities for the PIO:
o Ensure Winter Storm information is disseminated to the public by radio, television, etc. Include information on shelters opened, evacuation routes, emergency assistance numbers, transportation assistance provisions, etc.

Winter Storm Preparedness Activities for the Public:
o Insulate homes. Caulk and weather-strip doors and windows or cover windows with plastic. Walls and attics should also be insulated.
o Maintain a two-week supply of food, water, heating fuel, and clothing. Keep battery-operated radio and flashlight on hand.
o Prevent fire hazards due to overheated coal or oil burning stoves, fireplaces, heaters, or furnaces by installing adequate heat sources.
o If citizens live in rural areas they should be instructed to make trips for necessary supplies before the storm develops.
o Winterize vehicles.
o Keep a full tank of gas. In addition to being prepared to travel, this will lessen the chance of tank freezing.
o Carry a winter storm kit in vehicle. Include: 1) blankets, 2) matches or candles, 3) first aid kit, 4) shovel, 5) sack of sand, 6) flashlight, 7) windshield scraper, 8) booster cables, 9) tow chains, 10) road maps, 11) extra clothing, 12) empty coffee can with lid for melting snow to drink, and 13) high-energy, nonperishable food.

Instructions to Prevent Pipes From Freezing During a Winter Storm:
o Keep pipes from freezing by wrapping them in insulation or layers of old newspaper, lapping the ends, and tying them around the pipes. Cover newspaper with plastic to keep out the moisture.
o When it is extremely cold, let faucets drip a bit. This may prevent freezing.

- o Know where the valve is for shutting off the water. Shutting off the main valve and draining all the pipes may prevent freezing and bursting.
- o Have emergency heating equipment, such as wood, kerosene, or coal burning stove, or fireplace, in case furnace won't operate, be sure to allow for good ventilation.
- o Monitor the weather service bulletins for news of approaching storms.

During the Winter Storm:
- o Stay indoors.
- o If outdoor activity is necessary don't overwork. Dress warmly in loose-fitting, layered, lightweight clothing. Wear a hat. Mittens will keep hands warmer than gloves.
- o Watch for signs of cold weather exposure when outdoors. These include uncontrollable shivering, such as, vague, slow, slurred speech, memory lapses, immobile or fumbling hands, frequent stumbling, lurching walk, drowsiness, exhaustion, and inability to get up after a rest.
- o Cold weather exposure can be treated as follows: get victim into dry clothing; put victim in a warm bed with a hot water bottle, warm towels, heating pad, or some heat source concentrate heat on the truck of the body first; keep the head low and feet up; give victim warm drinks; never give the victim alcohol, sedatives, tranquilizers, or pain relievers; keep the person quiet, don't massage or rub; call for professional help if symptoms persist.

If house is without heat do the following:
- o Use alternate heat source such as wood stove or fireplace.
- o Use only one or two rooms. Close off the rest of house.
- o Hang blankets over windows. Stuff cracks around doors with rugs or newspapers.
- o Have all members of family dress warmly in layers.
- o Eat well-balanced meals and quick-energy food such as raisins or other dried fruit.
- o Wear hats, especially when sleeping.
- o Sleep with several light blankets rather than one heavy one.
- o Do not travel. Travel only if essential, keep a full tank of gas, travel in pairs, convoy with other vehicles, plan travel routes before departing, select alternate routes, identify shelters along your route. If possible travel only during the day, keep radio on for the latest weather information and seek shelter immediately if the storm becomes worse.

If Trapped in a Vehicle in a Winter Storm:
- o Avoid overexertion.
- o Stay in your vehicle.
- o Keep fresh air in the vehicle; beware of carbon monoxide poisoning, run motor/heater only when necessary.
- o Turn on inside light at night so work crews can see vehicle.
- o Exercise by clapping hands and moving arms and legs.
- o Avoid staying in one position.
- o Keep watch, one person should always stay awake.

Contact:
Phone
Fax 1

Address
Town, Zip
Phone:
Fax:

Press Release

- your location
- details about the specific situation
- add quotes from local officials
- your contact information.

[NAME OF DISEASE] Outbreak Confirmed in [NAME OF AREA]

[NAME OF CITY OR LOCATION] — The [NAME OF Local Board of Health] has received confirmation that the illness affecting the [NAME OF AREA] area is [NAME OF ILLNESS OR AGENT].

People who were not in the [NAME OF AREA] have an extremely low chance of exposure to [NAME OF ILLNESS OR AGENT].
However, people who are experiencing symptoms of [NAME OF ILLNESS OR AGENT] should report directly to [Location: hospital, EDS, Triage Center, Doctor]. Symptoms are [LIST OF SYMPTOMS].

[NAME OF ILLNESS OR AGENT] is [CONTAGIOUS OR NOT CONTAGIOUS] and [CAN OR CANNOT]be passed on to others. Symptoms of [NAME OF ILLNESS OR AGENT] typically develop [EXPOSURE or INCUBATION PERIOD].

[NAME OF ILLNESS OR AGENT] [CAN or CANNOT] be treated with [MEDICINE, VACCINE, ETC.]. [MEDICINE, VACCINE, ETC.] has been distributed to emergency responders and hospital workers to help assure their ability to continue serving the needs of the public. Additional [MEDICINE, VACCINE, ETC.] has been requested from the federal government to treat the general public. We ask that residents and visitors remain in the area so they can receive [MEDICINE, VACCINE, ETC.] as it becomes available.

We are in the process of setting up Emergency Dispensing Sites and/or ALTERNATE CARE CENTERS] for the public and will provide information on center locations as soon as possible. Protecting the public and working to contain the outbreak continue to be our top priorities. Every effort is being made to meet the medical needs of the community.
For more information and updates, access the [NAME OF LOCAL BOH/HEALTH DEPT] Web site at: BOH OR DPH WEB SITE AS APPLICABLE]. We have also opened a toll-free hotline for general information at [PHONE NUMBER].
 # # # NOTE: The next press conference will take place later this afternoon in the [PLACE, ROOM]. The time will be announced.

Press Release Approved by:

CONTACT: (name of contact)
PHONE: (number of contact)

Date of release: (date)
Headline—(primary message)

Three supporting messages:

    1)

    2)

    3)

Dateline (your location)—Two-three sentences describing current situation
_____
_____
_____

Insert quote from an official spokesperson demonstrating leadership and concern for victims.
" _____
_____ "

Insert actions being taken.
_____
_____

List actions that will be taken.
_____
_____

List information on possible reactions of public and ways citizens can help.
_____
_____

Insert quote from an official spokesperson providing reassurance.
_____
_____

List contact information, ways to get more information, and other resources.
_____

Media Response Planning Template

Sympathy/Empathy Acknowledge their concerns	Quotable Conclusion 7-12 Positive Words Addressing Real Concerns	Supporting Information Real Stories, Credible Sources Supporting Facts	Repeat Quote Repeat <u>SAME</u> Exact Conclusion	Follow-Up Resolve Uncertainties Commit to Involvement Give Information Sources
		1. 2.		1. 2.
		1. 2.		1. 2.
		1. 2.		1. 2.

Message Map Template

Stakeholder:		KEY CONCLUSION (Question/Concern/Issue):

Key Message 1	Key Message 2	Key Message 3
Keywords	Keywords	Keywords
Keywords: Supporting Information 1-1		Keywords: Supporting Information 2-1		Keywords: Supporting Information 3-1	
Keywords: Supporting Information 1-2		Keywords: Supporting Information 2-2		Keywords: Supporting Information 3-2	
Keywords: Supporting Information 1-3		Keywords: Supporting 3Information 2-3		Keywords: Supporting Information 3-3	

Appendix E: Tips for Effective Risk Communications

- First: do no harm.
- Stay on message. Bridge questions back to your message. Repeat main/important message often
- Correct errors quickly and quietly.
- Perception = Reality
- Acknowledge and care about the public's concerns
- Keep presentations under 15 minutes. Quick quotes to 20 seconds.
- Use the pronoun "we."
- Promise only what you can deliver.
- Focus on empathy, efforts and results.
- Accept the public and media as partners.
- Respond to issues, not to people.
- Be polite and treat all questions seriously ALL the time.
- Be honest; tell the truth; say when you don't know and when you will.
- Never speak "off-the-record."
- Never say "no-comment;" say "you can't answer because…."
- Avoid jargon, acronyms and highly technical terms if possible. Always use the same terms.
- Use humor <u>very</u> cautiously.
- Refute negative allegations <u>without</u> repeating them.
- Never say I know what a victim feels unless you have been one of the victims.
- Avoid speculation.
- Stress certainty more than uncertainty, but don't avoid reasonable what-if questions.
- When possible, use positive or neutral terms.
- Don't assume you've made your point. Ask whether you've made yourself clear.
- Ultimately, money will become an issue. Focus on the benefits/not costs. Don't lead with money.
- At all costs, avoid one-liners, clichés, and off-the-cuff comments.
- Discuss what you know, not what you think.
- Do not express personal opinions.
- Don't show off. This is not the time to display an impressive vocabulary.
- Dress conservatively and appropriately to the conditions.
- Be aware of non-verbal communications. Remain relaxed.
- Maintain eye contact.
- Don't be defensive or judgmental
- Don't attack those with higher credibility.
- Perception of risk is real and has real consequences.
- Speed of disclosure is important in maintaining trust and credibility.
- Give people real actions to take; things to do.
- Ask more of people, not less.
- Involuntary risks are less acceptable than voluntary risks.
- Show concern/acknowledge for health issues that are very important to most people.
- Show concern/acknowledge for issues that impact families (children and pets, especially).
- Show concern/acknowledge for community values (fairness, morality, social justice, etc.)
- Offer question and answer opportunities.
- Stress that remaining calm, aware and ready
- for more information is helpful.

Appendix F: Risk Communication Memory Aids:

- **Risk Communications should be: FACCTS**
  - First
  - Accurate
  - Coordinated
  - Credible
  - Timely
  - Sympathetic, Acknowledged, Compassionate, Caring, Empathetic
- **Message content should be: PARTIS**
  - Positive
  - Accessible to Individuals Requiring Additional Assistance (IRAA)
  - Researched and Referenced
  - Targeted
  - Interesting and address the issues
  - Short and free of jargon and acronyms (3 important messages backed up by facts)
- **Messaging Goals**
  - Ease public concerns
  - Give guidance on how to respond
- **Messages should address:**
  - Regular and timely Situational Awareness updates
  - Sources of more information (Mass 211, local radio, cable TV, newspapers, websites, town hall)
  - Who is at risk, what the risks are and how to mitigate the risks.
    - Ill should seek medical attention
    - Concerned should monitor the situation
    - Disease prevention and treatment messages as appropriate
    - Non-pharmaceutical interventions if available
    - Isolation and Quarantine protocols if needed
    - What to bring/not to; do/not to do as appropriate
    - What to do for elderly, pets, children, immune compromised
- **Messaging that Works**
  - Prepare in Advance. Do your Homework!
  - Pick the right Spokesperson
  - Limit the number or messages/words
  - Repeat the important points
  - Tell relevant stories/pictures
  - Avoid negatives
  - Acknowledge existing beliefs
  - Avoid comparisons
  - Be sensitive to non-verbal messages (posture, crossed arms, facial expressions)

Appendix G: ICS Forms

Appendix H: Media Contact Lists

Appendix I: More Information:

Resources:
Local Risk Communication/ Public Information plans, policies and procedures

www.mass.gov/dph

www.cdc.gov

Message Template for the First Minute for all Emergencies:
http://www.emergency.cdc.gov/firsthours/resources/messagetemplate.asp

– Communicating in the First Hours / First Hours Resources:
http://www.emergency.cdc.gov/firsthours/resources/index.asp

– Communicating in the First Hours / Terrorism Emergencies: http://www.bt.cdc.gov/firsthours/terrorist.asp

CDC's guidance on using social media:http://www.cdc.gov/SocialMedia/Tools/guidelines/pdf/microblogging.pdf

Translated Material: http://www.diversitypreparedness.org/Resources/23/resourceTypeId__7782/

– National Resource Center on Advancing Emergency Preparedness for Culturally Diverse Communities / National Standard:
http://www.diversitypreparedness.org/Resources/Subtype/47/resourceTypeId__14784/subtypeId__16079/

– National Resource Center on Advancing Emergency Preparedness for Culturally Diverse Communities / National Consensus Statement and Guiding Principles on Emergency Preparedness and Cultural Diversity:
http://www.diversitypreparedness.org/Topic/Subtopic/Record-Detail/18/resourceTypeId__14784/subtypeId__16946/resourceId__16947/

– Cultural Competency Curriculum for Disaster Preparedness and Crisis Response:
http://www.thinkculturalhealth.hhs.gov

– CDC/Association of State and Territorial Health Officials At-Risk Populations and Pandemic Influenza: Planning Guidance for State, Territorial, Tribal, and Local Health Departments:http://www.astho.org/Display/AssetDisplay.aspx?id=401

– Preparedness Tools and Resources: https://www.disability.gov/

Centers for Disease Control and Prevention/Simply Put: A Guide for Creating Easy-To-Understand Materials:
http://www.cdc.gov/healthmarketing/pdf/Simply_Put_082010.pdf

– National Cancer Institute/Clear and Simple: Developing Effective Print Materials for Low-Literate Readers:
http://www.cancer.gov/cancerinformation/clearandsimple

- Public Health Workbook to Define, Locate and Reach Special, Vulnerable, and At-Risk Populations in an Emergency:
http://emergency.cdc.gov/workbook

Required training for the Command and General Staff:
- Introduction to the Incident Command System (ICS-100) http://training.fema.gov/EMIWeb/IS/is100.asp

- ICS for Single Resources and Initial Action Incidents (ICS-200) http://training.fema.gov/EMIWeb/IS/is200.asp
- Intermediate Incident Command System (ICS-300) http://www.fema.gov/about/contact/statedr.shtm
- National Incident Management System (NIMS), An Introduction (IS-700) ☐
  http://training.fema.gov/EMIWeb/IS/is700.asp

Recommended courses:
- Basic Public Information Officers Course (G-290) http://training.fema.gov/EMIWeb/IS/is29.asp and
- Advanced Public Information Officer (E-388)
  http://training.fema.gov/emicourses/crsdetail.asp?cid=E388&ctype=R
- National Incident Management Systems (NIMS), Public Information Systems (IS-702)http://training.fema.gov/EMIWeb/IS/is702.asp
- National Response Plan (NRP), An Introduction (IS-800) http://training.fema.gov/EMIWeb/IS/is800a.asp