Spontaneous Volunteer Management System Plan Template

Western Region Homeland Security Advisory Council (WRHSAC) and
Western Massachusetts Medical Reserve Corps

The Spontaneous and Unaffiliated Volunteer Management System 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 responses involve volunteers of all types: affiliated and unaffiliated; deployed and self-deployed. The Volunteer Management System Plan (Plan) provides tools to emergency planners, Emergency Management Directors (EMD), and Incident Commanders (IC) for incorporating appropriate spontaneous and unaffiliated volunteers as well as affiliated volunteer groups such as Medical Reserve Corps (MRC) Units, Community Emergency Response Teams (CERT), American Red Cross (ARC), Community Organizations Active in Disasters (COAD) members, and well-known 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 safe integration of volunteers into incident command
3. **Coordinate Risk Communications** and public information to manage volunteer expectations
4. **Coordinate Volunteer Operations** using a Volunteer Management System (VMS) to process and coordinate all volunteers:

- Make the safety of volunteers and responders everyone's first priority
- Appoint a VMS Director to integrate volunteers into the incident command structure
- For large emergencies, designate a COAD Liaison to the external COAD to ensure COAD member responses are integrated into incident command
- Operate a Volunteer Reception Center (VRC) for large scale or regional disasters to manage volunteers: including registration, credentialing, training, job assignment, volunteer support and demobilization
- When a VRC is activated, designate a VRC Liaison to the IC/EOC to coordinate volunteer deployments and response needs among all response organizations
- Determine the types of volunteers and how they will be managed:
  - ☐ Deployed Affiliated Volunteers (DAV) – gold standard, first to be used
  - ☐ Spontaneous Affiliated Volunteers (SAV) – more ICS training might be needed so they don't self-deploy, but still could be used
  - ☐ Spontaneous Unaffiliated Volunteers (SUV) – these are the most common during disasters. Encourage these types of volunteers to become affiliated. Use only if specific skills or additional volunteer resources are needed.
  - ☐ Recruited Unaffiliated Volunteers (RUV) – when more volunteers or volunteers with specific skills are needed advertise for these volunteers. Ask them to become affiliated if there is time.
- Establish volunteer policies:

  - ☐ Affiliated volunteers are always deployed before unaffiliated volunteers
  - ☐ When unaffiliated volunteers are used, all volunteers are processed through the VMS.
  - ☐ In the event it is not possible to establish a VMS, unaffiliated volunteers will not be used
  - ☐ If unaffiliated volunteers must be used, they will always deployed with at least two affiliated volunteers.

- Unaffiliated volunteers will only be used in outside field operations or simple tasks where the volunteers are easily managed.
- Alternative online volunteer registration systems will be used for unaffiliated volunteers
- Other volunteer management practices will be used as needed.

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 and/or unaffiliated volunteers (SUV) during response and recovery for a large-scale emergency or disaster. Many types of disasters may require the use of unaffiliated volunteers, including Mass Dispensing, Mass Care, Mass Evacuation and Mass Sheltering. This Plan follows the National Incident Management System (NIMS) and guidance for MEMA Emergency Support Function 7 (ESF-7 – Volunteers and Donations) 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 or regional authority and to ensure compatibility with existing plans such as the Community's Comprehensive Emergency Management Plan (CEMP), Regional Sheltering Plans, Emergency Dispensing Site (EDS) Plans, Multi-Agency Coordination Center Plans (MACC) and Health and Medical Coordinating Coalition (HMCC) Plans.

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

REGIONAL
1. MACC Concept of Operations
2. HMCC Emergency Operations Plan
3. REOC Mutual Aid Agreements

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 Volunteer Management System 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.

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. Local and regional Hazard Assessment and/or Mitigation Plans identify the most likely current threats to [Community Name] as listed in its CEMP and to region as outlined in regional threat and gap assessments.

The Plan provides guidance for regional entities and departments and agencies within the [Community Name] and regional entities to coordinate and manage spontaneous volunteers during disaster response

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

and recovery. It complements the [Community Name] Comprehensive Emergency Management Plan (CEMP) and regional Emergency Response Plans.

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 regional entities that have responsibility for volunteer recruitment, processing, assignment, training, and/or management.

PLANNING ASSUMPTIONS

- In a catastrophic emergency, volunteers will spontaneously self-deploy especially if the disaster seems chaotic and overwhelming.
- 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 organizations' volunteer recruitment, training, and job assignment policies and procedures and deploy their volunteers in coordination with emergency management and incident command.
- During a disaster affecting [Community Name] and the region; local government, volunteer groups, and agencies may be adversely affected and unable to cope with a sizable influx of spontaneous and 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 agency staff 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), Regional Emergency Planning Committee (REPC), Multi-Agency Coordination Center (MACC) and/or Health and Medical Coordinating Coalition (HMCC) are responsible for the maintenance, revision, and distribution of the Volunteer Management System Plan and any subsidiary plans and tools. This includes the Standard Operating Guidelines (SOG), the Just-in-Time Training (JITT) 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 or as part of another exercise or real world event.

PLAN ACTIVATION

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 or additional private resources.
- 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)
- Multi-Agency Coordination Center (MACC)
- Health and Medical Coordinating Coalition (HMCC)
- 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: Controlled Emergency (MEMA/EOC/MACC Activation Level 1: Steady State/Monitoring; HMCC/DPH Activation Level III)

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 or Emergency Operations Center (EOC) may manage volunteers at the site. Response Partners involved in volunteer management may be called to staff MACC/HMCC desks. It is likely that there is no need to stand-up a physical Volunteer Reception Center.

Activation Level II: Medium to Large Event (MEMA/EOC/MACC Activation Level 2: Partial Activation)

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 Management System Director may be needed as well as a Volunteer Reception Center (VRC) set-up near or 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/MACC activation Level 3: full activation; HMCC/DPH Activation Level I)

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) may be established with representatives from multiple EOC's, regional coordination entities 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) or regional coordination agency (MACC/HMCC) and COAD 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 or Volunteer Call Center. **See Figure 1, p. 11.**

CRISIS COMMUNICATIONS

(See Region 1 PIO SOG for additional messaging guidance)

Early, accurate, coordinated and relevant public information or crisis communications is a critical part of any effective 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 essential component in the Volunteer Management System Plan. The IC and Incident PIO will follow standard messaging release procedures as outlined in the CEMP, Crisis and Emergency Risk Communication (CERC) Plan, PIO Standard Operating Guide (SOG), MACC ConOps, HMCC Emergency Coordination Plan (ECP), or Emergency Dispensing Site (EDS) Plans, or Regional Emergency Shelter Plan 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
- need to stay away from the impacted areas
- where and how to volunteer
- where and how to donate time, supplies, equipment, and 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, extra clothing, snacks, water, flashlight and cell phone
- What not to bring to the Volunteer Reception Center: children, pets, valuables, weapons, and drugs/alcohol that impair response capabilities.
- 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. Affiliated volunteers include MRC, CERT, DART, ARC, VIPS, volunteer fire and school staff.

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 Volunteer Management System Plan is consistent with the National Incident Management System (NIMS). 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 Resource Unit in the Planning Section. As with any response, the IC may move volunteer management to another section such as the Supply Unit of the Logistics Section.

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 IC or Planning/Resource Unit 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.**

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

COAD Liaison

VRC Liaison

PIO

Operations Section Chief

Planning Section Chief

Logistics Section Chief

Finance Section Chief

Resource Unit Leader

VMS Director

Activation Levels II and III

Volunteer Reception Center

VMS Planning

VMS Finance

VMS Logistics

VRC Operations Supervisor

Building Manager

Registration Unit Leader

Assignment Unit Leader
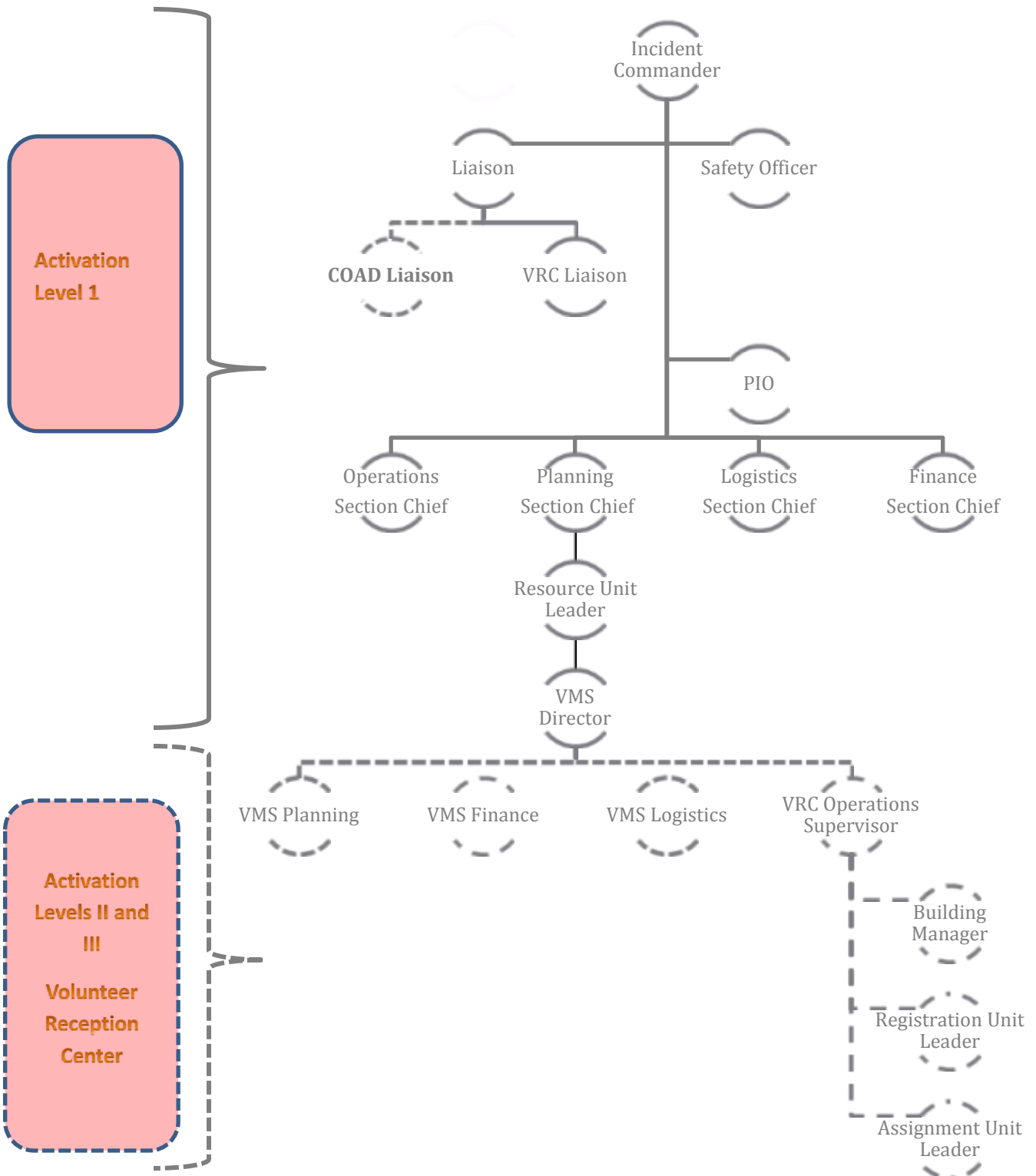
ORGANIZATION

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] and the region 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

- ☐ 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 COAD (Community Organizations Active in Disasters) Liaison appointed by the incident commander. The COAD 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 COAD 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 and the Resources Unit under the Planning 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 Supervisor (VRCS)/VRC Operations Chief
    - Volunteer Reception Center Staff
      - Recruitment Unit Leader
        - Registration
        - Credentialing
        - Training
      - Volunteer Unit Leader
        - Assignment
        - Support
        - Demobilization/Retention
      - Building Manager/Logistics
      - Volunteer Reception Center Security
- COAD Liaison
- VRC Liaison
- 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 Supervisor (VRCS) if needed	VMS Director
Appoint COAD 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	COAD 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	COAD 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/Resource Unit/Planning/VMS Director
Identify suitable candidates for the various volunteer management functions	VMS Director/VRC Supervisor
Select VRC site(s) and coordinate equipping and staffing the facility	Logistics/Planning/VMS Director
Secure VRC site perimeter to prevent unauthorized volunteer entry	Security
Coordinate training of volunteers for operation of the VRC	VMS Director/VRC Supervisor
Supervise VRC operations	VMS Director/VRC Supervisor
Select a phone bank/call center site and coordinate equipping/staffing the facility	VMS Director/VRC Supervisor
Coordinate volunteer training for the phone bank/call center	VMS Director/VRC Supervisor
Ensure sufficient staffing support for volunteer processing	VMS Director/VRC Supervisor
Credential and check volunteer CORI/VSOS/SORI, as able	VRC Registration Unit Leader
Provide identification (badge, wrist band etc.)	VRC Assignment Unit Leader
Track all volunteer expenses and contributions for potential reimbursement	VMS Director/Data/Finance

EFFECTIVE, EFFICIENT, SAFE VOLUNTEER ASSIGNMENT

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

OBJECTIVE: VOLUNTEER TRAINING/SAFETY

Brief volunteers on roles and responsibilities; onsite training	VRC Registration Unit Leader
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 assignment, support, evaluation and demobilization	VRC Assignment Unit Leader
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	VRC Assignment Unit Leader

VOLUNTEER RETENTION

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

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.

Berkshire County:

Role/Organization	Name	Phone	Email
Chief Elected Official			
Emergency Mgmt. Director			
Local Voluntary Organizations	Berkshire MRC/DART		
	Berkshire CERT		
	Berkshire COAD		
	Berkshire American Red Cross		
	Berkshire Salvation Army		
	Rotary		
	Lions		
	School Staff		
	Other		
Faith Community			
Media Channels	**Radio Stations**		
Business Community			

Franklin County:

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

Hamden County:

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

Hampshire County:

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

VMS IMPLEMENTATION AND OPERATIONS

See Figure 2 for VMS Flow Chart.

ACTIVATION

1. IC determines need for volunteers and volunteer activation. In Activation level I, volunteers will be managed offsite by incident command or by delegated Unit Leader. It is likely that no additional recruitment will be needed in level I.
2. IC delegates volunteer management to the resource unit/planning section (or logistics section chief).

3. IC, EOC, and section chiefs determine that a Volunteer Management System (VMS) and/or Volunteer Reception Center (VRC) are required. In Level II, the VMS is likely activated, but a physical VRC may not be needed. In Activation Level III, a fully staffed volunteer incident command structure may be needed in addition to the event's incident command to manage a large scale volunteer system.

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 Incident PIO to work with VMS Director to provide appropriate volunteer messages.

3. In Activation Level II or III, a COAD 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 COAD.

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

5. In Activation Level II or III, VRC Supervisor(s) may be appointed to assist the VMS Director and serve as the VRC Operations Section Chief (Ops).

6. VMS Director appoints a VRC Liaison to work with the EOC/IC/MACC/HMCC

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 COAD Liaison to coordinate and manage affiliated volunteers. The VCTF may also be asked to assist with the management of spontaneous or 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 Incident 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 Incident PIO and other PIOs in the Joint Information System (JIS) coordinate public information releases with the COADs and other agencies who are responding to the incident, including all appropriate regional MACCs/HMCC and MEMA/DPH, to ensure that messaging to the public and volunteers is consistent, appropriate and effective.
3. The Incident PIO develops preemptive messaging in coordination with the JIS to assist with rumor control and ensure potential volunteers are ready to deploy.

ACTIVATE VOLUNTEER RECEPTION CENTER

1. IC/EOC continues to re-evaluate need for volunteer deployment and communicates with section chiefs, Volunteer Management System (VMS) Director, Volunteer Reception Center (VRC) Supervisor and COAD Liaison. Spontaneous volunteers will require additional processing, credentialing, and training before being deployed. At the VRC or other volunteer management site, the following

volunteer management functions are provided to process and accommodate both affiliated and unaffiliated volunteers:

- ☐ **Registration:** Entrance, 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
- ☐ **Data:** Documentation logs of all actions, volunteer time, volunteer records, forms, expenses
- ☐ **Facilities:** Facility Manager, volunteer and staff food, sanitation/cleaning, and rest area
- ☐ **VRC Management:** Includes space for Command Staff

2. COAD Liaison coordinates with
   - PIO and COAD 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 Supervisor
   - Volunteer Coordination Task Force (VCTF), MRC, and/or other affiliated coordinator(s) to expand or contract based upon on-going needs assessment.

3. VMS Director and VRC Supervisor ensures that the following activities are completed:
   - Welcome, registering and credentialing of volunteers
   - Basic Just-in-Time training, including safety messages; may also include specific operations training such as sheltering, emergency dispensing, etc. as appropriate
   - Badging (identification)
   - Job Action Sheets (JAS) as they are available
   - Deployment
   - Volunteer support
   - De-mobilization and Retention resources

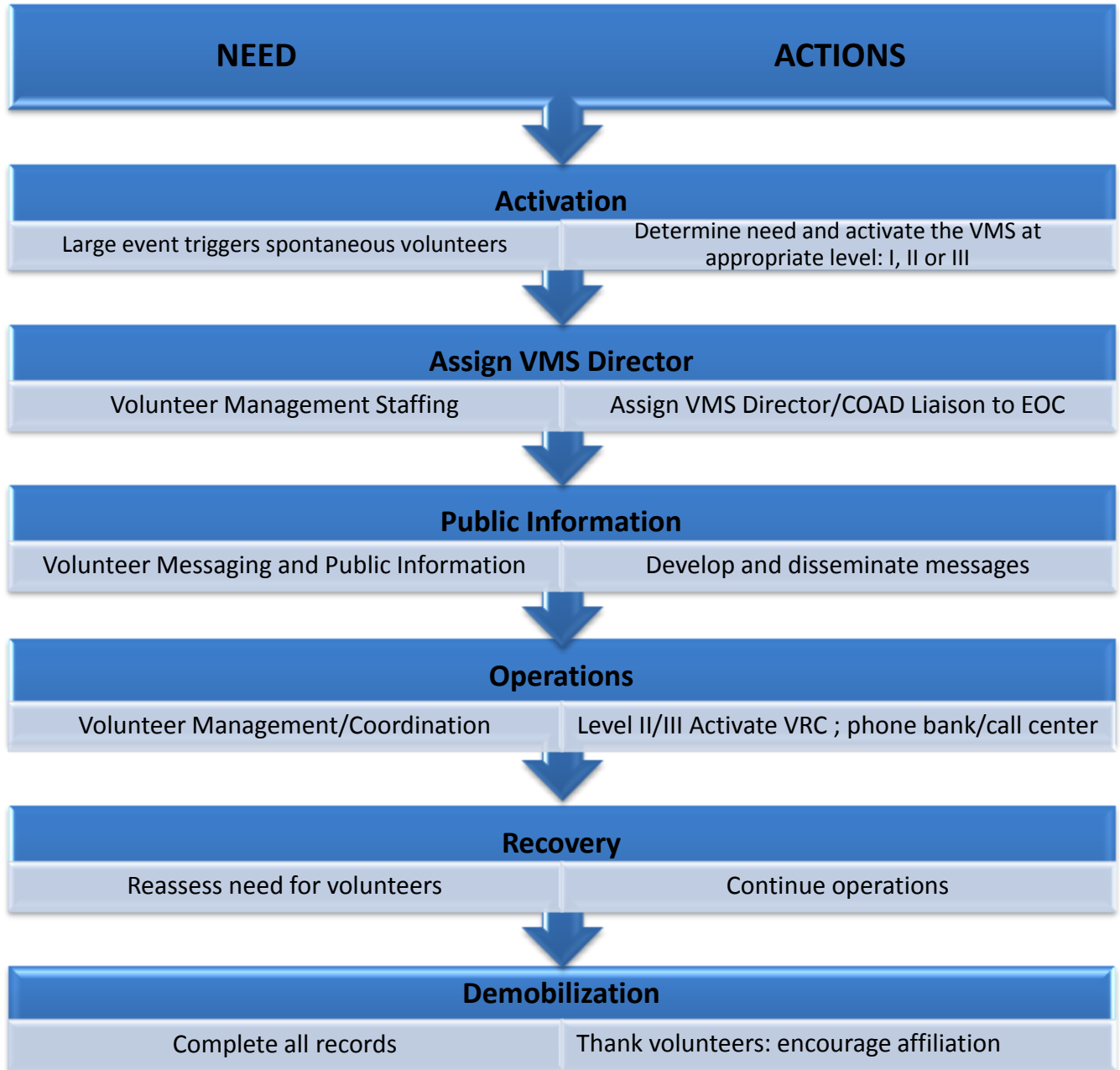4. Operational periods continue as deemed necessary

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, COAD, or VCTF.
3. Recovery operations may benefit from integration with existing online tools for volunteer management, such as Crisis Clean Up, the United Way's Get Connected site, or Points of Light.

DEMOBILIZATION
1. Event closes with hot-wash, After Action Report, and Improvement Plan
2. Records are completed
3. Volunteers are acknowledged and thanked

4. Volunteer Management System Plan is revised or updated as necessary.

FIGURE 2: VOLUNTEER MANAGEMENT SYSTEM FLOW CHART

NEED	ACTIONS
Activation	
Large event triggers spontaneous volunteers	Determine need and activate the VMS at appropriate level: I, II or III
Assign VMS Director	
Volunteer Management Staffing	Assign VMS Director/COAD Liaison to EOC
Public Information	
Volunteer Messaging and Public Information	Develop and disseminate messages
Operations	
Volunteer Management/Coordination	Level II/III Activate VRC ; phone bank/call center
Recovery	
Reassess need for volunteers	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, such as through Crisis Clean Up or United Way's Get Connected, or Points of Light.
- 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
- on transportation routes
- 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
- available for the project time operational periods

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	Identify locations that are easily accessible	
Sheltering	Identify locations that have showers and laundry	
All-hazards	Identify accessible, secure locations	

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.

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 Logistics/VMS Director at the Volunteer Reception Center.

The VMS Director may appoint a VRC Supervisor 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 COAD Liaisons.

VRC PUBLIC INFORMATION

The designated onsite VRC Supervisor 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 and prompt messages are delivered to the media and public, and regional MACCs/HMCC and MEMA, as appropriate.
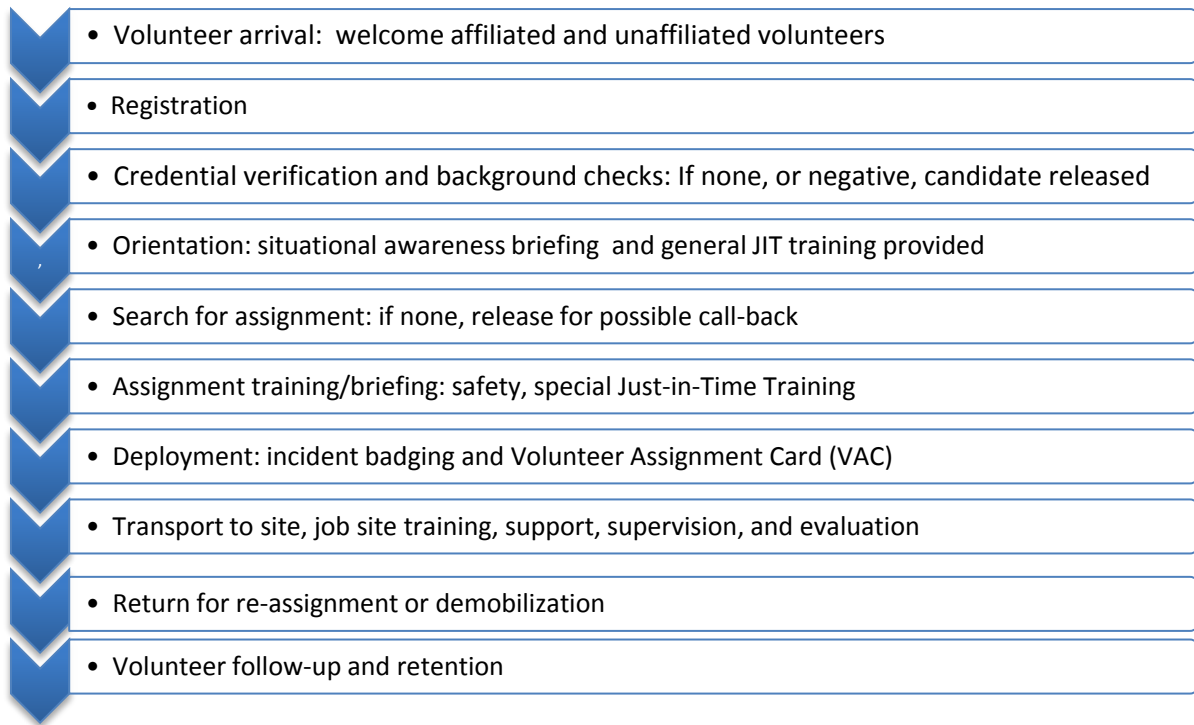
VOLUNTEER RISK MANAGEMENT

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, VSOS/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.

☐ Volunteers will assume all their own costs unless otherwise indicated in writing.

FIGURE 3: CHRONOLOGICAL ACTION STEPS

See appendix for associated forms

- Volunteer arrival: welcome affiliated and unaffiliated volunteers
- Registration
- Credential verification and background checks: If none, or negative, candidate released
- Orientation: situational awareness briefing and general JIT training provided
- Search for assignment: if none, release for possible call-back
- Assignment training/briefing: safety, special Just-in-Time Training
- Deployment: incident badging and Volunteer Assignment Card (VAC)
- Transport to site, job site training, support, supervision, and evaluation
- Return for re-assignment or 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 and Personal Emergency Preparedness (PEP) 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

☐ All volunteers will also be registered using appropriate online tools/databases, to help with long term recovery if necessary, specify:

☐ Sixteen and seventeen-year-olds with written parental permission may volunteer at the discretion of the IC/VMS Director and their direct supervisor.

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 and Personal Emergency Preparedness (PEP)**: Provide situational awareness on incident and volunteer opportunities, including affiliations. Distribute:
- Volunteer Registration Instructions
- Volunteer Registration

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

☐ **Public Information Boards:** Situation Updates, Advisories and Volunteer Opportunities info. boards

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

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

☐ **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:**
    - ☐ ICS 211 Personnel Sign-in Sheet
    - ☐ Volunteer Registration Instructions
    - ☐ Volunteer Registration Form
    - ☐ Volunteer Liability Waiver, Confidentiality Agreement
    - ☐ Volunteer Code of Conduct and FEMA ICS Deployment Checklist
    - ☐ Medical Volunteer Registration
    - ☐ Call Center Volunteer Intake Script

Credentialing Desk

CREDENTIALING POLICIES

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

- ☐ All unaffiliated volunteers will have CORI/VSOS/SORI checks done if possible. If not completed immediately, the volunteer will be assigned to non-sensitive areas or tasks and/or partnered with two credentialed volunteers if possible. SUV may also be assigned to Neighbor-to-Neighbor help sites.

- ☐ 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 US 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.
- VSOS/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 government or private agencies such as schools, government offices, etc.[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 Processing Checklist
- ☐ Volunteer Assignment Checklist (front of 9)
- ☐ Volunteer Assignment Checklist (back of 9)
- ☐ Volunteer Assignment Card (VAC); Training Record/Assignments Back
- ☐ CORI MAResponds Acknowledgement
- ☐ CORI Request Form

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 approved by the IC/EOC prior to receiving an assignment.

☐ Only unaffiliated volunteers must report to a designated Volunteer Reception Center or staging area for an orientation, safety training, and Just-in-Time training approved by the IC/EOC prior to receiving an assignment.

☐ No basic training will be required in extreme emergencies for non-sensitive volunteer assignments such as distributing bottled water, cleaning up debris, etc.

VOLUNTEER TRAINING DESK: *See SUV Just-In-Time Training (JIT) Training Guide and SUV JITT Pocket Guide*

TRAINING DESK SUPPLIES

☐ Pens, pencils, paper, clipboards

☐ White board or flip chart and markers

☐ Laptop with office and projector

☐ JITT training materials

☐ **FORMS:**
    ☐   JITT Basic and Safety Training Attendance Log
    ☐   JITT Pocket Guide

Assignment Desk

ASSIGNMENT POLICIES

☐ All deployed volunteers must carry their Volunteer Assignment Card (VAC) and Volunteer Badge at all times along with their US government issued photo identification

☐ Volunteers must always sign in and out with their supervisors

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

☐ A temporary, date sensitive badge may be issued with deployment assignments. At completion of the temporary deployment, spontaneous volunteers must make arrangements with their supervisor or VRC Supervisor to return their temporary/expired 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 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

☐ **Cultural Competency:** Whenever possible, cultural and linguistic capabilities will be matched when assigning volunteers

☐ **Assignment Briefing:** Review the Volunteer Assignment Checklist; provide details of assignment

☐ **Badges:** Issue official, dated Incident badges or identification, maintain the Volunteer Badge and Assignment Log, sign Volunteer Assignment Card

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

☐ **Returns:** Provide information on returning volunteer identification items

☐ **Deployment/Assignment:** 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:**
  - ☐ MA Responds Request for Volunteers
  - ☐ Volunteer Badge and Assignment Log
  - ☐ Volunteer Badges (front)
  - ☐ Volunteer Badges (back)
  - ☐ Volunteer Equipment Issue and Return
  - ☐ Volunteer Tracking Log

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 Support/Trouble Desk and coordinate volunteer issues, requests, and complaints. Life threatening – call 911 immediately

- ☐ **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 Action Log
    - ☐ Incident Report
    - ☐ Complaint Report
    - ☐ Transportation Request

Demobilization Desk

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:
   ☐ Volunteer Demobilization Instructions
   ☐ ICS 221 - Demobilization
   ☐ MRC Volunteer Poster

VRC Facility

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.

☐ **Operational Periods:** Staff/volunteers will be encouraged to work no more than 12 hour shifts with at least 8 hours between shifts and no more than 5 shifts in 7 days.

VRC FACILITY TASKS

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

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

☐ Safety and a secure storage area for volunteer items, if possible

FACILITIES SUPPLIES

☐ Supplies for staff

☐ Supplies for facility operations

☐ FORMS:
   ☐ Volunteer Reception Center Field Guide
   ☐ Volunteer Reception Center ICS Positions
   ☐ ICS 203 Organization Assignment List
   ☐ Volunteer Reception Center Security Plan
   ☐ Volunteer Reception Center Signs
   ☐ VRC Facility Assessment Checklist
   ☐ ICS 205B Personnel Communications List
   ☐ Volunteer Reception Center Partner Contact List
   ☐ Volunteer Reception Center Supply List
   ☐ Volunteer Reception Center Communication Resources
   ☐ Facility Contact List

VRC Data Management

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:
  - [ ] ICS 213- General Message/Resource Request
  - [ ] Finance Tracking
  - [ ] ICS 214 Activity Log
  - [ ] 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 planning/logistics section chiefs 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 Director, VC, CERT, MRC unit coordinator, or other affiliated group leader contact information along with an MRC Core Competency Card or Flyer.
- When volunteers are released, they will be asked to consider registering with a COAD 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/DART/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
CBO	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
HMCC	Health and Medical Coordinating Coalition
IC	Incident Command
ICS	Incident Command System
JIC	Joint Information Center
JITT	Just-in-Time Training
MACC	Multi-Agency Coordination Center
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 and Unaffiliated Volunteer
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 – IN RESOURCE BOOK

SVMS Standard Operating Guide (SOG)

VRC Forms

VRC Job Action Sheets (JAS)

VRC Sample Floor Plan

VRC Sample Supply List

Region 1 Public Information Officer (PIO) SOG

RESOURCES

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