



# HAMPSHIRE COUNTY REGIONAL SHELTER PLAN

2016

Appendix E: Job Action Sheets



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# Regional Shelter Job Action Sheet Operations: Common Required Response

2016

## 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 shelter Clients. Be aware of staff burnout

## Complete Required Forms

- Activity Logs: Track event/actions taken and submit at shift change – document everything
- Forms: Complete Forms and submit as directed
- Resources: Provide all Resource Requests to the Logistics Section
- Job Action Sheets: Provide information for actions specific to your position

## Initial Response

- Always sign in and out with the Volunteer or Staffing Unit
- Wear proper identification at all times
- Attend/hold Shelter Supervisor briefings to receive: Situational Awareness, Job Action Sheet, Activity Logs and Resource Forms
- Review incident briefing forms, as well as all shelter policies, plans and procedures for your position
- Set-up your designated Shelter Operations area
- Request needed supplies or staff from Logistics
- Confirm set-up with your Supervisor

## Daily Shelter Operation Actions

- Hold or attend daily shift change briefings with Staff and collect Activity Logs
- Complete required Job Activity Logs for each shift
- Monitor for Shelter Clients' safety at all times
- Monitor for staff burnout/safety at all times
- Provide shelter services 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 Shelter

- Hold/Attend Shelter closing briefing by Supervisor to receive cleaning and take down protocols
- Assist with the transition of Shelter Clients to their "new normal"
- Assist with demobilization and help take down and clean your operations area
- 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 Shelter Plan

# Regional Shelter Job Action Sheet

## Operations: Regional Animal Shelter Branch Manager

2016

<b>Job Description</b>		
Responsible for all aspects of animal shelter operation		
Ensures the provision of animal sheltering services for service animal and pet owners		
Assist Owners in ensuring the health and safety of their Shelter Pets		
Provide isolation or quarantine areas for pets if needed		
Authorizes all animal shelter expenditures for final approval by the Regional Shelter Supervisor or Incident Commander		
Monitors and reports on animal shelter capacity and needs		
Collects and maintains all job Activity Logs and submits all reports for the sheltering response		
Reports to	Contact Information	
Regional Shelter Supervisor		
Supervises		
Animal Registration Team		
Kennel Team		
Veterinarian Team		
DART Team Volunteers		
Partner Agencies	Contact Information	
SPCA		
Animal Shelters		
Medical Reserve Corps/DART		
SMART		
Animal Control Officers		
Forms, Protocols, and Other Resources		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Job Action Sheets (JAS)	In Forms Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> DART Shelter Team Contacts (LIST)	<a href="http://www.wrhsac.org">www.wrhsac.org</a> to access	
<input type="checkbox"/> Regional DART Shelter SOP (SOP)		
<input type="checkbox"/> ICS 214 Activity Log (FORM)	In Forms Section of Shelter Plan	
<input type="checkbox"/> ICS 308 Resource Request (FORM)		
<input type="checkbox"/> Animal Shelter Guidelines (Resources)		
<input type="checkbox"/> Service Animal/Pet Check-in/out Form (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Pet Registration Form (FORM)	See Pet Shelter Plan	
<input type="checkbox"/> Pet – Crate/Cage Identification Card (FORM)	See Pet Shelter Plan	
<input type="checkbox"/> Pet Daily Care (FORM)		
<input type="checkbox"/> Pet Care Failure to Comply Notice (FORM)		
<input type="checkbox"/> Pet Shelter Signs (LISTS)		



<input type="checkbox"/> Pet Shelter Standard Operating Guide (SOG)		
<input type="checkbox"/> Pet Shelter Rules		
<input type="checkbox"/> ICS 211 personnel Sign-in (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> ICS 202B Station Objective and Update Form	Forms Section of Shelter Plan	
<input type="checkbox"/> Bite Report (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Incident Report Forms (FORM)	Accidents and Complaints – Forms Section of Plan	
<input type="checkbox"/> Minimum Equipment Recommendations	Radio, cell phone, cages, water bowls, leashes, flashlights, pens/paper	Check regional DART trailers
<b>Initial Planning Actions</b>		
<input type="checkbox"/> Review Animal Shelter Plans, Policies and Procedures		
<input type="checkbox"/> Plan for Kenneling of Pets and Service animals for a regional shelter		
<input type="checkbox"/> Designate and activate Staff positions as needed		
<input type="checkbox"/> Review if available the DART Assessment of the Regional Animal Shelter Facility to determine capacity and resources Note: many evacuees will have service animals or pets		
<b>Initial Response</b>		
<input type="checkbox"/> Conduct animal shelter facility walk-through with Animal Shelter Branch Manager and DART Team Leader if available		
<input type="checkbox"/> Check in Staff as they arrive and distribute Job Action Sheets (JAS)		
<input type="checkbox"/> Identify and connect with one or more veterinarians who will accept owner referrals for shelter pets. Post this at Registration		
<input type="checkbox"/> Hold Initial Staff Briefing with DART staff to review shelter needs and distribute Activity Logs, Resource Request FORMS <ul style="list-style-type: none"> <li>○ NOTE: Animal Shelter Staff assist pet owners in caring for their own animals</li> <li>○ Staff are not expected to help care for dangerous or sick animals</li> </ul>		
<input type="checkbox"/> Confirm Pet Shelter Policies <ul style="list-style-type: none"> <li>○ The following pets are accepted: Dogs, Cats, Birds, Ferrets, Small Mammals (Gerbils, Hamsters, Guinea Pigs, Mice, Rabbits and Potbelly Pigs), Reptiles, Fish and Arachnids.</li> <li>○ The following animals are not accepted: Livestock, Wild Animals, Exotics, Feral Animals, Poisonous Reptiles and Endangered / Threatened Species.</li> <li>○ All pets must have photo attached to Pet Registration Form</li> <li>○ Pets can be accepted into the shelter under the following circumstances: <ul style="list-style-type: none"> <li>○ The Shelter Manager has stated that the shelter is open and ready to accept pets.</li> <li>○ Pet owners accurately complete the Pet Registration Form for each pet.</li> <li>○ Pet owners read, sign and date a single Pet Owner Agreement. Only one agreement is needed even if the pet owner has multiple pets.</li> <li>○ Pet owners are given a copy of the Rules established for the Pet Friendly Shelter and agree to adhere to them.</li> </ul> </li> </ul>		
<input type="checkbox"/> Identify and connect with one or more veterinarians who will accept owner referrals for shelter pets. Post this at Registration		
<input type="checkbox"/> Supervise and assist with animal shelter set-up area: <ul style="list-style-type: none"> <li>○ Pet Registration Area</li> <li>○ Pet Kennel Living Area – Cages</li> <li>○ Food Preparation Area</li> <li>○ Animal Medical Care Area</li> <li>○ Staff Break Area</li> <li>○ Communications Area</li> <li>○ Animal Exercise Areas</li> <li>○ Animal Toilet Areas</li> <li>○ Donations Management Area</li> </ul>		



<input type="checkbox"/> Determine if DART Animal Shelter Trailer is needed and request trailer through Regional Shelter Supervisor/ EMD
<input type="checkbox"/> Confirm animal shelter set-up with Regional Shelter Supervisor and approve opening
<input type="checkbox"/> Obtain approval for all animal shelter expenditures from the Regional Shelter Supervisor or Incident Command/EOC
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Ensure continuous communications with the Regional Shelter Supervisor or Incident Command/EOC
<input type="checkbox"/> Ensure animal shelter operates safely and efficiently and address needs as they arise
<input type="checkbox"/> Maintain an organized set of Pet Records <ul style="list-style-type: none"> <li>○ Pet Records are confidential and kept in a secure location</li> <li>○ Pet Shelter Staff assigned to Pet Living Area must have access to Pet Records at all times</li> <li>○ Document all injuries and bites. Refer to the Bite Protocol and Standard Operating Guides for procedures</li> </ul>
<input type="checkbox"/> Pet Registration: <ul style="list-style-type: none"> <li>○ Monitor Pet Shelter capacity and needs</li> <li>○ Welcome Pets and Owners – Offer Pet Water if appropriate and able</li> <li>○ Triage and monitor pets for health or behavioral problems</li> <li>○ Provide Pet Owner with a copy of Pet Shelter Rules</li> <li>○ Ensure that all Pets complies with Pet Shelter Policies</li> <li>○ Assign Pet Tracking Number to each Pet <ul style="list-style-type: none"> <li>○ Assign Number to each pet</li> <li>○ Record Number on Pet Registration Form</li> <li>○ Record Number on Pet Crate/Cage Identification Card</li> <li>○ Tag/label all pets as able</li> </ul> </li> <li>○ Complete Pet Registration Form</li> <li>○ Check for Pet Immunization Records</li> <li>○ Pet Intake: <ul style="list-style-type: none"> <li>○ Ask Pet owners for leashes, cages, food, medications, toys, etc.</li> <li>○ Label pet food and pet supplies and store near pet</li> </ul> </li> <li>○ Take a Photo of each Pet and attach to Pet Registration Form</li> <li>○ Complete the top portion of Pet Daily Care form for each registered Pet</li> <li>○ Accompany Owner to the Pet Kennel Living Area</li> <li>○ Complete Service Animal/Pet Check-in/Check-out Log is completed every time Owner removes/returns Pet</li> </ul>
<input type="checkbox"/> Pet Kennel Living Area Policies: <ul style="list-style-type: none"> <li>○ Post a copy of the Pet Shelter Rules</li> <li>○ Pet Owners should accompany Pets to the Pet Living Area</li> <li>○ Ensure species are sufficiently separated to mitigate stressors. (Ex: don’t place rabbits next to dogs)</li> <li>○ Ensure individual pets with specific conditions (extremely aggressive dog, timid or nervous pet etc...) are separated by an adequate distance to mitigate stressors.</li> <li>○ Efforts made to ensure crated/caged Pets do not face each other</li> </ul>



<input type="checkbox"/> Pet Kennel Living Area Supplies: <ul style="list-style-type: none"> <li>○ Monitor the available expendable supplies and notify the Logistics Section Chief when supplies are running low.</li> <li>○ Work to ensure an adequate supply of clean water and appropriate food</li> <li>○ Request cleaning supplies and waste removal as needed</li> </ul>
<input type="checkbox"/> Pet Kennel Living Area Standard Operating Guide: <ul style="list-style-type: none"> <li>○ Welcome the Pet/Owner</li> <li>○ Confirm the Crate/Cage Identification Card and Pet Daily Care Forms have been completed</li> <li>○ Assign the Pet to a crate/cage and attach the Crate/Cage ID Card</li> <li>○ Place Pet food and toys near Pet Cage/Crate</li> <li>○ Record on Pet Daily Log (FORM) when pets are moved, removed or returned</li> <li>○ Note Owner's care of pet on Pet Daily Care Form – date/time, who, and type of care</li> <li>○ Assist Pet Owner with feeding, walking, watering, cleaning and caring for their Pet</li> <li>○ Maintain organized, complete records</li> </ul>
<input type="checkbox"/> Pet Kennel Living Area Problems: <ul style="list-style-type: none"> <li>○ Issue Pet Care Failure to Comply Notice if Owner does not care for their Pet on a regular/adequate schedule</li> <li>○ Monitor Pets for stress/behavior problems. Note on Pet Daily Care Form and notify Owner as soon as possible</li> <li>○ If Pet becomes sick or injured, contact Pet Owner immediately and note problem on Daily Pet Care Form. Pet Owner is responsible for all care, treatment or removal as needed.</li> </ul>
<input type="checkbox"/> Ensure the safe and efficient transition of owners and their pets back to their new normal
<input type="checkbox"/> Prior to each operational period, use the ICS 202B Station Objective and Update Form to note the objectives/required activities for the Branch. Branch objectives/activities are based on overarching objectives set by the Shelter Supervisor. <ul style="list-style-type: none"> <li>○ Note activity completion status at the end of the operational period</li> <li>○ Provide summary of all Branch Unit's Activity Logs for Supervisor/IC (Logistics Manager) on the ICS 202B.</li> </ul>
<b>Shelter Closing</b>
<input type="checkbox"/> The Incident Commander in coordination with the Shelter Manager and Planning Section Chief will determine shelter closing
<input type="checkbox"/> Ensure that all animals are returned to owners, caretakers or animal facility
<input type="checkbox"/> Close out the pet intake process by packaging all the completed forms and logs into a single file folder
<input type="checkbox"/> Coordinate closing announcement with Public Information Officer
<input type="checkbox"/> Return DART Animal Shelter Trailer per guidance in WRHSAC outlined in the Resource Guide for Available Emergency Equipment and Supplies in Western Massachusetts. <ul style="list-style-type: none"> <li>○ For any equipment to be replaced, complete a Resource Request Form and send to Logistics</li> </ul>
<input type="checkbox"/> Shelter Closing Check List: <ul style="list-style-type: none"> <li>○ Determine a plan for the debriefing of shelter workers</li> <li>○ Can they be of assistance with another sheltering operation?</li> <li>○ Make sure to capture all staff rosters so that workers can receive recognition</li> <li>○ Prepare list of voluntary organizations, vendors and other partners to be thanked and recognized</li> <li>○ Pack excess supplies as they become unnecessary</li> <li>○ Determine where the supplies need to go and begin the shipping process as soon as possible</li> <li>○ Update the supply inventory</li> <li>○ All shelter staff should work to clean and return the shelter to its original condition as the shelter closes</li> <li>○ Return all moved furniture</li> <li>○ Remove all signage</li> <li>○ Begin preparing narrative for shelter operations</li> <li>○ Include Activity Logs, financial forms and other documentation collected at the shelter debriefing</li> </ul>



<input type="checkbox"/> Supervise and assist with facility cleaning and repair <ul style="list-style-type: none"> <li>○ Refresh (Clean and sanitize facility and equipment)</li> <li>○ Repair (if practical)</li> <li>○ Restore (if able, otherwise replace)</li> <li>○ Return (borrowed equipment)</li> <li>○ Replace</li> <li>○ Remove (trash and broken equipment)</li> </ul>
<input type="checkbox"/> Conduct facility closing walk-through with Representative (Facility Opening/Closing Assessment Form) <ul style="list-style-type: none"> <li>○ Shelter Facility Manager/Representative</li> <li>○ Inspector of Buildings</li> <li>○ Public Health Officer/Inspector</li> </ul>
<input type="checkbox"/> Hold final Staff De-briefing and collect forms <ul style="list-style-type: none"> <li>○ Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents</li> <li>○ Hot Wash: What went well; what needs improvement</li> <li>○ After Action Process and Report</li> <li>○ Review and revise Regional Shelter Plan</li> </ul>
<input type="checkbox"/> Collect all Forms as record of shelter actions and turn into Supervisor or Logistics Section Chief <ul style="list-style-type: none"> <li>○ Activity Logs</li> <li>○ Time Sheets</li> <li>○ Expense Sheets</li> <li>○ Resource Requests and Inventories</li> <li>○ Environmental and Building Assessments/Reports</li> <li>○ Staff Check-in Sheets</li> <li>○ Complaints and Investigation Reports</li> </ul>
<input type="checkbox"/> Work with Finance Officer as needed to ensure that invoices and reimbursement forms are completed
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas that need improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Animal Shelter Registration

2016

<b>Job Description</b>		
Ensure Pet Shelter paperwork, logs, forms, requests and reports are completed and filed		
Works with Veterinary Team to conduct triage and prioritize animal needs at intake		
Works with animal Owners and Shelter Staff to document, track and provide animal needs		
Maintains an accurate Service Animal/Pet Check-in/Check-out Log		
<b>Reports to</b>	<b>Contact Information</b>	
Animal Shelter Branch Manager		
<b>Supervises</b>		
Animal Registration Team		
<b>Partner Agencies</b>	<b>Contact Information</b>	
SPCA		
Animal Shelters		
Medical Reserve Corps/DART	<a href="http://www.wmmrc.org">www.wmmrc.org</a>	
SMART		
Animal Control Officers		
<b>Forms, Protocols, and Other Resources</b>		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Job Action Sheets (JAS)	In Forms Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> ICS 214 Activity Log (FORM)	In Forms Section of Shelter Plan	
<input type="checkbox"/> ICS 308 Resource Request (FORM)		
<input type="checkbox"/> Animal Shelter Guidelines (Resources)		
<input type="checkbox"/> Pet Shelter Rules (LIST)		
<input type="checkbox"/> Pet Shelter Signs (LIST)		
<input type="checkbox"/> Pet Daily Care FORM		
<input type="checkbox"/> Bite Report Form (FORM)		
<input type="checkbox"/> Service Animal/Pet Check-in/Check-out Log FORM		
<input type="checkbox"/> ICS 211 Personnel Sign-in (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Incident Report Forms (FORM)	Accidents and Complaints – Forms Section of Plan	
<input type="checkbox"/> Minimum Equipment Recommendations	Phone, pens/paper, files, table, chairs, tags, camera	
<b>Initial Planning Actions</b>		
<input type="checkbox"/> Plan for registration area for Pets and Service animals for a regional shelter		
<input type="checkbox"/> Designate and activate Staff positions as needed		
<input type="checkbox"/> Review Animal Shelter Plans, Policies and Procedures. Note: many Shelter Clients/evacuees will have service animals/pets		
<b>Initial Response</b>		



<input type="checkbox"/> Set up animal Registration Area and check-in and out process
<input type="checkbox"/> Check in Staff as they arrive and distribute Job Action Sheets (JAS)
<input type="checkbox"/> Attend/hold Initial Staff Briefing with DART staff to review shelter needs and distribute Activity Logs, Resource Request FORMS <ul style="list-style-type: none"> <li>○ NOTE: Animal Shelter Staff assist pet owners in caring for their own animals</li> <li>○ Staff are not expected to help care for dangerous or sick animals</li> </ul>
<input type="checkbox"/> Assist with animal shelter set-up area:
<input type="checkbox"/> Confirm animal registration set-up with Supervisor
<input type="checkbox"/> Confirm Pet Shelter Policies with Pet Shelter Manager <ul style="list-style-type: none"> <li>○ The following pets are accepted: Dogs, Cats, Birds, Ferrets, Small Mammals (Gerbils, Hamsters, Guinea Pigs, Mice, Rabbits and Potbelly Pigs), Reptiles, Fish and Arachnids.</li> <li>○ The following animals are not accepted: Livestock, Wild Animals, Exotics, Feral Animals, Poisonous Reptiles and Endangered / Threatened Species.</li> <li>○ All pets must have photo attached to Pet Registration Form</li> <li>○ Pets can be accepted into the shelter under the following circumstances: <ul style="list-style-type: none"> <li>○ The Shelter Manager has stated that the shelter is open and ready to accept pets.</li> <li>○ Pet owners accurately complete the Pet Registration Form for each pet.</li> <li>○ Pet owners read, sign and date a single Pet Owner Agreement. Only one agreement is needed even if the pet owner has multiple pets.</li> <li>○ Pet owners are given a copy of the Rules established for the Pet Friendly Shelter and agree to adhere to them.</li> </ul> </li> </ul>
<input type="checkbox"/> Obtain approval for all animal shelter expenditures from Supervisor – Pet Shelter Manager
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Pet Registration: <ul style="list-style-type: none"> <li>○ Monitor Pet Shelter capacity and needs</li> <li>○ Welcome Pets and Owners – Offer Pet Water if appropriate and able</li> <li>○ Triage and monitor pets for health or behavioral problems</li> <li>○ Provide Pet Owner with a copy of Pet Shelter Rules</li> <li>○ Ensure that all Pets complies with Pet Shelter Policies</li> <li>○ Assign Pet Tracking Number to each Pet <ul style="list-style-type: none"> <li>○ Assign Number to each pet</li> <li>○ Record Number on Pet Registration Form</li> <li>○ Record Number on Pet Crate/Cage Identification Card</li> <li>○ Tag/label all pets as able</li> </ul> </li> <li>○ Complete Pet Registration Form</li> <li>○ Check for Pet Immunization Records</li> <li>○ Pet Intake: <ul style="list-style-type: none"> <li>○ Ask Pet owners for leashes, cages, food, medications, toys, etc.</li> <li>○ Label pet food and pet supplies and store near pet</li> </ul> </li> <li>○ Take a Photo of each Pet and attach to Pet Registration Form</li> <li>○ Complete the top portion of Pet Daily Care form for each registered Pet</li> <li>○ Accompany Owner to the Pet Kennel Living Area</li> </ul>
<input type="checkbox"/> Complete Service Animal/Pet Check-in/Check-out Log is completed every time Owner removes/returns Pet
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit



<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Assist pet owners in caring for their pets
<input type="checkbox"/> Ensure animal shelter operates safely and efficiently and address needs as they arise
<input type="checkbox"/> Monitor the shelter capacity and needs
<input type="checkbox"/> Ensure the safe and efficient transition of owners and their pets back to their new normal
<input type="checkbox"/> Ensure planning for the next operational periods
<b>Shelter Closing</b>
<input type="checkbox"/> Assist with Pet Shelter closing
<input type="checkbox"/> Shelter Closing Check List: <ul style="list-style-type: none"> <li>○ Pack excess supplies as they become unnecessary and ship to other locations</li> <li>○ Refresh (Clean and sanitize facility and equipment)</li> <li>○ Repair (if practical)</li> <li>○ Restore (if able, otherwise replace)</li> <li>○ Return (borrowed equipment)</li> <li>○ Replace</li> <li>○ Remove (trash and broken equipment)</li> <li>○ Turn-in Activity Logs, financial forms and other documentation</li> </ul>
<input type="checkbox"/> Document the transfer of animals to owners, caretakers or animal facilities
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas that need improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Human Shelter Branch Manager

2016

<b>Job Description</b>		
Responsible for all aspects/services of a Regional Human Shelter operation: Registration, Dormitory, Food, Case Management, Medical/Behavioral Health, Childcare		
Ensures the health and safety of all regional shelter staff and Clients		
Monitors and resolves issues/problems through support staff such as the Ombudsman and FNSS Advisor and others		
Authorizes all regional shelter expenditures for final approval by the Regional Shelter Supervisor or Incident Commander		
Collects and maintains all job Activity Logs and submits all reports for the sheltering response		
Reports to	Contact Information	
Regional Shelter Supervisor		
Supervises		
Ombudsman		
FNSS Advisor		
Dormitory Team Leader		
Registration Team Leader		
Case Management Team Leader		
Medical Team Leader		
Partner Agencies	Contact Information	
American Red Cross (ARC)		
Salvation Army		
Medical Reserve Corps	<a href="http://www.wmmrc.org">www.wmmrc.org</a>	
Board of Health		
COAD – Voluntary Organizations		
Forms, Protocols, and Other Resources		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Regional Shelter Roster (FORM)		
<input type="checkbox"/> Job Action Sheets for all positions (JAS)	Forms Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> ARC Shelter Assessment: layout maps, plans, etc.	Regional Shelter Concept of Operations Plan	
<input type="checkbox"/> ARC Shelter Kit		
<input type="checkbox"/> Regional Shelter SOP (SOP)		
<input type="checkbox"/> Facility Opening/Closing Assessment Form (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Environmental Health Shelter Assessment (FORM)	Forms Section of Shelter Plan (Also instruction sheet)	
<input type="checkbox"/> ICS 214 Activity Log (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> ICS 308 Resource Request (FORM)		
<input type="checkbox"/> ICS 202B Station Objective and Update Form	Forms Section of Shelter Plan	
<input type="checkbox"/> Staffing Guidelines (LIST)	Resource Section of Shelter Plan	



<input type="checkbox"/> Supply Guidelines (LIST)	Resource Section of Shelter Plan	
<input type="checkbox"/> Shelter Signs		
<input type="checkbox"/> Shelter Policies		
<input type="checkbox"/> Cot Cleaning Guide (LIST)	Resource Section of Shelter Plan	
<input type="checkbox"/> Client Registration Forms (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> ICS 211 Personnel Sign-in (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Incident Report Forms (FORM)	Accidents and Complaints – Forms Section of Plan	
<input type="checkbox"/> Minimum Equipment Recommendations	Radio, cell phone, laptop with internet	
<b>Initial Planning Actions</b>		
<input type="checkbox"/> Assist Regional Shelter Supervisor or IC/EOC to develop Plan for Regional Shelters: Facility Set-up, Staffing, Resource needs		
<input type="checkbox"/> Designate and activate Staff positions as needed:		
<input type="checkbox"/> Review if available the ARC Assessment of the Regional Shelter Facility to determine capacity and resources Note: 10% of the impacted population can be expected to use a Regional Shelter		
<b>Initial Response</b>		
<input type="checkbox"/> Conduct shelter facility walk-through (Facility Opening/Closing Assessment Form and Environmental Health Shelter Assessment Form) as available: <ul style="list-style-type: none"> <li><input type="checkbox"/> Facility Manager/Representative</li> <li><input type="checkbox"/> Inspector of Buildings</li> <li><input type="checkbox"/> Fire Inspector</li> <li><input type="checkbox"/> Public Health Officer/Inspector</li> <li><input type="checkbox"/> Logistic Manager</li> <li><input type="checkbox"/> ARC Representative</li> </ul>		
<input type="checkbox"/> Check in Staff as they arrive and distribute Job Action Sheets (JAS)		
<input type="checkbox"/> Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms		
<input type="checkbox"/> Supervise shelter set-up <ul style="list-style-type: none"> <li><input type="checkbox"/> Manager/Security/Communications Area</li> <li><input type="checkbox"/> Registration Area</li> <li><input type="checkbox"/> Logistics and Supplies/Donations Management Area</li> <li><input type="checkbox"/> Food Preparation/Service Area</li> <li><input type="checkbox"/> Dormitory Area</li> <li><input type="checkbox"/> Child Care Assistance Area</li> <li><input type="checkbox"/> Recreation Area</li> <li><input type="checkbox"/> Medical Care Area/Quiet Area</li> <li><input type="checkbox"/> Staff Break Area</li> <li><input type="checkbox"/> Service Animal Care Area (Pets should be in a nearby Pet Shelter)</li> <li><input type="checkbox"/> Isolation and Quarantine Area (may be used as temporary Security Area)</li> <li><input type="checkbox"/> Shelter Signs posted</li> </ul>		
<input type="checkbox"/> Confirm shelter set-up and recommend approval to open to the Regional Shelter Supervisor		
<input type="checkbox"/> Obtain approval for all shelter expenditures from the Regional Shelter Supervisor or Incident Command/EOC		
<b>Daily Shelter Operations</b>		
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit		
<input type="checkbox"/> Ensure continuous communications with the Regional Shelter Supervisor or Incident Command/EOC		
<input type="checkbox"/> Ensure shelters operate safely and efficiently and address needs as they arise		



<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Monitor the shelter capacity with the Human and Animal Shelter Branch Managers
<input type="checkbox"/> Ensure the safe and efficient transition of shelter Clients back to their homes or their new normal
<input type="checkbox"/> Prior to each operational period, use the ICS 202B Station Objective and Update Form to note the objectives/required activities for the Branch. Branch objectives/activities are based on overarching objectives set by the Shelter Supervisor. <ul style="list-style-type: none"> <li>○ Note activity completion status at the end of the operational period</li> <li>○ Provide summary of all Branch Unit's Activity Logs for Supervisor/IC (Logistics Manager) on the ICS 202B.</li> </ul>
<b>Shelter Closing</b>
<input type="checkbox"/> Receive closing orders from Incident Command/EOC
<input type="checkbox"/> Coordinate closing announcement with Shelter Supervisor, Public Information Officer, Communications
<input type="checkbox"/> Work with Logistics to ensure Shelter Closing. Closing Check List: <ul style="list-style-type: none"> <li>○ Determine a plan for the debriefing of shelter workers <ul style="list-style-type: none"> <li>○ Can they be of assistance with another sheltering operation?</li> </ul> </li> <li>○ Make sure to capture all staff rosters so that workers can receive recognition</li> <li>○ Prepare list of voluntary organizations, vendors and other partners to be thanked and recognized</li> <li>○ Pack excess supplies as they become unnecessary <ul style="list-style-type: none"> <li>○ Can they be used in another shelter location?</li> </ul> </li> <li>○ Determine where the supplies need to go and begin the shipping process as soon as possible</li> <li>○ Update the supply inventory</li> <li>○ All shelter staff should work to clean and return the shelter to its original condition as the shelter closes</li> <li>○ Return all moved furniture</li> <li>○ Remove all signage</li> <li>○ Begin preparing narrative for shelter operations</li> <li>○ Include Activity Logs, financial forms and other documentation collected at the shelter debriefing</li> <li>○ Update the National Shelter System to reflect the shelter closing</li> </ul>
<input type="checkbox"/> Assist with clean up and equipment return <ul style="list-style-type: none"> <li>○ Refresh (Clean and sanitize facility and equipment)</li> <li>○ Repair (if practical)</li> <li>○ Restore (if able, otherwise replace)</li> <li>○ Return (borrowed equipment)</li> <li>○ Replace</li> <li>○ Remove (trash and broken equipment)</li> </ul>
<input type="checkbox"/> Conduct facility closing walk-through with Representative (Facility Opening/Closing Assessment Form and Environmental Health Shelter Assessment Form) <ul style="list-style-type: none"> <li>○ Shelter Facility Manager/Representative</li> <li>○ Inspector of Buildings</li> <li>○ Public Health Officer/Inspector</li> </ul>



<input type="checkbox"/> Hold final Staff De-briefing and collect forms <ul style="list-style-type: none"> <li>○ Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents</li> <li>○ Hot Wash: What went well; what needs improvement</li> <li>○ After Action Process and Report</li> <li>○ Review and revise Regional Shelter Plan</li> </ul>
<input type="checkbox"/> Collect all Forms as record of shelter actions <ul style="list-style-type: none"> <li>○ Activity Logs – daily activities</li> <li>○ Action Logs – special actions taken</li> <li>○ Finance Tracking Form</li> <li>○ Resource Requests and Inventories</li> <li>○ Environmental and Building Assessments/Reports</li> <li>○ ICS 211 – Personnel Sign in - Staff Check-in/Time Sheets</li> <li>○ Incident Report Form - Complaints and Investigation Reports</li> <li>○ Medical Logs and Reports</li> <li>○ Client Registration Logs</li> </ul>
<input type="checkbox"/> Work with Finance Officer as needed to ensure that invoices and reimbursement forms are completed
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas that need improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Behavioral Health Unit

2016

### Job Description

Provide behavioral health first aid and emergency mental health support to shelter Clients and staff  
 Make Client and staff mental health referrals  
 Monitor for Staff burnout

### Reports to

Medical Team Leader

### Contact Information

### Supervises

Behavioral Health Team

### Partner Agencies

### Contact Information

Mass Dept. of Mental Health – RaeAnn Frenette

(617) 626.8145 [RaeAnn.Frenette@state.ma.us](mailto:RaeAnn.Frenette@state.ma.us)

Faith Community

Mental Health Response Teams

Mental Health Providers

Medical Reserve Corps

### Forms, Protocols, and Other Resources

Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy Chart		
<input type="checkbox"/> Job Action Sheet (JAS)		
<input type="checkbox"/> Contact List (LIST)		
<input type="checkbox"/> ICS 214 Activity Log (FORM)		
<input type="checkbox"/> ICS 308 Resource Request (FORM)		
<input type="checkbox"/> Medical Incident (FORM)		
<input type="checkbox"/> C-MIST Functional Needs Worksheet (FORM)		
<input type="checkbox"/> Medication Log (FORM)		
<input type="checkbox"/> Pharmacy/Medical Resources (LIST)	Medical/Medication Annex	
<input type="checkbox"/> Minimum Equipment Recommendations	Phone, tissues, pen/paper	1 each

### Initial Planning Actions

- Plan for regional shelter behavioral health support with the Medical Team Leader
- Determine behavioral health first aid staff, equipment and resource needs based on shelter occupants' needs
- Appoint Staff as needed
- Review Health Service Protocols

### Initial Response

- Familiarize yourself with the facility and personnel
- Set up separate, quiet Behavioral Health Area
- Attend Just-in-Time training
- Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms, Medical Log Forms, Policies and Procedures



<input type="checkbox"/> Confirm set-up with Shelter Medical Team Leader opening time
<input type="checkbox"/> Begin operations
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Provide basic behavioral and mental health services as needed: <ul style="list-style-type: none"> <li>○ Assist Registration to provide triage for those with potential behavioral health issues</li> <li>○ Perform mental health screening/informal assessment and triage</li> <li>○ Provide emotional care and support and crisis intervention as needed</li> <li>○ Educate shelter staff and Clients about emotional recovery and effective coping techniques</li> <li>○ Make referrals for additional mental health services and/or follow-up</li> <li>○ Document all services and referrals using the Health Record FORM</li> </ul>
<input type="checkbox"/> Provide Awareness Training for Staff and Clients on Critical Incident Stress: <ul style="list-style-type: none"> <li>○ Stress is a normal reaction to an emergency situation</li> <li>○ Everyone is susceptible to burnout</li> <li>○ Encourage Staff to only work a maximum of 12 hours per day, 7 days in a row then 2 days break</li> <li>○ Take time to eat healthy food, drink plenty of water and rest</li> <li>○ Be aware that drugs, tobacco and alcohol will not help them to rest or wind-down</li> <li>○ Walking, playing and socializing are the most effective stress reducers</li> <li>○ Health and Safety is everyone’s responsibility</li> </ul>
<input type="checkbox"/> Monitor and complete the Health Record FORM daily and report status to Medical Team Leader
<input type="checkbox"/> Work with Shelter Staff to ensure FNSS behavioral health needs in shelter are being addressed
<b>Shelter Closing</b>
<input type="checkbox"/> Hold Shelter closing briefing with Medical Team and Behavioral Health Unit
<input type="checkbox"/> Continue to monitor Health and Medical status
<input type="checkbox"/> Assist with placement of shelter Clients to outside mental health services
<input type="checkbox"/> Hold Staff De-briefing meeting and collect all reports and Activity Logs
<input type="checkbox"/> Turn in all logs and reports to Supervisor
<input type="checkbox"/> Assist with clean up and equipment return <ul style="list-style-type: none"> <li>○ Refresh (Clean and sanitize facility and equipment)</li> <li>○ Repair (if practical)</li> <li>○ Restore (if able, otherwise replace)</li> <li>○ Return (borrowed equipment)</li> <li>○ Replace</li> <li>○ Remove (trash and broken equipment)</li> </ul>
<input type="checkbox"/> Turn in all logs to Supervisor
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas for improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Case Management Team

2016

Job Description	
<b>Outreach:</b> Works with PIO to provide outreach messages/information about available services	
<b>Case Tracking:</b> Creates Client Case Files and tracking system , documenting continuity of care and discharge	
<b>Point of Contact:</b> Time Limited partnership providing Case Management for a Shelter Client and his/her family	
<b>Assessment:</b> Works with Registration and Medical Teams to assess disaster-caused unmet needs	
<b>Plan:</b> works with Client to create a goal-oriented, self-sufficiency disaster recovery Plan with steps for achieving recovery	
<b>Advocate:</b> Responsible for advocating, coordinating, managing, tracking and monitoring shelter Client Plan and progress	
<b>Service Coordination:</b> Works with Shelter Teams and agencies to provide needed services: medical, transportation, childcare, legal and social services, mental health , material goods, financial assistance or employment	
<b>Confidentiality:</b> Maintains Client confidentiality and works to obtain permission to share information	
Reports to	Contact Information
Shelter Branch Manager	
Supervises	
Staff	
Partner Agencies	Contact Information
American Red Cross	
Salvation Army	
Public Information Officers and Media	
Community Based Organizations	
Massachusetts Office of Disability (MOD)	<a href="http://www.mass.gov/mod">http://www.mass.gov/mod</a> , (617) 727-7440
FEMA/Disaster Case Management Program Teams	
Council on Aging	
Veterans Administration	
Refugee and Immigrant Health	
Department of Mental Health	617-626-8000
Department of Social Services	
MassMatch.org (assistive technology)	617-204-3851
Department of Developmental Services	617-727-5608
Disability Law Center	617-723-8455
Faith Community	
State Commission for the Blind	800-392-6450
State Commission for the Deaf and Hard of Hearing	617-740-1600
MassMAP (MutualAidPlan.org -Long Term Care Providers	Region 1 – Jewish Geriatric Services in Longmeadow 770 Converse St. Longmeadow, MA 01106 - (413) 567-6211
Local and State Agencies who provide food stamp, supplemental income assistance, housing vouchers	



# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Childcare Assistance

2016

<b>Job Description</b>			
Assist parents in providing age appropriate child care services in the regional shelter			
Help ensure parents are able to provide their children with a safe environment while in the shelter			
Reports to	Contact Information		
Shelter Dormitory Team Leader			
Supervises			
Childcare Assistance Unit Staff			
Partner Agencies	Contact Information		
Local Schools			
Local Day Care			
Local Faith Community			
Forms, Protocols, and Other Resources			
	Item	Description/Notes	Quantity/Location
<input type="checkbox"/>	Regional Shelter Hierarchy Chart		
<input type="checkbox"/>	Job Action Sheet (JAS)		
<input type="checkbox"/>	Childcare Registration (FORM)		
<input type="checkbox"/>	ICS 214 Activity Log (FORM)		
<input type="checkbox"/>	Minimum Childcare Equipment Recommendations	Simple toys, cards, TV	Selection
<input type="checkbox"/>	Other Equipment	Playpens, cribs, tables, chairs, paper/markers, games, toys, craft materials, paper towels, Nerf balls,	5 playpens, 2 tables, 10 chairs,
Initial Planning Actions			
<input type="checkbox"/>	Plan for a regional shelter childcare assistance operation with the Regional Dormitory Team Leader		
<input type="checkbox"/>	Contact Partner Agencies to assist with Operations		
<input type="checkbox"/>	Determine Staffing and Supply needs, complete Resource Request Form (ICS 308) and send to Logistics		
<input type="checkbox"/>	<b>Review childcare policies and procedures:</b> <ul style="list-style-type: none"> <li>○ Staff should provide safe, pleasant, age appropriate resources for parents to run a child friendly activities area.</li> <li>○ When children are present, at least two adults are to be present at all times. No child should be left alone with one adult who is not their parent, guardian or caregiver.</li> <li>○ A child should never be alone in the shelter. They must be accompanied to all parts of the regional shelter.</li> <li>○ The children area should be free from significant physical hazards and/or structural barriers.</li> <li>○ The environment should be secure and separated from other parts of the regional shelter.</li> <li>○ The area should be close to restrooms.</li> <li>○ All staff members must be at least 18 years of age. Supervisors should be at least 21 years of age.</li> </ul>		



<input type="checkbox"/> <b>Procedures for sign in and sign out:</b> <ul style="list-style-type: none"> <li>○ Parents/guardians must sign child in and out, on Childcare Registration Form (FORM)</li> <li>○ When placing their child or children in this area parents, guardians or caregivers are required to stay on-site or designate a responsible adult child care proxy to be responsible for their child who is on-site at all times.</li> <li>○ Children can only be released to the parent, guardian, caregiver or designee listed on the registration form.</li> <li>○ The parents, guardians or caregivers are responsible for identifying any special needs for the child/children (food allergies, behavioral issues, medications, etc.)</li> </ul>
<b>Initial Response</b>
<input type="checkbox"/> Set-up Childcare Assistance Area
<input type="checkbox"/> Confirm Set-up with Dormitory Team Leader
<input type="checkbox"/> Appoint Staff (Volunteers) as needed
<input type="checkbox"/> Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms and Childcare Rules
<input type="checkbox"/> Confirm Staffing and Resource Requests with Logistics
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Determine staffing schedule with Planning Manager and Dormitory Team Leader
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Recruit parents to lead/provide childcare activities
<input type="checkbox"/> Oversee Childcare Assistance Areas (Note: parents are responsible for the children at all times.)
<input type="checkbox"/> Oversight of child sign-in and sign-out in Childcare Assistance Area
<input type="checkbox"/> Monitor for child safety and security
<input type="checkbox"/> Assist parents with maintaining order in the Childcare Assistance Area
<b>Shelter Closing</b>
<input type="checkbox"/> Coordinate with Dormitory Team Leader on shelter closing
<input type="checkbox"/> Hold shelter closing briefing with Childcare Staff
<input type="checkbox"/> Assist with transition of Shelter Clients to their new normal as needed
<input type="checkbox"/> Assist with clean up and equipment return <ul style="list-style-type: none"> <li>○ Refresh (Clean and sanitize facility and equipment)</li> <li>○ Repair (if practical)</li> <li>○ Restore (if able, otherwise replace)</li> <li>○ Return (borrowed equipment)</li> <li>○ Replace</li> <li>○ Remove (trash and broken equipment)</li> </ul>
<input type="checkbox"/> Turn in all logs to Supervisor
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas for improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Communications Unit

2016

<b>Job Description</b>		
Responsible for providing and coordinating all Shelter communications both internal and external, including:		
<ul style="list-style-type: none"> <li>○ Telephones</li> <li>○ Cell Phones</li> <li>○ Radios</li> <li>○ Fax</li> <li>○ Internet</li> </ul>	<ul style="list-style-type: none"> <li>○ Copying/Printing</li> <li>○ Runners</li> <li>○ Signage</li> <li>○ Media feeds</li> <li>○ Postal Service during prolonged activations</li> </ul>	
Responsible for providing daily shelter communications for Shelter Clients, including telephone, internet, mail		
Responsible for maintaining communications with the IC/EOC		
Maintains or coordinates maintenance of all communications equipment and services		
Reports to	Contact Information	
Regional Shelter Service Branch Leader		
Supervises		
Communications Unit		
Partner Agencies	Contact Information	
Telephone and Wireless Providers		
Law Enforcement		
Fire Departments		
HAM radio operators		
US Postal Service		
Community Organizations Active in Disasters (COAD)		
Forms, Protocols, and Other Resources		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Job Action Sheets (JAS)	Forms Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> ICS 214 Activity Log (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Incident Message Log (FORM)		
<input type="checkbox"/> Incident Communications Log (FORM)		
<input type="checkbox"/> ICS 308 Resource Request (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Staffing Needs List (LIST)		
<input type="checkbox"/> Supply List (LIST)		
<input type="checkbox"/> ICS 211 Personnel Sign-in (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Telephone directories and Contact Lists		
<input type="checkbox"/> Equipment Recommendations	Phone, laptop, radio, <b>Internet</b> , printer, files, copier, sat phone, HAM radio, cell phone, camera, bull horn	



<b>Initial Planning Actions</b>
<input type="checkbox"/> Obtain briefing on Situational Awareness from Supervisor
<input type="checkbox"/> Designate and activate Staff positions as needed
<input type="checkbox"/> Establish or maintain communications with Supervisor and EOC/IC
<b>Initial Response</b>
<input type="checkbox"/> Establish a work station in the Shelter Command Post, Security Station or Logistics Center
<input type="checkbox"/> Document all key activities and decisions in an Activity Log FORM
<input type="checkbox"/> Review and update the Incident Communications Log FORM
<input type="checkbox"/> Check in Staff as they arrive and distribute Job Action Sheets (JAS)
<input type="checkbox"/> Inventory and assess all available communications equipment
<input type="checkbox"/> Hold Initial Staff Briefing
<input type="checkbox"/> Determine or verify all radio channels assigned for the response
<input type="checkbox"/> Distribute hand held radios
<input type="checkbox"/> Conduct radio checks on all portables
<input type="checkbox"/> Receive immediate shelter needs requests from Shelter Manager/Supervisor/IC/EOC
<input type="checkbox"/> Assist with setting up Shelter
<input type="checkbox"/> Establish communications with Finance Manager to coordinate procurement of goods and services
<input type="checkbox"/> Confirm set-up with Supervisor
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Maintain Situational Awareness and communications with Operations/EOC. Use runner/observers if necessary
<input type="checkbox"/> Provide and maintain both internal and external communications systems for the Shelter
<input type="checkbox"/> Receive and address communications requests
<input type="checkbox"/> Support the IC/Shelter Manager/PIO/Security before, during and after visits by high level dignitaries. Provide additional communication assets and connections, i.e. cell phone connectivity; high-speed internet access; etc., as available and situation allows.
<input type="checkbox"/> As directed by the IC/Shelter Manager/PIO/Security provide Media support
<input type="checkbox"/> Document all key activities and decisions in an Activity Log FORM
<input type="checkbox"/> Document all messages on Incident Message FORM and provide a copy to the Service Branch Leader
<input type="checkbox"/> Determine daily and next Operational Period Resource and Staffing needs for the operations
<input type="checkbox"/> Monitor Staff for "burn-out" and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li><input type="checkbox"/> Situational updates</li> <li><input type="checkbox"/> Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li><input type="checkbox"/> Emphasize the importance of documenting everything, especially injuries and complaints</li> <li><input type="checkbox"/> Sign in/out Staff</li> <li><input type="checkbox"/> Discuss needs or concerns for the next shift</li> <li><input type="checkbox"/> Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Ensure planning for the next operational periods
<input type="checkbox"/> Re-assign Staff that are not needed
<input type="checkbox"/> Re-assign equipment that is not needed
<b>Shelter Closing</b>



<input type="checkbox"/> Receive closing orders from Supervisor
<input type="checkbox"/> Brief Staff on closing and forms collections <ul style="list-style-type: none"> <li>○ Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents</li> <li>○ Hot Wash: What went well; what needs improvement</li> <li>○ After Action Process and Report</li> <li>○ Review and revise Regional Shelter Plan</li> </ul>
<input type="checkbox"/> Create a Closing/Demobilization Plan <ul style="list-style-type: none"> <li>○ Include a list of voluntary agencies and individuals to be thanked</li> <li>○ Pack excess supplies as they become unnecessary</li> <li>○ Ship extra supplies to other shelters, return or donate</li> </ul>
<input type="checkbox"/> Assist with clean up and equipment return <ul style="list-style-type: none"> <li>○ Refresh (Clean and sanitize facility and equipment)</li> <li>○ Repair (if practical)</li> <li>○ Restore (if able, otherwise replace)</li> <li>○ Return (borrowed equipment)</li> <li>○ Replace</li> <li>○ Remove (trash and broken equipment)</li> </ul>
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas that need improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Cost Unit

2016

<b>Job Description</b>		
Keeps track of all regional Shelter expenses		
Coordinates purchases with Logistics Manager		
Ensures that all purchase orders have been approval by the IC		
<b>Reports to</b>	<b>Contact Information</b>	
Regional Shelter Finance Manager		
<b>Supervises</b>		
Cost Unit Staff		
<b>Partner Agencies</b>	<b>Contact Information</b>	
Municipal Finance Officers		
<b>Forms, Protocols, and Other Resources</b>		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Job Action Sheets (JAS)	In Forms Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> ICS 214 Activity Log (FORM)	In Forms Section of Shelter Plan	
<input type="checkbox"/> ICS 308 Resource Request (FORM)		
<input type="checkbox"/> ICS 211 Personnel Sign-in (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Expense Tracking Form (FORMS)		
<input type="checkbox"/> Regional Shelter Authority Invoice Form (FORMS)		
<input type="checkbox"/> Shelter Time Log Table		
<input type="checkbox"/> Equipment Recommendations	Phone, laptop with EXCEL and internet, printer, files, Fiduciary checkbook and/or credit card	
<b>Initial Planning Actions</b>		
<input type="checkbox"/> Review financial tracking and approval protocols with the Shelter Supervisor and Incident Command/EOC		
<input type="checkbox"/> Coordinate all purchases with the Regional Shelter Authority as it must approve of all expenses as it has the final authority to spend regional shelter funds		
<input type="checkbox"/> Create estimates of funds that may be needed for the shelter operation. Estimate \$25/person/day of operations.		
<input type="checkbox"/> Plan on tracking all expenses. Bottom half of Resource Request Form has space for tracking expenses		
<input type="checkbox"/> Designate and activate Staff positions as needed:		
<input type="checkbox"/> Designate and activate Staff positions as needed:		
<input type="checkbox"/> Create a expense and time tracking data base that: <ul style="list-style-type: none"> <li><input type="radio"/> Tracks all employee and volunteer hours, including their agency or affiliation and the work performed</li> <li><input type="radio"/> Identifies the expense, vendor and date</li> <li><input type="radio"/> Indicates who authorized the expense</li> <li><input type="radio"/> Allocates expenses by Municipality</li> <li><input type="radio"/> Notes time/date of IC approval</li> <li><input type="radio"/> Shows signature of the approving individual from the Regional Shelter Authority</li> </ul>		



<b>Initial Response</b>
<input type="checkbox"/> Assist with establishing a working Finance/Data Center Location
<input type="checkbox"/> Confirm Center set-up with Finance Manager
<input type="checkbox"/> Check in Staff as they arrive and distribute Job Action Sheets (JAS)
<input type="checkbox"/> Hold Initial Staff Briefing
<input type="checkbox"/> Confirm set-up with Finance Manager
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Ensure continuous communications with Shelter Finance Manager
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Ensure that all expenses have by preapproved by the Regional Shelter Supervisor and IC/EOC
<input type="checkbox"/> Cost Unit oversees the monitoring and documenting of all shelter expenses with the Logistics Manager
<input type="checkbox"/> Keep the Regional Shelter Authority informed of all shelter expenditures
<input type="checkbox"/> Ensure planning for the next operational periods
<b>Shelter Closing</b>
<input type="checkbox"/> Receive closing orders from Incident Command/EOC
<input type="checkbox"/> Brief Staff on closing and forms collections <ul style="list-style-type: none"> <li>○ Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents</li> <li>○ Hot Wash: What went well; what needs improvement</li> <li>○ After Action Process and Report</li> <li>○ Review and revise Regional Shelter Plan</li> </ul>
<input type="checkbox"/> Assist with clean up and equipment return <ul style="list-style-type: none"> <li>○ Refresh (Clean and sanitize facility and equipment)</li> <li>○ Repair (if practical)</li> <li>○ Restore (if able, otherwise replace)</li> <li>○ Return (borrowed equipment)</li> <li>○ Replace</li> <li>○ Remove (trash and broken equipment)</li> </ul>
<input type="checkbox"/> Create expense summary
<input type="checkbox"/> Seek reimbursement from outside sources as appropriate
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas that need improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Donations Unit

2016

<b>Job Description</b>		
Responsible for management and tracking of all donations (goods, services and monetary) for the regional Shelter		
Ensure that donations do not become the emergency		
Work closely with the Supply Unit to distribute and re-distribute donations of goods and services		
Work closely with Finance Manager to establish channels to receive and track monetary donations. No cash should be directly accepted in the shelter.		
Work with Shelter PIO to notify the Public regarding sheltering needs, including volunteers, goods, services and money		
Responsible for acknowledging all donations		
Reports to	Contact Information	
Regional Shelter Support Branch Leader		
Supervises		
Donations Management Staff		
Partner Agencies	Contact Information	
Municipal Finance Officers		
American Red Cross		
Medical Reserve Corps		
Voluntary Agencies - COAD		
Goodwill		
Food Bank		
Forms, Protocols, and Other Resources		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Job Action Sheets (JAS)	FORMS Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> ICS 214 Activity Log (FORM)	FORMS Section of Shelter Plan	
<input type="checkbox"/> ICS 308 Resource Request (FORM)	FORMS Section of Shelter Plan	
<input type="checkbox"/> Donations Tracking FORM		
<input type="checkbox"/> ICS 211 Personnel Sign-in (FORM)	FORMS Section of Shelter Plan	
<input type="checkbox"/> Equipment Recommendations	Phone, laptop, radio, internet, printer, files, copier, hand truck, van or truck, garbage bags,	
Initial Planning Actions		
<input type="checkbox"/> Obtain briefing on Situational Awareness from Shelter Supervisor or Incident Command/EOC		
<input type="checkbox"/> Designate and activate Staff positions as needed		



<input type="checkbox"/> Donations Protocols: <ul style="list-style-type: none"> <li>○ Need: Must meet an identified need</li> <li>○ Known Sources: Food and Drink MUST come from an approved/known source</li> <li>○ Bulk Supplies: In order to provide an equitable distribution of supplies, attempt to only accept products donated in quantities large enough to support the needs of all or most of the impacted population.</li> <li>○ Packaging: whenever possible, product should be received on pallets and shrink-wrapped to facilitate sorting and ensure fast, equitable distribution.</li> <li>○ Condition: only accept products that are in good condition and that are not expired. Be careful accepting used items because it is difficult to ensure the quality.</li> <li>○ Appropriateness: do not accept products that are not familiar to the affected population or products that are not appropriate due to cultural or religious considerations. Certain items can be inappropriate for particular climates as well.</li> <li>○ While money is always the easiest donation to accept, refer anyone offering monetary donations to established channels or community organizations established to accept them</li> </ul>
<input type="checkbox"/> Establish communications with Planning, Regional Shelter Supervisor, PIO, to identify and report shelter resource needs
<b>Initial Response</b>
<input type="checkbox"/> Establish a work station in the Logistics Center location
<input type="checkbox"/> Establish a receiving, sorting and storage area for donations
<input type="checkbox"/> Check in Staff as they arrive and distribute Job Action Sheets (JAS)
<input type="checkbox"/> Hold Initial Staff Briefing
<input type="checkbox"/> Work with Supply Unit and Shelter Supervisor/Manager to identify what donations are a priority
<input type="checkbox"/> Work with PIO to post messages to the Public on how and where to donate and what donations are NOT needed
<input type="checkbox"/> Assist with setting up Shelter
<input type="checkbox"/> Work with Finance Manager to identify established channels/organizations/agencies to receive monetary donations. No cash should be accepted in the shelter.
<input type="checkbox"/> Work with Supply Unit to establish and area for Receiving/shipping, sorting, storage (may need refrigeration for food supplies)
<input type="checkbox"/> Resource Request Protocols: <ul style="list-style-type: none"> <li>○ Resource Request Form received</li> <li>○ Determine in resource is currently available by checking with Support Branch Leader/Supply Unit</li> <li>○ Distribute/deliver as available</li> <li>○ If not available, through MEMA or as a donation, work with Finance Manager/Cost Unit to coordinate purchase</li> <li>○ Update the Resource Inventory List (maintained by Support Branch Manager/Supply Unit)</li> </ul>
<input type="checkbox"/> Confirm set-up with Logistics Manager
<input type="checkbox"/> Begin accepting donations
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Maintain Situational Awareness and communications with Operations/EOC. Use runner/observers if necessary
<input type="checkbox"/> Ensure continuous communications with the Support Branch Director or Logistics Manager
<input type="checkbox"/> Update Donations Inventory List and track all donations with Supply Unit
<input type="checkbox"/> Continue to receive donation priority lists and coordinate with PIO on Public messages regarding donations
<input type="checkbox"/> Continue to work with Finance Manage to track monetary donations made through established channels
<input type="checkbox"/> Work with Supply Unit to re-donate supplies that are not needed
<input type="checkbox"/> Determine daily and next Operational Period Resource and Staffing needs for the shelters
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit



<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Ensure planning for the next operational periods
<p align="center"><b>Shelter Closing</b></p>
<input type="checkbox"/> Receive closing orders from Incident Command/EOC
<input type="checkbox"/> Create a Closing/Demobilization Plan <ul style="list-style-type: none"> <li>○ Continue to accept money and any needed supplies or services</li> <li>○ Create a list of voluntary agencies and individuals to be thanked</li> <li>○ Pack excess supplies as they become unnecessary</li> <li>○ Ship extra supplies to other shelters, return or re-donate</li> <li>○ Take-down and clean up Donations Unit areas</li> </ul>
<input type="checkbox"/> Assist with clean up and equipment return <ul style="list-style-type: none"> <li>○ Refresh (Clean and sanitize facility and equipment)</li> <li>○ Repair (if practical)</li> <li>○ Restore (if able, otherwise replace)</li> <li>○ Return (borrowed equipment)</li> <li>○ Replace</li> <li>○ Remove (trash and broken equipment)</li> </ul>
<input type="checkbox"/> Brief Staff on closing and forms collections <ul style="list-style-type: none"> <li>○ Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents</li> <li>○ Hot Wash: What went well; what needs improvement</li> <li>○ After Action Process and Report</li> <li>○ Review and revise Regional Shelter Plan</li> </ul>
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas that need improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Dormitory Team Leader

2016

<b>Job Description</b>		
Provide adequate dormitory services to regional shelter Clients		
Works with partner agencies to ensure that individual sheltering needs are met		
Provide coordination and assistance to parents to provide age appropriate child care activities		
<b>Reports to</b>	<b>Contact Information</b>	
Shelter Branch Manager		
<b>Supervises</b>		
Childcare Assistance Unit Staff		
<b>Partner Agencies</b>	<b>Contact Information</b>	
Local Schools		
Local Day Care		
Local Hotels/Motels		
Local Social Service Agencies		
American Red Cross		
<b>Forms, Protocols, and Other Resources</b>		
<b>Item</b>	<b>Description/Notes</b>	<b>Quantity/Location</b>
<input type="checkbox"/> Regional Shelter Hierarchy Chart		
<input type="checkbox"/> Job Action Sheet (JAS)		
<input type="checkbox"/> ICS 214 Activity Log (FORM)		
<input type="checkbox"/> ICS 308 Resource Request (FORM)		
<input type="checkbox"/> Shelter Rules and Regulations (LIST)	Post in Shelter	
<input type="checkbox"/> Childcare Registration (FORM)		
<input type="checkbox"/> Minimum Dormitory Equipment Recommendations	Cots or floor mats, blankets, cribs,	1 each Client
<input type="checkbox"/> Minimum Childcare Equipment Recommendations	Simple toys, cards, TV,	Selection
<input type="checkbox"/> Dormitory Information, Rules and Routines		
<input type="checkbox"/> Cot Cleaning Guide		
<b>Initial Planning Actions</b>		
<input type="checkbox"/> Plan for a regional shelter dormitory operation with the Regional Shelter Branch Manager or Incident Command/EOC		
<input type="checkbox"/> Review dormitory policies and procedures		
<input type="checkbox"/> Contact Partner Agencies to assist with Operations		
<input type="checkbox"/> Determine Staffing and Supply needs, complete Resource Request Form (ICS 308) and send to Logistics		
<input type="checkbox"/> Set and post Dormitory Rules (See LIST)		
<b>Initial Response</b>		
<input type="checkbox"/> Conduct Final Pre-Opening Shelter inspection with Regional Shelter Branch Manager or IC		



<input type="checkbox"/> Appoint Childcare Assistance Unit Leader
<input type="checkbox"/> Appoint Staff (Volunteers) as needed
<input type="checkbox"/> Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms and Dormitory Rules List
<input type="checkbox"/> Oversee and assist with Dormitory and Childcare Assistance area set-up <ul style="list-style-type: none"> <li>○ Minimum 40 sf. per person</li> <li>○ 3 ft. between cots</li> <li>○ Allow families to form groups with extra space</li> <li>○ Dormitory Area is restricted to Clients and is quiet zone</li> </ul>
<input type="checkbox"/> Confirm Staffing and Resource Requests with Logistics
<input type="checkbox"/> Confirm Set-up with Shelter Branch Manager or Regional Shelter Supervisor/IC/EOC
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Determine staffing schedule with Planning Manager and Shelter Branch Manager
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Oversee Dormitory and Childcare Assistance Areas (Note: parents are responsible for the children at all times.)
<input type="checkbox"/> Set up FNSS cots only as needed to ensure that there cots available for FNSS Clients as they arrive
<input type="checkbox"/> Maintain quiet and low light hours as posted for the Dormitory Area
<b>Shelter Closing</b>
<input type="checkbox"/> Coordinate with Shelter Branch Manager on shelter closing
<input type="checkbox"/> Hold shelter closing briefing with Dormitory and Childcare Staff
<input type="checkbox"/> Assist with transition of Shelter Clients to their new normal as needed
<input type="checkbox"/> Assist with demobilization, clean-up and equipment return in Dormitory Area, including cot cleaning <ul style="list-style-type: none"> <li>○ Refresh (Clean and sanitize facility and cots)</li> <li>○ Repair (if practical)</li> <li>○ Restore (if able, otherwise replace)</li> <li>○ Return (borrowed equipment)</li> <li>○ Replace (pillows and blankets)</li> <li>○ Remove (trash and broken equipment)</li> </ul>
<input type="checkbox"/> Turn in all logs to Supervisor
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas for improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Facilities Unit

2016

<b>Job Description</b>		
Responsible for coordinating shelter facility cleaning and maintenance Responsible for coordinating solid waste disposal Responsible for coordinating showers and laundry facilities Maintain contact and coordination with Facilities owner/manager		
Reports to	Contact Information	
Regional Shelter Support Branch Leader		
Supervises		
Facilities Unit Staff		
Partner Agencies	Contact Information	
Schools and other regional facilities		
Voluntary Agencies - COAD		
Local Cleaning Services		
Solid Waste Disposal Services		
Laundry services		
Plumbers, electricians, carpenters, repairmen		
Forms, Protocols, and Other Resources		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Job Action Sheets (JAS)	FORMS Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> ICS 214 Activity Log (FORM)	FORMS Section of Shelter Plan	
<input type="checkbox"/> ICS 308 Resource Request (FORM)	FORMS Section of Shelter Plan	
<input type="checkbox"/> Supply List (LIST)	LIST Section of Shelter Plan	
<input type="checkbox"/> Cot Cleaning Guidelines (Resources)		
<input type="checkbox"/> Facility Opening/Closing Assessment (FORM)		
<input type="checkbox"/> ICS 211 Personnel Sign-in (FORM)	FORMS Section of Shelter Plan	
<input type="checkbox"/> Equipment Recommendations	Trash bags, mops, sanitizer, soap, cleaning rags, rubber gloves, vacuum, paper towels, brushes, broom, buckets, dust pan,	
Initial Planning Actions		
<input type="checkbox"/> Obtain briefing on Situational Awareness from Shelter Supervisor or Incident Command/EOC		
<input type="checkbox"/> Designate and activate Staff positions as needed		
<input type="checkbox"/> Establish communications with Planning, Regional Shelter Supervisor, Manager, Service Branch, EOC to identify resource needs		
<input type="checkbox"/> Participate in Shelter facility walk-through with Regional Shelter Supervisor and Facilities Manager using the Facility Opening/Closing Assessment Form		



<b>Initial Response</b>
<input type="checkbox"/> Establish a work station in the Logistics Center location
<input type="checkbox"/> Check in Staff as they arrive and distribute Job Action Sheets (JAS)
<input type="checkbox"/> Hold Initial Staff Briefing
<input type="checkbox"/> Determine immediate shelter facility needs with Shelter Manager/Supervisor/IC/EOC
<input type="checkbox"/> Assist with setting up Shelter
<input type="checkbox"/> Establish communications with Finance Manager to coordinate procurement of goods and services
<input type="checkbox"/> Plan for: <ul style="list-style-type: none"> <li><input type="checkbox"/> Potable Water</li> <li><input type="checkbox"/> Sanitary Waste disposal</li> <li><input type="checkbox"/> Power Supply and backup power</li> <li><input type="checkbox"/> Telephones and internet</li> <li><input type="checkbox"/> Shelter Cleaning Service</li> <li><input type="checkbox"/> Shelter waste disposal</li> <li><input type="checkbox"/> Showers, if needed</li> <li><input type="checkbox"/> Laundry, if needed</li> </ul>
<input type="checkbox"/> Resource Request Protocols: <ul style="list-style-type: none"> <li><input type="checkbox"/> Resource Request Form received</li> <li><input type="checkbox"/> Determine in resource is currently available by checking with Support Branch Leader/Supply Unit</li> <li><input type="checkbox"/> Distribute/deliver as available</li> <li><input type="checkbox"/> If not available, through MEMA or as a donation, work with Finance Manager/Cost Unit to coordinate purchase</li> <li><input type="checkbox"/> Update the Resource Inventory List (maintained by Support Branch Manager/Supply Unit)</li> </ul>
<input type="checkbox"/> Confirm set-up with Logistics Manager
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Maintain Situational Awareness and communications with Operations/EOC. Use runner/observers if necessary
<input type="checkbox"/> Ensure continuous communications with the Regional Shelter Supervisor or Incident Command/EOC
<input type="checkbox"/> Coordinate procurement of goods and services with Finance Manager
<input type="checkbox"/> Receive and address Shelter Facility requests such as: <ul style="list-style-type: none"> <li><input type="checkbox"/> Spills (Spill kit on –site)</li> <li><input type="checkbox"/> Trash (Remove at least 3 times per day)</li> <li><input type="checkbox"/> Repairs (Contractor contact information)</li> <li><input type="checkbox"/> Bathroom Conditions (need servicing at least 3 times per day)</li> </ul>
<input type="checkbox"/> Determine daily and next Operational Period Resource and Staffing needs for the shelters
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li><input type="checkbox"/> Situational updates</li> <li><input type="checkbox"/> Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li><input type="checkbox"/> Emphasize the importance of documenting everything, especially injuries and complaints</li> <li><input type="checkbox"/> Sign in/out Staff</li> <li><input type="checkbox"/> Discuss needs or concerns for the next shift</li> <li><input type="checkbox"/> Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Ensure planning for the next operational periods
<b>Shelter Closing</b>
<input type="checkbox"/> Receive closing orders from Incident Command/EOC



<input type="checkbox"/> Create a Closing/Demobilization Plan <ul style="list-style-type: none"> <li>○ Include a list of voluntary agencies and individuals to be thanked</li> <li>○ Pack excess supplies as they become unnecessary</li> <li>○ Ship extra supplies to other shelters, return or donate</li> </ul>
<input type="checkbox"/> Brief Staff on closing and forms collections <ul style="list-style-type: none"> <li>○ Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents</li> <li>○ Hot Wash: What went well; what needs improvement</li> <li>○ After Action Process and Report</li> <li>○ Review and revise Regional Shelter Plan</li> </ul>
<input type="checkbox"/> Assist with clean up and equipment return <ul style="list-style-type: none"> <li>○ Refresh (Clean and sanitize facility and equipment)</li> <li>○ Repair (if practical)</li> <li>○ Restore (if able, otherwise replace)</li> <li>○ Return (borrowed equipment)</li> <li>○ Replace</li> <li>○ Remove (trash and broken equipment)</li> </ul>
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas that need improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Finance Manager

2016

<b>Job Description</b>		
Keeps track of all expenses and required financial paperwork associated with regional shelter operations		
Works closely with IC Finance Section Chief and the fiduciary of the Regional Shelter Authority		
Collect and track all resource requests and purchase orders after approval by the IC		
Collect and track all time logs, including volunteer time to be used as FEMA/State matching funds		
Collect and track all other data and reports for the sheltering response		
Work with Donations Unit to establish channels to receive/ track monetary donations. Cash shouldn't be accepted at shelter.		
<b>Reports to</b>	<b>Contact Information</b>	
Regional Shelter Supervisor		
<b>Supervises</b>		
Time Unit		
Cost Unit		
<b>Partner Agencies</b>	<b>Contact Information</b>	
Municipal Finance Officers		
Local Businesses		
State Finance Officers		
Voluntary Agencies		
Responder Groups and Agencies		
<b>Forms, Protocols, and Other Resources</b>		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Job Action Sheets (JAS)	In Forms Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> ICS 214 Activity Log (FORM)	In Forms Section of Shelter Plan	
<input type="checkbox"/> ICS 308 Resource Request (FORM)		
<input type="checkbox"/> ICS 211 Personnel Sign-in (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Expense Tracking Form (FORMS)		
<input type="checkbox"/> Shelter Invoice		
<input type="checkbox"/> Regional Shelter Authority Invoice Form (FORMS)		
<input type="checkbox"/> ICS 202B Station Objective and Update Form	Forms Section of Shelter Plan	
<input type="checkbox"/> Regional Shelter Plan Concept of Operations	<a href="http://wrhsac.org/resources/resource-documents/">http://wrhsac.org/resources/resource-documents/</a>	
<input type="checkbox"/> Shelter Time Log Table		
<input type="checkbox"/> Equipment Recommendations	Phone, laptop with EXCEL and internet, printer, files, Fiduciary checkbook and/or credit card	
<b>Initial Planning Actions</b>		
<input type="checkbox"/> Review financial tracking and approval protocols with the Shelter Supervisor and Incident Command/EOC		



<input type="checkbox"/> Designate and activate Staff positions as needed:
<input type="checkbox"/> Create a expense and time tracking data base that: <ul style="list-style-type: none"> <li>○ Identifies the expense, vendor and date</li> <li>○ Indicates who authorized the expense</li> <li>○ Allocates expenses by Municipality</li> </ul>
<b>Initial Response</b>
<input type="checkbox"/> Establish a working Finance/Data Center Location
<input type="checkbox"/> Check in Staff as they arrive and distribute Job Action Sheets (JAS)
<input type="checkbox"/> Hold Initial Staff Briefing
<input type="checkbox"/> Confirm set-up with Regional Shelter Supervisor
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Ensure continuous communications with the Regional Shelter Supervisor or Incident Command/EOC
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Ensure that all expenses have by preapproved by the Regional Shelter Supervisor and IC/EOC
<input type="checkbox"/> Cost Unit oversees the monitoring and documenting of all expenses with the Logistics Manager
<input type="checkbox"/> Keep the Regional Shelter Authority informed of all shelter expenditures
<input type="checkbox"/> Time Unit collects and monitors all documents and Action Logs, Time sheets, Volunteer Time and Donations
<input type="checkbox"/> Work with Donations Unit to establish channels to receive/track monetary donations. No cash should be accepted at shelter.
<input type="checkbox"/> Collects, collates and reports on all data/reports generated during the Shelter Operations
<input type="checkbox"/> Prior to each operational period, use the ICS 202B Station Objective and Update Form to note the objectives/required activities for the Branch. Branch objectives/activities are based on overarching objectives set by the Shelter Supervisor. <ul style="list-style-type: none"> <li>○ Note activity completion status at the end of the operational period</li> <li>○ Provide summary of all Branch Unit’s Activity Logs for Supervisor/IC (Logistics Manager) on the ICS 202B.</li> </ul>
<b>Shelter Closing</b>
<input type="checkbox"/> Receive closing orders from Incident Command/EOC
<input type="checkbox"/> Brief Staff on closing and forms collections <ul style="list-style-type: none"> <li>○ Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents</li> <li>○ Hot Wash: What went well; what needs improvement</li> <li>○ After Action Process and Report</li> <li>○ Review and revise Regional Shelter Plan</li> </ul>
<input type="checkbox"/> Assist with clean up and equipment return <ul style="list-style-type: none"> <li>○ Refresh (Clean and sanitize facility and equipment)</li> <li>○ Repair (if practical)</li> <li>○ Restore (if able, otherwise replace)</li> <li>○ Return (borrowed equipment)</li> <li>○ Replace</li> <li>○ Remove (trash and broken equipment)</li> </ul>



Forward all equipment replacement procurement needs/requests to community/municipal fiduciary

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



# Regional Shelter Job Action Sheet Operations: Regional Shelter FNSS Advisor

2016

<b>Job Description</b>		
Works with partner agencies to ensure that individual daily functional needs are being addressed		
Works to ensure dietary, limited mobility, limited hearing, languages, etc. needs , including ADA compliance, are met		
<ul style="list-style-type: none"> <li>▪ Works with Shelter Branch Supervisor, Logistics Manager and Ombudsman to ensure that shelter set-up and supplies meet access and functional needs of Shelter Clients</li> </ul>		
<b>Reports to</b>	<b>Contact Information</b>	
Shelter Branch Manager		
<b>Supervises</b>		
Functional Needs Services Support (FNSS) Staff		
Interpreter Strike Team		
<b>Partner Agencies</b>	<b>Contact Information</b>	
Mass Department of Public Health – 24/7	(617) 983-6800 EPI on call	
District Health Officer – Charlie Kaniecki	(617) 839.3237 <a href="mailto:Charlie.Kaniecki@state.ma.us">Charlie.Kaniecki@state.ma.us</a>	
Mass Dept. of Mental Health – RaeAnn Frenette	(617) 626.8145 <a href="mailto:RaeAnn.Frenette@state.ma.us">RaeAnn.Frenette@state.ma.us</a>	
Massachusetts Registry of Interpreters for the Deaf		
Interpreter Strike Team		
Local Long Term Care (LTC) Facilities		
COAD – Voluntary Organizations		
MACC/HMCC		
<b>Forms, Protocols, and Other Resources</b>		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy Chart		
<input type="checkbox"/> Job Action Sheet (JAS)		
<input type="checkbox"/> Contact List (LIST)		
<input type="checkbox"/> ICS 214 Activity Log (FORM)		
<input type="checkbox"/> ICS 308 Resource Request (FORM)		
<input type="checkbox"/> Access and Functional Needs MOUs	Shelter Plan	
<input type="checkbox"/> Mass Care Functional Needs Intake Form (FORM)		
<input type="checkbox"/> C-MIST Functional Needs Worksheet (FORM)		
<input type="checkbox"/> FNSS Assistance Request Form (FORM)		
<input type="checkbox"/> Pharmacy/Medical Services (LIST)	Maybe found in the Medical/Medication Plan	
<input type="checkbox"/> Shelter Confidentiality Agreement (FORM)		
<input type="checkbox"/> FNSS Diet Sample Menus (LIST)		
<input type="checkbox"/> Minimum Equipment Recommendations	Phone, Pens/Pencils, Folders	1 each
<b>Initial Planning Actions</b>		



<input type="checkbox"/> Plan for a regional shelter operation health and safety with the Regional Shelter Branch Manager or Incident Command/EOC
<input type="checkbox"/> Appoint Staff as needed
<input type="checkbox"/> Review FNSS Shelter policies and procedures
<input type="checkbox"/> Participate in the initial Shelter walk-through/assessment (FORM) to identify FNSS and Universal Design Issues: <ul style="list-style-type: none"> <li>○ Minimum 40 sq ft per person; 60 sq ft per person for individuals with Medical and/or Functional needs.</li> <li>○ Ramps, smooth floors, wide doorways</li> <li>○ Aisles at least 32-36" wide and marked with tape</li> <li>○ Signs (pictograms, multiple languages, large print, simple fonts, etc. )</li> <li>○ Handicapped toilet, sink, shower; Adequate lighting</li> <li>○ Chairs with arms; Handicapped (high and wide) cots; Space for walkers and wheelchairs</li> <li>○ Quiet area for Autism, elderly, small children</li> <li>○ Special Diets such as allergies, low salt, gluten free, nuts, low fat, vegetarian, etc.</li> </ul>
<input type="checkbox"/> Identify and address any FNSS issues as soon as practical with Shelter Manager
<b>Initial Response</b>
<input type="checkbox"/> Conduct Final Pre-Opening Shelter inspection with Regional Shelter Branch Manager or IC
<input type="checkbox"/> Contact partner agencies to assist with any FNSS needs
<input type="checkbox"/> Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms and Shelter Information and Rules List
<input type="checkbox"/> Provide Registration Team with FNSS Intake Form (FORM)
<input type="checkbox"/> Provide Registration Team with Confidentiality Agreement (FORM)
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Monitor Staff for "burn-out" and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Track all FNSS issues and requests (FORM)
<input type="checkbox"/> Work to resolve FNSS issues and log how they were resolved (FORM)
<input type="checkbox"/> To obtain Interpreters, American Sign Language / Deaf and Hard of Hearing interpreters: <ul style="list-style-type: none"> <li>• Contact the Massachusetts Commission for the Deaf and Hard of Hearing (MCDHH) is part of the the Department of Public Health.</li> <li>• For emergency requests for interpreters during regular work days, Monday through Friday, 8:45 am to 5:00 pm, call 1-800-249-9949 TTY/Voice. This is a hotline for emergencies only and is answered by the staff of the MCDHH Interpreter Referral Service.</li> <li>• During regular workdays when MCDHH office is open, MCDHH will seek to contact and refer qualified, available interpreters as soon as possible but does not currently have on-call interpreters waiting and dedicated for emergency purposes.</li> </ul>
<input type="checkbox"/> Assist with the transition out of the shelter of Clients who have functional or support needs
<b>Shelter Closing</b>
<input type="checkbox"/> Coordinate with DPH and Shelter Branch Manager on shelter closing
<input type="checkbox"/> Continue to assist Clients with FNSS needs to transfer to their new normal



<input type="checkbox"/> Continue to track all FNSS issues and requests (FORM)
<input type="checkbox"/> Assist with clean up and equipment return <ul style="list-style-type: none"><li>○ Refresh (Clean and sanitize facility and equipment)</li><li>○ Repair (if practical)</li><li>○ Restore (if able, otherwise replace)</li><li>○ Return (borrowed equipment)</li><li>○ Replace</li><li>○ Remove (trash and broken equipment)</li></ul>
<input type="checkbox"/> Turn in all logs to Supervisor
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas for improvement



# Regional Shelter Job Action Sheet Operations: Regional Shelter Food Unit

2016

Job Description		
Responsible for coordinating and delivery of safe and adequate food to all shelters		
Responsible for obtaining, storing, preparing, feeding, distribution and clean-up		
Determine the feeding schedule based on resources and needs		
Ensure that there is a knowledgeable Person-in-Charge(PIC) of food operations		
Work with Public Health to provide daily food safety inspections		
Reports to	Contact Information	
Regional Shelter Service Branch Leader		
Supervises		
Food Unit Staff		
Partner Agencies	Contact Information	
MEMA		
Salvation Army (feeding)		
American Red Cross (feeding, dormitory)		
Medical Reserve Corps	<a href="http://www.wmmrc.org">www.wmmrc.org</a>	
Voluntary Agencies		
Faith Community		
Local Restaurants and Caterers		
Food Bank of Western Massachusetts		
Forms, Protocols, and Other Resources		
Item	Description/Notes	Quantity /Location
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Job Action Sheets (JAS)	Forms Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> ICS 214 Activity Log (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> ICS 308 Resource Request (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Staffing Needs List (LIST)		
<input type="checkbox"/> Supply List (LIST)		
<input type="checkbox"/> Shelter Menus: Special Needs (Resources)		
<input type="checkbox"/> Food Unit Recommended Equipment (LIST)		
<input type="checkbox"/> (ARC form F5266) FORM		
<input type="checkbox"/> Environmental Health Shelter Assessment	Form	
<input type="checkbox"/> Emergency Handbook for Food Managers	APC – <a href="http://www.naccho.org">www.naccho.org</a>	
<input type="checkbox"/> ICS 211 Personnel Sign-in (FORM)	Forms Section of Shelter Plan	



<input type="checkbox"/> Minimum Equipment Recommendations	Phone, refrigerator, stove/microwave, instant read thermometer, non-latex gloves, sanitizer tablets, paper towels, paper plates, plastic utensils, paper cups, trash bags,	
<b>Initial Planning Actions</b>		
<input type="checkbox"/> Report to Supervisor		
<input type="checkbox"/> Obtain briefing on Situational Awareness from Shelter Supervisor or Incident Command/EOC		
<input type="checkbox"/> Establish and maintain communications with Supervisor		
<input type="checkbox"/> Designate and activate Staff positions as needed		
<input type="checkbox"/> Establish communications with Logistics Manager, Support Branch Leader		
<input type="checkbox"/> Determine Types of Food Service: <ul style="list-style-type: none"> <li>○ Commercially pre-prepared, packaged meals</li> <li>○ Contract with catering service</li> <li>○ Church or community group using a knowledgeable Person-in-Charge in a certified and licensed kitchen</li> <li>○ Permitted/licensed mobile Kitchen (Red Cross, Salvation Army)</li> <li>○ Volunteers with a knowledgeable Person-in-Charge operating the Shelter as a Temporary Food Establishment</li> </ul>		
<input type="checkbox"/> Establish Food Unit Policies: <ul style="list-style-type: none"> <li>○ Maintain a clean, professional appearance and attitude</li> <li>○ Post Meal and snack times (Menus if you can are always appreciated by Shelter Clients and Staff)</li> <li>○ Provide beverages and snacks at all hours if possible</li> <li>○ NO donated food from non-commercial/unknown sources</li> <li>○ ALWAYS follow safe food handling procedures</li> <li>○ ELIMINATE cross contamination of raw and ready-to-eat foods</li> <li>○ Keep it clean and sanitary at all times</li> <li>○ Hot foods are hot and cold foods are cold</li> <li>○ Note time food leaves temperature control</li> <li>○ Keep accurate count of all meals and snacks served each day (ARC FORM F5266)</li> <li>○ General Public not allowed in the Food Prep Area</li> <li>○ Try to accommodate special diets. Coordinate special needs with FNSS Advisor</li> <li>○ No food/drinks in the Dormitory Area</li> <li>○ Wash, rinse and sanitize (sanitizing tablets or chlorine drops) all utensils and food work services</li> <li>○ Collect and dispose of all wastes at least three times per day</li> <li>○ Anyone who needs food is served</li> <li>○ Food distribution is responsive, transparent and equitable</li> <li>○ More than 10% food waste means meals portions need to be adjusted smaller</li> <li>○ When in doubt, throw it out</li> <li>○ Potentially Hazardous Foods (PHF) outside of temperature control must be thrown out after 4 hours</li> <li>○ Consider cultural, ethnic, religious, and dietary needs within 36 hours of shelter opening</li> </ul>		
<input type="checkbox"/> Meal Standards: <ul style="list-style-type: none"> <li>○ 2000 calories/per day</li> <li>○ 8 oz. by volume entrée</li> <li>○ 6 oz. by volume side dishes</li> <li>○ 6 oz. by volume desert</li> </ul>		
<input type="checkbox"/> Post feeding schedule based on available resources and needs. (confirm with Shelter Manager) <ul style="list-style-type: none"> <li>○ Meals (7-8; 12-1:00; 5-6:30)</li> <li>○ Snacks (self-serve, ready-to-eat, whole fruits and vegetables, crackers, popcorn, granola bars, cookies, etc.)</li> </ul>		



<input type="checkbox"/> <b>Food Area Requirements</b> <ul style="list-style-type: none"> <li>○ Person in Charge (PIC) must have a current food safety certification</li> <li>○ Good lighting and ventilation are a must, especially when cooking</li> <li>○ Control access to Food preparation/storage areas</li> <li>○ Food Prep Area: clean and sanitize often (10% bleach)</li> <li>○ Refrigeration (or generators, dry ice)</li> <li>○ Hand-wash station a MUST + use of disposable gloves (non-latex)</li> </ul>
<input type="checkbox"/> <b>Safe Food Handling Practices:</b> <ul style="list-style-type: none"> <li>○ Food holding: log time/temperatures <ul style="list-style-type: none"> <li>● Hot/cold food holding: above 140 F./ below 40 F.</li> <li>● Re-heat ONCE in 2 hours to 165 F.</li> <li>● Discard food after 4 hours</li> </ul> </li> <li>○ Food Storage: secure and off the floor if possible</li> <li>○ Safe Ice/Drinks (treat drink tubs with 1 tsp. bleach/5-8 gallons)</li> <li>○ Reduced menus; offer fewer potentially hazardous foods (items that need refrigeration)</li> <li>○ Meal plans that meet dietary/cultural needs within 36 hrs.</li> <li>○ Hand and ware washing protocols posted</li> <li>○ Sanitation and cleanliness (sanitizer – 10% bleach solution)</li> <li>○ Disposables/gloves (non-latex)</li> <li>○ Solid Waste management (trash, garbage, medical waste)</li> <li>○ Food Embargoes/Fitness of Food <ul style="list-style-type: none"> <li>● Discard Potentially Hazardous Food(PHF) after 4 hours @40 F</li> <li>● Sorting, condemnation, disposal</li> <li>● Donations of Food: must meet Safe Food Standards</li> </ul> </li> <li>○ Potable Water Supplies</li> <li>○ Monitor for contamination: chemical, bacterial, radiation, viral, particulate matter</li> <li>○ Boil and other water use orders</li> <li>○ Bulk water must be from an approved source</li> </ul>
<b>Initial Response</b>
<input type="checkbox"/> Check in with Supervisor and obtain Job Action Sheets (JAS)
<input type="checkbox"/> Attend initial Staff briefing
<input type="checkbox"/> Establish a beverage and snack center of ready-to-eat, room temperature foods as soon as possible
<input type="checkbox"/> Establish a Food Unit work station in the Logistics Center location to facilitate procurement of goods and services
<input type="checkbox"/> Train Staff on each Shift on Safe Food Handling: <ul style="list-style-type: none"> <li>○ Proper Hand washing</li> <li>○ Gloves</li> <li>○ Proper Hot and Cold Holding</li> <li>○ Proper Sanitation</li> <li>○ Proper Serving (Set up the utensils so the public can grab the handles. Use long handled serving spoons)</li> </ul>
<input type="checkbox"/> Receive immediate shelter food requests from Shelter Manager/Supervisor/IC/EOC
<input type="checkbox"/> Establish communications with Finance Manager to coordinate procurement of goods and services



<input type="checkbox"/> Set up Shelter Food Service Area with provisions for <ul style="list-style-type: none"> <li>○ A dedicated, labeled Hand washing Station (warm water, pump soap and paper towels)</li> <li>○ Sanitation protocols and supplies</li> <li>○ Food log to show time food left temperature control</li> <li>○ Hot and Cold Holding (below 40 and above 140 degrees F.)</li> <li>○ Food preparation (wash and glove)</li> <li>○ Food service (disposable utensils preferred)</li> <li>○ Clean-up, sanitize and waste disposal</li> </ul>
<input type="checkbox"/> Resource Request Protocols: <ul style="list-style-type: none"> <li>○ Resource Request Form received</li> <li>○ Determine in resource is currently available by checking with Support Branch Leader/Supply Unit</li> <li>○ Distribute/deliver as available</li> <li>○ If not available, through MEMA or as a donation, work with Finance Manager/Cost Unit to coordinate purchase</li> <li>○ Update the Resource Inventory List (maintained by Support Branch Manager/Supply Unit)</li> </ul>
<input type="checkbox"/> Confirm set-up with Service Branch Leader
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Maintain Situational Awareness and communications with Operations/EOC. Use runner/observers if necessary
<input type="checkbox"/> Ensure continuous communications with the Logistics Manager, as assigned
<input type="checkbox"/> Coordinate procurement of goods and services with Finance Manager, as assigned
<input type="checkbox"/> Prepare and serve meals and snacks, as assigned
<input type="checkbox"/> Accommodate special diets as able
<input type="checkbox"/> Maintain a safe food environment
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> Attend shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Continue to train and monitor staff on each shift for Safe Food Handling
<input type="checkbox"/> Determine and report daily and next Operational Period Resource and Staffing needs for the shelters
<b>Shelter Closing</b>
<input type="checkbox"/> Receive closing orders from Logistics Manager
<input type="checkbox"/> Attend Staff briefing on closing and forms collections <ul style="list-style-type: none"> <li>○ Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents</li> <li>○ Hot Wash: What went well; what needs improvement</li> <li>○ After Action Process and Report</li> <li>○ Review and revise Regional Shelter Plan</li> </ul>
<input type="checkbox"/> Implement a Closing/Demobilization Plan <ul style="list-style-type: none"> <li>○ Include a list of voluntary agencies and individuals to be thanked</li> <li>○ Pack excess supplies as they become unnecessary</li> <li>○ Ship extra supplies to other shelters, return or donate</li> </ul>



- 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)
- Participate in the After Action Report process, including identification of areas that need improvement



# Regional Shelter Job Action Sheet Operations: Regional Shelter Kennel Team

2016

<b>Job Description</b>		
Responsible for animal care including, water, food exercise and sanitation		
Responsible for supplies storage area		
Reports to	Contact Information	
Regional Animal Shelter Branch Manager		
Supervises		
Kennel Team Volunteers		
Partner Agencies	Contact Information	
Local Animal Service Organizations		
DART/SMART		
Forms, Protocols, and Other Resources		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Job Action Sheets (JAS)	In Forms Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> DART Shelter Team Contacts (LIST)	<a href="http://www.wrhsac.org">www.wrhsac.org</a> to access	
<input type="checkbox"/> Regional DART Shelter SOP (SOP)		
<input type="checkbox"/> Regional DART Shelter Supply (LIST)		
<input type="checkbox"/> ICS 214 Activity Log (FORM)	In Forms Section of Shelter Plan	
<input type="checkbox"/> Pet Shelter Rules (LIST)		
<input type="checkbox"/> Incident Report Forms (FORM)		
<input type="checkbox"/> Pet Daily Care (FORM)		
<input type="checkbox"/> Pet Care Failure to Comply Notice (FORM)		
<input type="checkbox"/> Bite Report (FORM)		
<input type="checkbox"/> Incident Report Forms (FORM)		
<input type="checkbox"/> Pet Shelter Standard Operating Guide (SOG)		
<input type="checkbox"/> ICS 308 Resource Request (FORM)		
<input type="checkbox"/> Animal Shelter Guidelines (Resources)		
<input type="checkbox"/> Service Animal/Pet Check-in/out Forms (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> ICS 211 Personnel Sign-in (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Incident Report Forms (FORM)	Accidents and Complaints – Forms Section of Plan	
<input type="checkbox"/> Minimum Equipment Recommendations	Radio, cell phone, cages, water bowls, leashes, flashlights, pens/paper, camera, tags, markers	
Initial Planning Actions		
<input type="checkbox"/> Plan for regional animal shelter Kennel Area with the Regional Animal Shelter Branch Manager		
<input type="checkbox"/> Designate and activate Staff positions as needed		



<input type="checkbox"/> Review if available the DART Assessment of the Regional Animal Shelter Facility to determine capacity and resources Note: many evacuees will have service animals or pets
<b>Initial Response</b>
<input type="checkbox"/> Check in Staff as they arrive and distribute Job Action Sheets (JAS)
<input type="checkbox"/> Hold Initial Staff Briefing with DART staff to review shelter needs and distribute Activity Logs, Resource Request FORMS <ul style="list-style-type: none"> <li>○ NOTE: Animal Shelter Staff assist pet owners in caring for their own animals</li> <li>○ Staff are not expected to help care for dangerous or sick animals</li> </ul>
<input type="checkbox"/> Review Animal Shelter Guidelines and Kennel Protocols (Resources)
<input type="checkbox"/> Supervise and assist with set-up of Shelter Kennel Living Area
<input type="checkbox"/> Assist with Supply Storage and Food Prep Areas
<input type="checkbox"/> Confirm shelter Kennel set-up with Animal Shelter Branch Manager and set opening time
<input type="checkbox"/> Obtain approval for all animal shelter expenditures from the Animal Shelter Branch Manager
<input type="checkbox"/> Confirm set-up with Animal Shelter Branch Manager
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Ensure that a Pet Registration and Animal Care Sheet is completed for each animal
<input type="checkbox"/> Ensure that every animal is tagged, labeled and photographed
<input type="checkbox"/> Pet Kennel Living Area Policies: <ul style="list-style-type: none"> <li>○ Post a copy of the Pet Shelter Rules</li> <li>○ Pet Owners should accompany Pets to the Pet Living Area</li> <li>○ Ensure species are sufficiently separated to mitigate stressors. (Ex: don’t place rabbits next to dogs)</li> <li>○ Ensure individual pets with specific conditions (extremely aggressive dog, timid or nervous pet etc...) are separated by an adequate distance to mitigate stressors.</li> <li>○ Efforts made to ensure crated/caged Pets do not face each other</li> </ul>
<input type="checkbox"/> Pet Kennel Living Area Supplies: <ul style="list-style-type: none"> <li>○ Monitor the available expendable supplies and notify the Logistics Section Chief when supplies are running low.</li> <li>○ Work to ensure an adequate supply of clean water and appropriate food</li> <li>○ Request cleaning supplies and waste removal as needed</li> </ul>
<input type="checkbox"/> Pet Kennel Living Area Standard Operating Guide: <ul style="list-style-type: none"> <li>○ Welcome the Pet/Owner</li> <li>○ Confirm the Crate/Cage Identification Card and Pet Daily Care Forms have been completed</li> <li>○ Assign the Pet to a crate/cage and attach the Crate/Cage ID Card</li> <li>○ Record on Pet Daily Log (FORM) when pets are moved, removed or returned</li> <li>○ Note Owner’s care of pet on Pet Daily Care Form – date/time, who, and type of care</li> <li>○ Assist Pet Owner with feeding, walking, watering, cleaning and caring for their Pet</li> <li>○ Maintain organized, complete records</li> </ul>



<input type="checkbox"/> Pet Kennel Living Area Problems: <ul style="list-style-type: none"> <li>○ Issue Pet Care Failure to Comply Notice if Owner does not care for their Pet on a regular/adequate schedule</li> <li>○ Monitor Pets for stress/behavior problems. Note on Pet Daily Care Form and notify Owner as soon as possible</li> <li>○ If Pet becomes sick or injured, contact Pet Owner immediately and note problem on Daily Pet Care Form. Pet Owner is responsible for all care, treatment or removal as needed.</li> </ul>
<input type="checkbox"/> Provide Kennel and Storage/Food Staff to assist Pet Owners in caring for their pets
<input type="checkbox"/> Ensure continuous communications with the Animal Shelter Branch Manager
<input type="checkbox"/> Ensure Pet Kennel Living Area operates safely and efficiently and address needs as they arise
<input type="checkbox"/> Monitor the kennel capacity and needs
<input type="checkbox"/> Ensure the safe and efficient transition of owners and their pets back to their new normal or shelter
<input type="checkbox"/> Ensure planning for the next operational periods
<b>Shelter Closing</b>
<input type="checkbox"/> Receive closing orders from Incident Command/EOC
<input type="checkbox"/> Kennel Closing Check List: <ul style="list-style-type: none"> <li>○ Determine if volunteers can work at another animal shelter</li> <li>○ Pack excess supplies as they become unnecessary</li> <li>○ Determine where the supplies need to go and begin the shipping process as soon as possible</li> <li>○ Update the supply inventory</li> <li>○ Clean and return the shelter to its original condition as the shelter closes</li> <li>○ Return all moved furniture and remove signage</li> <li>○ Dispose of all wastes and Clean and Sanitize</li> </ul>
<input type="checkbox"/> Ensure that all animals are returned to owners, caretakers or animal facility
<input type="checkbox"/> Hold final Staff De-briefing and collect forms <ul style="list-style-type: none"> <li>○ Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents</li> <li>○ Hot Wash: What went well; what needs improvement as well as After Action Process and Report</li> <li>○ Review and revise Regional Shelter Plan</li> </ul>
<input type="checkbox"/> Work with Finance Officer as needed to ensure that invoices and reimbursement forms are completed
<input type="checkbox"/> Assist with clean up and equipment return <ul style="list-style-type: none"> <li>○ Refresh (Clean and sanitize facility and equipment)</li> <li>○ Repair (if practical)</li> <li>○ Restore (if able, otherwise replace)</li> <li>○ Return (borrowed equipment)</li> <li>○ Replace</li> <li>○ Remove (trash and broken equipment)</li> </ul>
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas that need improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Liaison Officer

2016

Job Description		
Provides coordination between Incident Command and partners, agencies and organizations involved in response/recovery		
Coordinates with PIO to ensure consistent, coordinated situational awareness and messages		
Reports to	Contact Information	
Regional Shelter Supervisor		
Supervises		
Liaison Staff		
Partner Agencies	Contact Information	
Mass Department of Public Health – 24/7	(617) 983-6800 EPI on call	
District Health Officer – Charlie Kaniecki	(617) 839.3237 <a href="mailto:Charlie.Kaniecki@state.ma.us">Charlie.Kaniecki@state.ma.us</a>	
Mass Dept. of Mental Health – RaeAnn Frenette	(617) 626.8145 <a href="mailto:RaeAnn.Frenette@state.ma.us">RaeAnn.Frenette@state.ma.us</a>	
DEP 24/7 Spill Hot Line	(888) 304-1133	
MEMA 24/7 Line	(413) 821-1500 (Western office)	
MACC/HMCC		
Mass State Police or County Sheriff's Dept.		
Forms, Protocols, and Other Resources		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy Chart		
<input type="checkbox"/> Job Action Sheet (JAS)		
<input type="checkbox"/> Agency Contact List (LIST)		
<input type="checkbox"/> ICS 214 Activity Log (FORM)		
<input type="checkbox"/> Minimum Equipment Recommendations	smartphone, laptop with internet, radio, pen/paper	1 each
Initial Planning Actions		
<input type="checkbox"/> Plan for a regional shelter operation with the Regional Shelter Supervisor or Incident Command/EOC		
<input type="checkbox"/> Appoint Staff as needed		
Initial Response		
<input type="checkbox"/> Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms		
<input type="checkbox"/> Establish communications with Regional Shelter Supervisor/Manager IC/EOC and partner agencies and organizations		
Daily Shelter Operations		
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit		



<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Maintain continuous situational awareness with partner agencies and organizations
<input type="checkbox"/> Provide daily shelter updates to the Regional Shelter Supervisor/Manager, IC, EOC, PIO
<b>Shelter Closing</b>
<input type="checkbox"/> Maintain continuous situational awareness with partner agencies and organizations and distribute closing information
<input type="checkbox"/> Assist with clean up and equipment return
<input type="checkbox"/> Turn in all logs to supervisor
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas for improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Logistics Manager

2016

<b>Job Description</b>		
<ul style="list-style-type: none"> <li>▪ Oversight of the Service Branch Team                             <ul style="list-style-type: none"> <li>○ Food Unit</li> <li>○ Staffing Unit</li> <li>○ Volunteer Management Unit</li> <li>○ Communications Unit</li> </ul> </li> </ul>		
Oversight of Support Branch Team <ul style="list-style-type: none"> <li>○ Supply Unit</li> <li>○ Transportation Unit</li> <li>○ Donations Unit</li> <li>○ Facilities Unit</li> </ul>		
Collects and manages all resource requests for goods and services for the shelters		
Coordinates procurement of goods and services for all regional shelters		
Coordinates and fills Shelter Staffing requests except Security requests which are directed to the Security Officer		
Coordinate all communication resources, both internal and external for the shelters		
Responsible for returning all equipment and supplies		
Reports to	Contact Information	
Regional Shelter Supervisor		
Supervises		
Service Branch Team Leader		
Support Branch Team Leader		
Partner Agencies	Contact Information	
MEMA		
Salvation Army (feeding)		
American Red Cross (feeding, dormitory)		
Western Region Homeland Security Advisory	<a href="http://www.wrhsac.org">www.wrhsac.org</a>	
Medical Reserve Corps	<a href="http://www.wmmrc.org">www.wmmrc.org</a>	
Voluntary Agencies		
Faith Community		
Local Businesses		
Forms, Protocols, and Other Resources		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Job Action Sheets (JAS)	FORMS Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> ICS 214 Activity Log (FORM)	FORMS Section of Shelter Plan	
<input type="checkbox"/> ICS 308 Resource Request (FORM)	FORMS Section of Shelter Plan	



<input type="checkbox"/> Staffing Needs List (LIST)	LIST Section of Shelter Plan	
<input type="checkbox"/> Supply List (LIST)	LIST Section of Shelter Plan	
<input type="checkbox"/> ICS 211 Personnel Sign-in (FORM)	FORMS Section of Shelter Plan	
<input type="checkbox"/> ICS 202B: Station Objective & Update Form	FORMS Section of Shelter Plan	
<input type="checkbox"/> ICS 203: Organizational Assignment List	Forms Section of Shelter Plan	
<input type="checkbox"/> ICS 204: Assignment List/Staff Schedule		
<input type="checkbox"/> ICS 205: Personnel and Communication List	Forms Section of Shelter Plan	
<input type="checkbox"/> Operational Period Staffing Schedule (ICS 215)		
<input type="checkbox"/> Volunteer Registration /Screening Form		
<input type="checkbox"/> Volunteer Processing Checklist		
<input type="checkbox"/> Shelter Policy Checklist	Forms Section of Shelter Plan	
<input type="checkbox"/> Equipment Recommendations	Phone, laptop, radio, internet, printer, files,	
<b>Initial Planning Actions</b>		
<input type="checkbox"/> Obtain briefing on Situational Awareness from Shelter Supervisor or Incident Command/EOC		
<input type="checkbox"/> Consult with the Planning Manager and Shelter Supervisor to determine staffing requirements based on operational objectives for all shelter staff positions for the first 24 hours. Note recommended versus total staff is noted on the Incident Briefing Form (ICS 201).		
<input type="checkbox"/> If Staffing Unit position is not yet filled, develop the initial Organizational Assignment List in coordination with the Planning Manager. Note assignments on ICS Form 203 and staff schedule on ICS 204. <ul style="list-style-type: none"> <li>○ Activations should be based on initial operational objectives set by the Shelter Supervisor.</li> </ul>		
<input type="checkbox"/> Establish communications with Planning, Regional Shelter Supervisor, Manager, EOC to identify resource needs		
<b>Initial Response</b>		
<input type="checkbox"/> Establish a Logistics Center with office space for processing requests		
<input type="checkbox"/> Check in Staff as they arrive and distribute Job Action Sheets (JAS)		
<input type="checkbox"/> Hold Initial Staff Briefing		
<input type="checkbox"/> Determine immediate shelter needs with Shelter Manager/Supervisor/IC/EOC		
<input type="checkbox"/> Assist with setting up Shelter		
<input type="checkbox"/> Activate Service Branch Units as needed and provide oversight: <ul style="list-style-type: none"> <li>○ Food Service: food delivery, food prep, food service, clean up. Requires a Knowledgeable Person In-charge (PIC)</li> <li>○ Staffing: staff for all aspects of the shelter response</li> <li>○ Volunteer Management: recruiting, credentialing and training of volunteers <ul style="list-style-type: none"> <li>○ Area: Volunteer check-in, processing and training area</li> </ul> </li> <li>○ Communications: internal and external shelter staff communications, signage and interpretation services; external communication options for shelter residents. For extended shelter operations, may have to coordinate with US Postal Service.</li> </ul>		
<input type="checkbox"/> Activate Support Branch Units as needed and provide oversight: <ul style="list-style-type: none"> <li>○ Supply: goods <ul style="list-style-type: none"> <li>○ Area for Storage, Shipping/Receiving</li> </ul> </li> <li>○ Transportation: to and from shelter and Client requests as able</li> <li>○ Donations: goods, services and money <ul style="list-style-type: none"> <li>○ Area for Receiving/shipping, sorting, storage (may need refrigeration for food supplies)</li> </ul> </li> <li>○ Facilities: in coordination with the facilities owner/operator <ul style="list-style-type: none"> <li>○ Area for Facilities cleaning and maintenance service area</li> </ul> </li> </ul>		



<input type="checkbox"/> Establish communications with Finance Manager to coordinate procurement of goods and services
<input type="checkbox"/> Resource Request Protocols: <ul style="list-style-type: none"> <li>○ Resource Request Form received</li> <li>○ Determine in resource is currently available by checking with Support Branch Leader/Supply Unit</li> <li>○ Distribute/deliver as available</li> <li>○ If not available, through MEMA or as a donation, work with Finance Manager/Cost Unit to coordinate purchase</li> <li>○ Update the Resource Inventory List (maintained by Support Branch Manager/Supply Unit)</li> </ul>
<input type="checkbox"/> Confirm set-up with Regional Shelter Supervisor
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Maintain Situational Awareness and communications with Operations/EOC. Use runner/observers if necessary
<input type="checkbox"/> Ensure continuous communications with the Regional Shelter Supervisor or Incident Command/EOC
<input type="checkbox"/> Coordinate procurement of goods and services with Finance Manager
<input type="checkbox"/> Receive and address resource and service requests
<input type="checkbox"/> Prior to each operational period, use ICS Form 215 to determine staffing needs and potential shortfalls based on operational period objectives in consultation with the Planning Manager and Shelter Supervisor.
<input type="checkbox"/> Provide Staffing Unit with completed Form 215 and assist with developing or adjusting staffing assignments and schedules, if necessary.
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Ensure planning for the next operational periods
<b>Shelter Closing</b>
<input type="checkbox"/> Receive closing orders from Incident Command/EOC
<input type="checkbox"/> Create a Closing/Demobilization Plan <ul style="list-style-type: none"> <li>○ Include a list of voluntary agencies and individuals to be thanked</li> <li>○ Pack excess supplies as they become unnecessary</li> <li>○ Ship extra supplies to other shelters, return or donate</li> </ul>
<input type="checkbox"/> Brief Staff on closing and forms collections <ul style="list-style-type: none"> <li>○ Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents</li> <li>○ Hot Wash: What went well; what needs improvement</li> <li>○ After Action Process and Report</li> <li>○ Review and revise Regional Shelter Plan</li> </ul>
<input type="checkbox"/> Assist with clean up and equipment return <ul style="list-style-type: none"> <li>○ Refresh (Clean and sanitize facility and equipment)</li> <li>○ Repair (if practical)</li> <li>○ Restore (if able, otherwise replace)</li> <li>○ Return (borrowed equipment)</li> <li>○ Replace</li> <li>○ Remove (trash and broken equipment)</li> </ul>
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas that need improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Medical Team Leader

2016

<b>Job Description</b>			
Provide low risk, outpatient medical care to Shelter Clients and Staff			
Triage, refer and transport high risk or at risk individuals with complex medical needs to standard medical providers			
Work with Medical Advisor to coordinate standing orders and obtain medications			
Oversight of all on-site medical staff, including the Behavioral Health Team and Medical Reserve Corps volunteers			
Assist Shelter Supervisor/IC in completing and maintaining ICS 206 Responder Medical Plan as requested			
Reports to	Contact Information		
Regional Shelter Branch Manager			
Supervises			
Medical Staff			
Behavioral Health Team			
Medical Reserve Corps Volunteers			
Partner Agencies	Contact Information		
Local Board of Health			
Mass Department of Public Health – 24/7	(617) 983-6800 EPI on call		
District Health Officer – Charlie Kaniecki	(617) 839.3237 <a href="mailto:Charlie.Kaniecki@state.ma.us">Charlie.Kaniecki@state.ma.us</a>		
Mass Dept. of Mental Health – RaeAnn Frenette	(617) 626.8145 <a href="mailto:RaeAnn.Frenette@state.ma.us">RaeAnn.Frenette@state.ma.us</a>		
MassSupport Network-Disaster Behavioral Health	Helpline 781.915.8047		
Local hospitals and medical providers			
Medical Reserve Corps	<a href="http://www.wmmrc.org">www.wmmrc.org</a>		
MaResponds	<a href="http://www.maresponds.org">www.maresponds.org</a>		
HMCC – Health & Medical Coordinating Coalition			
Forms, Protocols, and Other Resources			
	Item	Description/Notes	Quantity/Location
<input type="checkbox"/>	Regional Shelter Hierarchy Chart		
<input type="checkbox"/>	Job Action Sheet (JAS)		
<input type="checkbox"/>	Contact List (LIST)		
<input type="checkbox"/>	ICS 214 Activity Log (FORM)		
<input type="checkbox"/>	ICS 308 Resource Request (FORM)		
<input type="checkbox"/>	Pre-Registration Triage (FORM)		
<input type="checkbox"/>	Medical Incident (FORM)		
<input type="checkbox"/>	Medication Log (FORM)		
<input type="checkbox"/>	C-MIST Functional Needs Worksheet (FORM)		
<input type="checkbox"/>	Mass Disaster Shelter Surveillance Roster (FORM)		
<input type="checkbox"/>	Consumable Medical Supplies (LIST)		



<input type="checkbox"/> Durable Medical Equipment (LIST)		
<input type="checkbox"/> Pharmacy/Medical Services (LIST)	Maybe found in the Medical/Medication Plan	
<input type="checkbox"/> Medical/Medication Plan	Annex of the Shelter Plan	
<input type="checkbox"/> ISC 206 Responder Medical Plan (FORM)		
<input type="checkbox"/> ARC Disaster Health Services Protocols (Resource)		
<input type="checkbox"/> Minimum Equipment Recommendations	PPE, Phone, First Aid Kit, flashlight, gloves, sanitizer, sharps container, medical waste bag, AED, refrag.	1 each
<b>Initial Planning Actions</b>		
<input type="checkbox"/> Plan for a regional shelter medical support operation with the Regional Shelter Branch Manager or Incident Command/EOC		
<input type="checkbox"/> Determine medical staff needs, equipment and resources based on shelter occupants' needs		
<input type="checkbox"/> Appoint Staff as needed: Activate Medical Team and Behavioral Health Units or contact your local MRC Unit Leader		
<input type="checkbox"/> Connect with Medical Advisor (physician or PA) assigned to shelter for standing orders and medical advice		
<input type="checkbox"/> Establish connections with BOH, DPH, DEP		
<input type="checkbox"/> Establish connections with local Hospitals and Medical Providers to monitor for disease outbreaks		
<b>Initial Response</b>		
<input type="checkbox"/> Set up secure, separate, quiet Medical Areas, including secure refrigeration for medical supplies and medications		
<input type="checkbox"/> Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms, Medical Log Forms, Policies and Procedures		
<input type="checkbox"/> Identify and be ready to activate a remote Isolation and Quarantine Area		
<input type="checkbox"/> Confirm set-up with Shelter Branch Director and opening time		
<input type="checkbox"/> Institute Medical Data Tracking System – electronic and/or paper		
<input type="checkbox"/> Determine Durable and Consumable Medical Supplies needed		
<input type="checkbox"/> Coordinate with Shelter Supply Unit, MEMA, MACC, HMCC DPH, ESF8 to obtain necessary supplies		
<input type="checkbox"/> Activate Mass Support Network for Disaster Behavioral Health as needed.		
<input type="checkbox"/> Work with the Shelter Manager to complete and implement ICS 206 – Responder Medical Plan		
<input type="checkbox"/> Begin operations and triage		
<b>Daily Shelter Operations</b>		
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit		
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>		
<input type="checkbox"/> Triage: <ul style="list-style-type: none"> <li>○ Immediate decontamination for chemical, biological or radiological</li> <li>○ Immediate medical care to stabilize</li> <li>○ Medical transport to hospital, clinic of long term care (LTC)</li> </ul>		
<input type="checkbox"/> Connect Clients with pharmaceutical resources		
<input type="checkbox"/> Maintain medical consumables such as batteries, diapers, oxygen, first aid kits,		
<input type="checkbox"/> Provide access to Durable Medical Equipment: wheel chairs, walkers, canes, oxygen machines,		



<input type="checkbox"/> Provide oversight of all shelter medical services, staff, equipment and medical supplies <ul style="list-style-type: none"> <li>○ At each shift assess the ability of the Medical Team to safely provide medical services and care</li> <li>○ Assess, triage and treat as appropriate the low-level medical needs of the shelter occupants</li> <li>○ Evaluate each Client's past medical history and pre-existing conditions that may have been exacerbated by the emergency or occupancy in the shelter</li> <li>○ Immediately refer any medical needs that require a higher level of care to Medical Providers or Long Term Care</li> <li>○ Arrange appropriate transportation to other medical and community resources for further evaluation or care</li> <li>○ Assist Clients in understanding how the disaster impacted their health and well-being</li> <li>○ Document everything in accordance with HIPPA guidelines to ensure Client confidentiality</li> </ul>
<input type="checkbox"/> Monitor and complete the Health Record FORM daily and report status to Shelter Manager
<input type="checkbox"/> Monitor for Mass Care population health and injuries
<input type="checkbox"/> Monitor for Disease Outbreaks: <ul style="list-style-type: none"> <li>○ Waterborne: Typhoid, cholera, dysentery, infectious hepatitis, giardia, cryptosporidium, etc.</li> <li>○ Foodborne: hepatitis A, salmonella, listeria, campylobacter,</li> <li>○ Airborne/Droplets: measles, flu, etc.</li> <li>○ Screening/sampling for contamination and communicable diseases to prevent outbreaks</li> </ul>
<input type="checkbox"/> Refer individuals with health needs to appropriate agencies <ul style="list-style-type: none"> <li>○ Document number and types of health needs addressed</li> <li>○ Document numbers of individuals using medical services</li> <li>○ Document medical care provided</li> <li>○ Document disposition of shelter Clients given care</li> </ul>
<input type="checkbox"/> Work with Shelter Staff to ensure FNSS medical needs in shelter are being addressed
<input type="checkbox"/> Work with BOH to ensure public health and safety
<p><b>Shelter Closing</b></p>
<input type="checkbox"/> Hold Shelter closing briefing with Medical Team and Behavioral Health Unit
<input type="checkbox"/> Continue to monitor Health and Medical status
<input type="checkbox"/> Assist with placement of shelter Clients to outside medical services or return to their pre-incident medical setting
<input type="checkbox"/> Hold Staff De-briefing meeting and collect all reports and Activity Logs
<input type="checkbox"/> Establish registries for long-term monitoring of exposed individuals
<input type="checkbox"/> Assist with clean up and equipment return <ul style="list-style-type: none"> <li>○ Refresh (Clean and sanitize facility and equipment)</li> <li>○ Repair (if practical)</li> <li>○ Restore (if able, otherwise replace)</li> <li>○ Return (borrowed equipment)</li> <li>○ Replace</li> <li>○ Remove (trash and broken equipment)</li> </ul>
<input type="checkbox"/> Turn in all logs to Supervisor
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas for improvement



# Regional Shelter Job Action Sheet Operations: Regional Shelter Ombudsman

2016

<b>Job Description</b>		
Works with Shelter Staff, shelter Clients and FNSS Advisor to ensure that shelter Clients needs are being addressed		
Serves as a liaison between shelter Staff and shelter Clients		
<ul style="list-style-type: none"> <li>▪ Serve as intermediary/conflict resolver for conflicts among staff, volunteers, and clients.</li> <li>▪ <b>Training Required:</b> (Basic mediation training preferred; must sign a confidentiality agreement)</li> </ul>		
Reports to	Contact Information	
Shelter Branch Manager		
Supervises		
Shelter Client Volunteers		
Partner Agencies	Contact Information	
Mass Department of Public Health – 24/7	(617) 983-6800 EPI on call	
District Health Officer – Charlie Kaniecki	(617) 839.3237 <a href="mailto:Charlie.Kaniecki@state.ma.us">Charlie.Kaniecki@state.ma.us</a>	
Mass Dept. of Mental Health –	(617) 626.8145 (JD Hebert)	
Massachusetts Registry of Interpreters for the Deaf		
Interpreter Strike Team		
Social Service Agencies		
Forms, Protocols, and Other Resources		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy Chart		
<input type="checkbox"/> Job Action Sheet (JAS)		
<input type="checkbox"/> Contact List (LIST)		
<input type="checkbox"/> ICS 214 Activity Log (FORM)		
<input type="checkbox"/> ICS 308 Resource Request (FORM)		
<input type="checkbox"/> Mass Care Functional Needs Intake Form (FORM)		
<input type="checkbox"/> FNSS Assistance Request Form (FORM)		
<input type="checkbox"/> C-MIST Functional Needs Worksheet (FORM)		
<input type="checkbox"/> Pharmacy/Medical Services (LIST)	Maybe found in the Medical/Medication Plan	
<input type="checkbox"/> Shelter Confidentiality Agreement (FORM)		
<input type="checkbox"/> FNSS Diet Sample Menus (LIST)		
<input type="checkbox"/> Minimum Equipment Recommendations	Identifying cap/shirt, cell, pens/pencils, folders	1 each
Initial Planning Actions		
<input type="checkbox"/> Assist with planning for a regional shelter operation		
<input type="checkbox"/> Review Shelter policies and procedures		
<input type="checkbox"/> Identify and address confidentially any Shelter Client issues as soon as possible		



<b>Initial Response</b>
<input type="checkbox"/> Greet Shelter Clients as they arrive and help them get settled
<input type="checkbox"/> Act as liaison between Shelter Staff and Shelter Clients to ensure a smooth transition to the Shelter
<input type="checkbox"/> Ensure accurate and timely responses to Shelter Client and Shelter Staff communications
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Greet Shelter Clients and note any concerns or issues that impact the health and safety of the Shelter Clients
<input type="checkbox"/> Work to resolve any Shelter Client/Shelter Staff related issues/concerns and how they were resolved (Incident Report FORM)
<input type="checkbox"/> Organize and integrate Shelter Clients into Shelter support teams to assist with daily operations of the Shelter
<input type="checkbox"/> Monitor and work to resolve Shelter Client Volunteers for inappropriate behavior. Report concerns to Supervisor/Medical Unit
<input type="checkbox"/> Attend/hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li><input type="checkbox"/> Situational updates</li> <li><input type="checkbox"/> Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li><input type="checkbox"/> Emphasize the importance of documenting everything, especially injuries and complaints</li> <li><input type="checkbox"/> Sign in/out Staff</li> <li><input type="checkbox"/> Discuss needs or concerns for the next shift</li> <li><input type="checkbox"/> Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Track all issues and requests (FORM)
<input type="checkbox"/> Assist with the transition of Clients out of the shelter
<b>Shelter Closing</b>
<input type="checkbox"/> Coordinate with Shelter Branch Manager on shelter closing
<input type="checkbox"/> Continue to assist Clients to transfer to their new normal: previous housing, new housing, temporary housing, care facility
<input type="checkbox"/> Continue to track all FNSS issues and requests (FORM)
<input type="checkbox"/> Assist with clean up and equipment return <ul style="list-style-type: none"> <li><input type="checkbox"/> Refresh (Clean and sanitize facility and equipment)</li> <li><input type="checkbox"/> Repair (if practical)</li> <li><input type="checkbox"/> Restore (if able, otherwise replace)</li> <li><input type="checkbox"/> Return (borrowed equipment)</li> <li><input type="checkbox"/> Replace</li> <li><input type="checkbox"/> Remove (trash and broken equipment)</li> </ul>
<input type="checkbox"/> Turn in all logs to Supervisor
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas for improvement



# Regional Shelter Job Action Sheet Operations: Regional Shelter Planning Manager

2016

<b>Job Description</b>		
Responsible for planning for next Operational or 24 hour Period - Incident Action Plan		
Responsible for maintaining Situational Awareness at all times and providing updates to IC and Staff		
Responsible for estimating, projecting and coordinating shifts, anticipated resource requests, staffing needs		
Provides resource estimates to Logistics for procurement		
Responsible for Demobilization planning which begins on opening day of shelter operations		
<b>Reports to</b>	<b>Contact Information</b>	
Regional Shelter Supervisor		
<b>Supervises</b>		
Planning Staff		
Demobilization Unit (if appointed)		
<b>Partner Agencies</b>	<b>Contact Information</b>	
Municipal Finance Officers		
Local Businesses		
State Finance Officers		
Voluntary Agencies		
Responder Groups and Agencies		
<b>Forms, Protocols, and Other Resources</b>		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Job Action Sheets (JAS)	In Forms Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> ICS 214 Activity Log (FORM)	In Forms Section of Shelter Plan	
<input type="checkbox"/> ICS 308 Resource Request (FORM)		
<input type="checkbox"/> ICS 211 Personnel Sign-in (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Incident Action Plan (FORM)		
<input type="checkbox"/> Demobilization Plan Check List (FORM)		
<input type="checkbox"/> Demobilization Check Out (FORM) – ICS 221		
<input type="checkbox"/> ICS 202B Station Objective and Update Form	Forms Section of Shelter Plan	
<input type="checkbox"/> Equipment Recommendations	Phone, laptop, radio, internet, printer, files,	
<input type="checkbox"/> Demobilization Equipment Recommendations	Signage, Bullhorn, Garbage bags, Information Packets	
<b>Initial Planning Actions</b>		
<input type="checkbox"/> Obtain briefing on Situational Awareness from Shelter Supervisor or Incident Command/EOC		
<input type="checkbox"/> Designate and activate Staff positions as needed:		
<input type="checkbox"/> Assess adequacy of current resources		



<input type="checkbox"/> Consult with the Shelter Supervisor and Logistics Manager to determine staffing requirements based on operational objectives for all shelter staff positions for the first 24 hours. Note recommended versus total staff on the Incident Briefing Form (ICS 201).
<b>Initial Response</b>
<input type="checkbox"/> Establish a working Planning Section Location
<input type="checkbox"/> Check in Staff as they arrive and distribute Job Action Sheets (JAS)
<input type="checkbox"/> Hold Initial Staff Briefing
<input type="checkbox"/> Confirm set-up with Regional Shelter Supervisor
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Maintain Situational Awareness. Use runner/observers if necessary
<input type="checkbox"/> Establish communications with the PIO
<input type="checkbox"/> Prior to each operational period, in consultation with the Logistics Manager and Shelter Supervisor, use ICS Form 215 to determine staffing needs and potential shortfalls based on operational period objectives.
<input type="checkbox"/> Develop an Incident Action Plan for the next 24 hours or next Operational Period
<input type="checkbox"/> Ensure continuous communications with the Regional Shelter Supervisor or Incident Command/EOC
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Demobilization planning occurs at least once during each 24 hour period <ul style="list-style-type: none"> <li>○ Assess resource needs by working with Supervisors/Managers and lists from Logistics and Finance</li> <li>○ Identify excess resources that can be returned or de-activated</li> <li>○ Obtain signatures on ICS Form 221 from Section Chiefs/Supervisors/Agencies before releasing un-needed resources</li> <li>○ Estimate the projected timing of shelter closing</li> <li>○ Work with Regional Shelter Supervisor and Command Staff to create a DRAFT Demobilization Plan</li> <li>○ Work with PIO to create Public Information/ Media Management Plan</li> <li>○ Work with EOC/ EMD, IC, Shelter Supervisor to finalize Demobilization Plan once Shelter closing date identified</li> <li>○ Update all Section Chiefs on Demobilization Plan status</li> </ul>
<input type="checkbox"/> Prior to each operational period, use the ICS 202B Station Objective and Update Form to note the objectives/required activities for the Branch. Branch objectives/activities are based on overarching objectives set by the Shelter Supervisor. <ul style="list-style-type: none"> <li>○ Note activity completion status at the end of the operational period</li> <li>○ Provide summary of all Branch Unit’s Activity Logs for Supervisor/IC (Logistics Manager) on the ICS 202B.</li> </ul>
<b>Shelter Closing</b>
<input type="checkbox"/> Receive closing orders from Incident Command/EOC
<input type="checkbox"/> Brief Staff on closing and forms collections <ul style="list-style-type: none"> <li>○ Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents</li> <li>○ Hot Wash: What went well; what needs improvement</li> <li>○ After Action Process and Report</li> <li>○ Review and revise Regional Shelter Plan</li> </ul>



- 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)
- Participate in the After Action Report process, including identification of areas that need improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Public Health Officer

2016

<b>Job Description (Note: this person should be an appointed Health Agent or Public Health Officer/Inspector)</b>		
<b>Sanitation:</b> Ensures the environmental health/safety of the shelter occupants: indoor air, drinking water, food, sanitation		
<b>Diseases:</b> Works closely with the local Boards of Health (BOH), Department of Public Health (DPH) and the Centers for Disease Control and Prevention (CDC) to monitor, prevent and control injuries and disease outbreaks		
<b>Hazardous Wastes/Materials:</b> Works closely with Department of Environmental Protection (DEP) to mitigate and manage exposures to hazardous materials, solid and medical wastes, contaminated air and water, etc.		
<b>Housing:</b> Works closely with the Fire and Building Inspectors to ensure safe and sanitary housing		
<b>Outbreaks:</b> In coordination with BOH and DPH, issues isolation and quarantine orders to prevent or mitigate outbreaks		
<b>Medical:</b> Works with BOH, DPH and medical providers to ensure prevention, vaccination and medical treatment		
<b>FNSS:</b> Works with partner agencies to ensure that individual functional needs are being addressed		
<b>Reports to</b>	<b>Contact Information</b>	
Regional Shelter Supervisor and Board of Health		
<b>Supervises</b>		
Inspectors and Staff		
<b>Partner Agencies</b>	<b>Contact Information</b>	
Mass Department of Public Health – 24/7	(617) 983-6800 EPI on call	
District Health Officer – Charlie Kaniecki	(617) 839.3237 <a href="mailto:Charlie.Kaniecki@state.ma.us">Charlie.Kaniecki@state.ma.us</a>	
Mass Dept. of Mental Health – RaeAnn Frenette	(617) 626.8145 <a href="mailto:RaeAnn.Frenette@state.ma.us">RaeAnn.Frenette@state.ma.us</a>	
DEP 24/7 Spill Hot Line	(888) 304-1133	
MEMA 24/7 Line	(413) 821-1500 (Western office)	
MACC/HMCC		
Local Public Health Agents and Directors		
<b>Forms, Protocols, and Other Resources</b>		
<b>Item</b>	<b>Description/Notes</b>	<b>Quantity/Location</b>
<input type="checkbox"/> Regional Shelter Hierarchy Chart		
<input type="checkbox"/> Job Action Sheet (JAS)		
<input type="checkbox"/> Contact List (LIST)		
<input type="checkbox"/> ICS 214 Activity Log (FORM)		
<input type="checkbox"/> ICS 308 Resource Request (FORM)		
<input type="checkbox"/> Food/Water Standard Operating Guide (SOG)	Region 1 Public Health Coalitions SOG series	
<input type="checkbox"/> Food Establishment Inspection Form (FORM)		2/day
<input type="checkbox"/> Food and Water Emergency Planning (LIST)		
<input type="checkbox"/> Environmental Health Shelter Assessment (FORM)		1/day
<input type="checkbox"/> Environmental Health Shelter A. Instructions (FORM)		
<input type="checkbox"/> Mass Shelter Surveillance Roster (FORM)		



<input type="checkbox"/> Public Health Officer Inspection Kit	(BOH Officers may already have one)	
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# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Public Information Officer

2016

<b>Job Description</b>		
Ensures all public information has been approved by the Incident Commander (IC)		
Briefs and supports the Incidence Spokesperson		
Determines the most effective communication methods with the public, including those with functional/access needs		
Works with Media to provide risk communication services to the public about the regional human and animal shelters		
Monitors media outlets for rumors and information needs; works with Media to ensure correct information/messages		
Works closely with other regional and local shelters, IC, and EOC to ensure that messages are coordinated and relevant		
Coordinates Agency outreach messages with the Liaison Officer		
Works with IC, EOC, Shelter Supervisor/Manager, Communications, Security to facilitate the visits of dignitaries		
<b>Reports to</b>	<b>Contact Information</b>	
Regional Shelter Supervisor		
<b>Supervises</b>		
PIO Staff		
<b>Partner Agencies</b>	<b>Contact Information</b>	
MEMA	MEMA SEOC - (508) 820-2000 – ESF 6 (sheltering desk)	
MACC/HMCC		
Local Municipal PIOs		
Hospital PIO		
DPH and MEMA PIO		
ARC PIO		
Mass 2-1-1		
Mass 5-1-1		
Local Media/Social Media		
Interpreter Strike Team		
<b>Forms, Protocols, and Other Resources</b>		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy Chart		
<input type="checkbox"/> Job Action Sheet (JAS)		
<input type="checkbox"/> ICS 214 Activity Log (FORM)		
<input type="checkbox"/> ICS 308 Resource Request (FORM)		
<input type="checkbox"/> Region 1 PIO Standard Operating Guide (SOG)	Region 1 Public Health Coalitions	
<input type="checkbox"/> Shelter PIO Message Templates (FORM)		
<input type="checkbox"/> Shelter Message Templates (PIO)	Resource Section	
<input type="checkbox"/> Media Contact Lists, including FNSS media		



<input type="checkbox"/> Communications Equipment Recommendations	Resource Section Regional Shelter Plan	
<input type="checkbox"/> Minimum Equipment Recommendations	Multiple phone lines, radios, smartphone, laptop with internet, printer, TV, fax, printer, copier, files, pens/paper, markers	1 each
<b>Initial Planning Actions</b>		
<input type="checkbox"/> Plan for Regional Shelter operation Public Information with the Regional Shelter Supervisor or Incident Command/EOC		
<input type="checkbox"/> Review Region 1 PIO Standard Operating Guide (SOG)		
<input type="checkbox"/> Document personnel needs (such as administrative assistants); provide to Shelter Supervisor on 308 Resource Request Form.		
<input type="checkbox"/> Maintain contact and coordinate with Incident Information Center or JIC/JIS (virtual or physical) staff such as: <ul style="list-style-type: none"> <li>○ Incident Public Information Officer (PIO) (must be approved by the IC)</li> <li>○ Incident Spokesperson (must be approved by the IC)</li> <li>○ Subject Matter Experts (SME)</li> <li>○ Receptionist: man phones and answer questions</li> </ul>		
<input type="checkbox"/> Determine an area for the Media to conduct “stand-ups” and briefings at the shelter. <ul style="list-style-type: none"> <li>○ Before any members of the Media are allowed entrance, inform shelter staff and Clients of the visit.</li> <li>○ Ensure all shelter Clients have a signed Media Release Form or can be excluded from pictures and video taken in the facility.</li> <li>○ Refer all Media interested in broader disaster information to the EOC or designated Incident PIO.</li> </ul>		
<b>Initial Response</b>		
<input type="checkbox"/> Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms		
<input type="checkbox"/> Establish communications with Regional Shelter Supervisor/Manager IC/EOC		
<input type="checkbox"/> Establish communications with other PIO, EOC, Liaison Officers, MEMA PIO		
<input type="checkbox"/> Report Shelter Opening to ESF 6 Desk at MEMA and to MASS 2-1-1		
<input type="checkbox"/> Coordinate all Risk Communications/Public Information with Incident PIO NOTE: All messages must be approved by Regional Shelter Supervisor/Incident Command/EOC before release		
<input type="checkbox"/> Initial Press Release: Situational Awareness update <ul style="list-style-type: none"> <li>○ Who is in charge</li> <li>○ What is being done to address the emergency (current status)</li> <li>○ Sympathy for victims</li> <li>○ Am I at risk: take these protective actions</li> <li>○ Sources of more information</li> </ul>		
<input type="checkbox"/> Risk Communication Messages: <ul style="list-style-type: none"> <li>○ Evacuate/Don't evacuate</li> <li>○ How to safely shelter in place (always the first option)</li> <li>○ Disease and injury prevention</li> <li>○ Hospitals are at capacity?. Seek medical advice only if you have a life threatening emergency or these symptoms.....</li> <li>○ Sources of safe food and water &amp; Points of Mass Distribution for bulk water and food</li> <li>○ Boil, Do Not Use or Do Not Drink orders</li> <li>○ Filtering and Disinfection procedures</li> <li>○ Risk of using perishable, contaminated, compromised food and water</li> </ul>		
<input type="checkbox"/> Positive Messages: <ul style="list-style-type: none"> <li>○ Take these protective precautions/actions...</li> <li>○ Check on your neighbors...</li> <li>○ Shelter in place safely...</li> <li>○ Shelter will open soon...</li> </ul>		



<input type="checkbox"/> Shelter opening announcement: <ul style="list-style-type: none"> <li>○ When/where</li> <li>○ Who should go to the shelter: individuals who can care for themselves, or bring a caregiver</li> <li>○ Who should NOT go to the shelter: individuals with serious medical conditions, drug withdrawal,</li> <li>○ Safe routes or provided transportation</li> <li>○ Universal accommodation and functional needs will be addressed for daily living</li> <li>○ Items to <u>not</u> bring to the shelter: weapons, alcohol, illegal drugs, farm animals, valuables</li> <li>○ What to bring to a shelter: prescriptions and medications, special food, clothing, blankets, personal care items, toys,</li> <li>○ How to secure your home before leaving: <ul style="list-style-type: none"> <li>● Lock/Don't lock houses</li> <li>● Post notices on house for responders regarding pets, hazards, occupancy</li> <li>● Turn off utilities (gas, water, electric main, etc.)</li> <li>● Secure and drain house water pipes if appropriate</li> <li>● Pets, farm animals care options... (let loose, cage outside with food and water, find caregiver, find shelter)</li> </ul> </li> </ul>
<input type="checkbox"/> Pet Shelter Location Information and what to bring with your pet: <ul style="list-style-type: none"> <li>○ Immunization Records and medications</li> <li>○ Leash</li> <li>○ Cage</li> <li>○ Pet food and pet care items and toys</li> </ul>
<input type="checkbox"/> Distribution: Radio, newspapers, websites, Mass211, Town/City Halls, Reverse 911, Posters, Social Media, Multiple languages Update frequently, volunteer and donation opportunities
<input type="checkbox"/> Monitor all media outlets, including social media for rumors and information
<p align="center"><b>Daily Shelter Operations</b></p>
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Monitor all media outlets for information, misinformation, gaps, etc.
<input type="checkbox"/> Maintain contact with the Incident PIO or Joint Information System (JIS)
<input type="checkbox"/> Provide daily shelter updates to the IC, EOC, Incident Spokesperson, Public (as approved by the IC)
<input type="checkbox"/> Act as Shelter Spokesperson, if so designated by Supervisor or IC
<input type="checkbox"/> Work with IC/Manager/Security/Behavioral Health/Communications to prepare and facilitate visits by dignitaries <ul style="list-style-type: none"> <li>○ Notify all relevant Shelter Staff of the visit, their roles and likely presence of Media</li> <li>○ Ensure that Security is ready and has extra Staff for the visit</li> <li>○ Schedule extra PIO Staff to work with the Media and dignitary support staff</li> <li>○ Arrange for a welcoming committee, guide, reception area and photo opportunities with Shelter Staff and Clients</li> <li>○ Ensure that Medical is prepared and local hospitals are notified of the impending visit</li> </ul>
<input type="checkbox"/> Provide Situational Awareness information to Shelter Manager for posting in Shelter
<input type="checkbox"/> Work with the Media to ensure that public messages are first, accurate, coordinated, credible, timely, sympathetic
<p align="center"><b>Shelter Closing</b></p>
<input type="checkbox"/> Develop Shelter closing announcements



<input type="checkbox"/> Distribute Closing information
<input type="checkbox"/> Continue to monitor all Media
<input type="checkbox"/> Assist with clean up and equipment return
<input type="checkbox"/> Turn in all logs to supervisor
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas for improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Registration Team Leader

2016

<b>Job Description</b>		
Support Shelter Manager in organizing and managing Shelter		
Central Repository/Source of all FORMS, JAS, LISTs, SOGs		
Responsible for tracking each shelter occupant, including shelter Clients		
Oversight of all shelter pre-registration triage, check-in, registration, check-out and exit procedures and logs		
Monitor regional shelter capacity		
Refer shelter registrants to FNSS Advisor, Medical Team, Animal Shelter Team, Security as appropriate		
Distribute and work with Ombudsman to explain/implement shelter information, policies and procedures		
<b>Reports to</b>	<b>Contact Information</b>	
Shelter Branch Manager		
<b>Supervises</b>		
Registration Staff		
<b>Partner Agencies</b>	<b>Contact Information</b>	
American Red Cross		
Salvation Army		
<b>Forms, Protocols, and Other Resources</b>		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Copies of all Shelter FORMS, JAS, LISTs, SOGs		
<input type="checkbox"/> Regional Shelter Hierarchy Chart		
<input type="checkbox"/> Job Action Sheet (JAS)		
<input type="checkbox"/> ICS 214 Activity Log (FORM)		
<input type="checkbox"/> ICS 308 Resource Request (FORM)		
<input type="checkbox"/> Shelter Pre-Registration Triage (FORM)		
<input type="checkbox"/> ICS 211 Personnel Sign-In (FORM)		
<input type="checkbox"/> Shelter Check in/Check Out Form (FORM)		
<input type="checkbox"/> C-MIST Functional Needs Worksheet Form (FORM)		
<input type="checkbox"/> Shelter Intake Assessment Form (FORM)		
<input type="checkbox"/> Shelter Client Participation Agreement (FORM)		
<input type="checkbox"/> Shelter Client Authorization to Release Information		
<input type="checkbox"/> Shelter Client Media Release (FORM)		
<input type="checkbox"/> Shelter Client Discharge Form (FORM)		
<input type="checkbox"/> Transportation Request Form (FORM)		
<input type="checkbox"/> FNSS Assistance Request (FORM)		
<input type="checkbox"/> Confidentiality Agreement (FORM)		
<input type="checkbox"/> Minimum Equipment	Paper, pens/pencils, forms, registration signs	



<input type="checkbox"/> Other Equipment/Supplies Recommendations	Desks, chairs, clipboards, folders, clips, signboards, camera/charger, caution tape, markers,	
<b>Initial Planning Actions</b>		
<input type="checkbox"/> Plan for a regional shelter registration operation with the Regional Shelter Branch Manager or Incident Command/EOC		
<input type="checkbox"/> Review shelter registration policies and procedures		
<input type="checkbox"/> Contact Partner Agencies to assist with Operations		
<input type="checkbox"/> Determine Staffing and Supply needs, complete Resource Request Form (ICS 308) and send to Logistics		
<input type="checkbox"/> Registration Policies: <ul style="list-style-type: none"> <li>○ Clients are triaged as they enter the Shelter to identify issues that need immediate attention</li> <li>○ Everyone must sign in and out each time they enter/exit.</li> <li>○ Clients are asked to indicate if they are permanently leaving/signing out</li> <li>○ Shelter Registration Form should be used for all Shelter Clients</li> <li>○ Make sure dates/times are always noted</li> </ul>		
<b>Initial Response</b>		
<input type="checkbox"/> Conduct Final Pre-Opening Shelter inspection with Regional Shelter Branch Manager or IC		
<input type="checkbox"/> Appoint Registration Staff (Volunteers) and hold Initial Staff Briefing: Distribute JAS, Activity Logs, Resource Request Forms		
<input type="checkbox"/> Registration Area Set-up: <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Registration tables</b> must be at an accessible: <ul style="list-style-type: none"> <li>○ Height: 28” minimum, 34” maximum.</li> <li>○ Knee clearance 27” min.; 19” under the table</li> <li>○ Route to Registration must be at least 5 ft. wide and accessible</li> </ul> </li> <li><input type="checkbox"/> <b>Signs</b> must be accessible: <ul style="list-style-type: none"> <li>○ Multiple/appropriate languages</li> <li>○ Directional signs to Registration and Registration Desk signs</li> <li>○ “Have your Driver’s Lisc. Of other Government Photo ID ready”</li> <li>○ “Everyone MUST Sign-in and Sign-Out Every Time”</li> <li>○ Shelter Rules posted</li> <li>○ Signs at Exit reminding everyone to sign-in and out</li> </ul> </li> <li><input type="checkbox"/> <b>Supplies:</b> <ul style="list-style-type: none"> <li>○ Pens, Paper, index cards, staplers, paper clips, storage trays</li> <li>○ ID Bracelets or other Shelter Client identifiers</li> <li>○ EM Tracker Scanner if available/used</li> <li>○ Water and snacks</li> </ul> </li> <li><input type="checkbox"/> <b>Guidance Documents:</b> <ul style="list-style-type: none"> <li>○ Job Action Sheets</li> <li>○ Registration Checklist</li> <li>○ Shelter Policy</li> <li>○ Shelter Rules and Regulations – Copes should also be available to hand out to Shelter Clients</li> </ul> </li> <li><input type="checkbox"/> <b>Forms:</b> <ul style="list-style-type: none"> <li>○ Pre-Registration Triage Form</li> <li>○ Shelter Check-in/Check-Out Form</li> <li>○ Shelter Client Intake Assessment Form</li> <li>○ Shelter Client Media Release Form</li> <li>○ Action Log and Activity Log</li> </ul> </li> </ul>		
<input type="checkbox"/> Confirm Set-up with Shelter Branch Manager or Regional Shelter Supervisor/IC/EOC		



## Daily Shelter Operations

Determine staffing schedule with Planning Manager and Shelter Branch Manager

Registration Details and Check List:

1. Welcome at entrance
2. Triage Clients using the Pre-Registration Triage Form (write clearly)
  - Yes responses - requires Medical Triage, Medical Transportation or call 9-1-1
  - No response – complete Client Registration process
3. Ask Client to sign Shelter Check-in/Check-out Form
4. Ask to see Government issued photo ID and copy/scan if able
5. Ask each Client if they are required to register with a local, state or federal agency
6. Attach Shelter Client ID bracelet or distribute other Shelter Client identifier/card
7. Ask Client to complete Shelter Client Intake Assessment Form and return
8. Ask Client to sign Shelter Client Media Release Form and return
9. Assign Client to Bed/Dormitory Area – note on the Dormitory Master Board
10. Give each Client/Family a copy of Shelter Rules and direct them to the Dormitory Area

Acceptable Registration Identification (original documents preferred)

- Driver's license
- State issued photo ID
- School issued photo ID
- Valid Passport or other Federal photo ID

Unacceptable Registration identification (may be waived in emergencies)

- Social Security Card
- Credit Card
- Birth Certificate
- Expired Passport
- Yearbook
- Physical description

Monitor Staff for "burn-out" and inappropriate behavior. Report concerns to Supervisor and Medical Unit

Ongoing Actions:

- Sign Clients, Visitors, Volunteers, and other Staff in and out **every time**, including the date/time
- For Clients leaving the shelter permanently as them to complete the Client Discharge Form from Case Manager
- Forward all forms to Human Shelter Branch Manager at the end of the Shift
- Escort all official visitors, including the Media, to the Shelter Manager
- Do not provide quotes or comments to the Media
- Do not post any shelter information on Social Media
- Maintain a Shelter Census and report this to the Human Shelter Branch Manager

Hold shift change briefings with Staff and collect Activity Logs:

- Situational updates
- Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; 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

## Shelter Closing

Coordinate with Shelter Branch Manager on shelter closing

<input type="checkbox"/> Hold shelter closing briefing with Dormitory and Childcare Staff
<input type="checkbox"/> Assist with transition of Shelter Clients to their new normal as needed
<input type="checkbox"/> Assist with clean up and equipment return <ul style="list-style-type: none"><li>○ Refresh (Clean and sanitize facility and equipment)</li><li>○ Repair (if practical)</li><li>○ Restore (if able, otherwise replace)</li><li>○ Return (borrowed equipment)</li><li>○ Replace</li><li>○ Remove (trash and broken equipment)</li></ul>
<input type="checkbox"/> Turn in all logs to Supervisor
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas for improvement



# Regional Shelter Job Action Sheet Operations: Regional Shelter Safety Officer

2016

<b>Job Description</b>		
Ensures the health and safety of all shelter Staff and Clients by monitoring the fire and building safety code compliance		
Monitors all operations for life safety issues		
Reports to	Contact Information	
Regional Shelter Supervisor		
Supervises		
Safety Staff		
Partner Agencies	Contact Information	
Mass State Police		
Sheriff's Department		
Local Law Enforcement		
Local Fire Departments		
Local Building and Health Departments		
Forms, Protocols, and Other Resources		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy Chart		
<input type="checkbox"/> Job Action Sheet (JAS)		
<input type="checkbox"/> ICS 214 - Activity Log (FORM)		
<input type="checkbox"/> ICS 308 Resource Request (FORM)		
<input type="checkbox"/> Shelter Security Plan	Forms Section of Shelter Plan	
<input type="checkbox"/> Facility Opening/Closing Assessment Form	Forms Section of Shelter Plan	
<input type="checkbox"/> Environmental Health Shelter Assessment Form	Forms Section of Shelter Plan	3 each
<input type="checkbox"/> Incident Report Forms (FORM)	Forms Section of Shelter Plan	1 each
<input type="checkbox"/> Equipment Recommendations	Radio, cell phone, laptop with Internet, flashlights Signage, caution tape, masking & duct tape, markers	3 each
Initial Planning Actions		
<input type="checkbox"/> Plan for a regional shelter operation with the Regional Shelter Supervisor or Incident Command/EOC		
<input type="checkbox"/> Appoint Staff as needed		
Initial Response		
<input type="checkbox"/> Conduct shelter facility walk-through with Facility Manager/Representative (Facility Opening/Closing Assessment Form and Environmental Health Shelter Assessment Form)		
<input type="checkbox"/> Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms		



<input type="checkbox"/> Determine the extent of Safety Needs for the Operations by reviewing shelter facility and layout <ul style="list-style-type: none"> <li>○ Mark all fire extinguishers and AED</li> <li>○ Ensure that staff knows where they are located. Current inspection tags and charge levels should be verified during the pre-occupancy inspection.</li> <li>○ Address life safety issues for the facility during the pre-occupancy inspection. Document all repairs and actions.</li> <li>○ Make sure all exits are clearly marked.</li> <li>○ 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.</li> <li>○ 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.</li> </ul>
<input type="checkbox"/> Conduct Safety Check of facility with Fire, Health and Building Inspectors
<input type="checkbox"/> With Security Officer, evaluate the facility’s evacuation plans already in place, if available.
<input type="checkbox"/> Develop a plan for facility safety and security, taking the following steps: <ul style="list-style-type: none"> <li>○ Discuss alternative shelter locations or plans with Shelter Supervisor, as appropriate.</li> <li>○ Coordinate with Security Officer, emergency management and the local authority having jurisdiction to evaluate and determine the facility’s potential risks and develop and implement effective solutions.</li> <li>○ Work with Security Officer and Shelter Supervisor to establish a contingency shelter in place and evacuation plan, to include a fire evacuation plan.</li> <li>○ With the Communications Officer, post and brief the evacuation plans for shelter residents and workers.</li> </ul>
<input type="checkbox"/> Brief shelter Staff about the life safety and security measures that are in place along with all of the rules to be followed. <ul style="list-style-type: none"> <li>○ Emphasize that all Staff communicate the same information to the Clients.</li> <li>○ Communicate life safety and security measures that are in place along with all of the rules to be followed to Clients.</li> </ul>
<input type="checkbox"/> Work with Shelter Staff and Security to post safety signs and warnings: <ul style="list-style-type: none"> <li>○ No guns, weapons, matches, hazardous materials, or illegal substances/drugs</li> <li>○ Clients responsible for all medications which must be safely stored – coordinate with the Medical Unit</li> <li>○ Only main entrance/exit should be used by Clients unless there is an emergency evacuation</li> <li>○ Children should be monitored by parents/caregivers at all times</li> </ul>
<input type="checkbox"/> Confirm shelter set-up with Regional Shelter Supervisor, Shelter Manager or IC
<p align="center"><b>Daily Shelter Operations</b></p>
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Monitor Shelter Operations daily for safety
<input type="checkbox"/> Address safety issues as they arise



<input type="checkbox"/> Conduct Shelter Walk-through/Inspection at least every shift change: <ul style="list-style-type: none"> <li>○ Check all entrances/exits</li> <li>○ Check all fire escape doors are operational and exit routes are clear.</li> <li>○ Look for all safety issues to include slip, trip and fall hazards that may change or develop every day due to a constantly changing environment.</li> <li>○ Accessibility of rooms, including restrooms.</li> <li>○ Check in with Security to ensure coordination</li> </ul>
<b>Shelter Closing</b>
<input type="checkbox"/> Monitor shelter demobilization for safety
<input type="checkbox"/> Address shelter safety issues as needed
<input type="checkbox"/> Remove and store shelter safety signage and safety equipment
<input type="checkbox"/> Assist with clean up and equipment return <ul style="list-style-type: none"> <li>○ Refresh (Clean and sanitize facility and equipment)</li> <li>○ Repair (if practical)</li> <li>○ Restore (if able, otherwise replace)</li> <li>○ Return (borrowed equipment)</li> <li>○ Replace</li> <li>○ Remove (trash and broken equipment)</li> </ul>
<input type="checkbox"/> Conduct facility closing walk-through with Regional Shelter Manager Facility Manager/Representative
<input type="checkbox"/> Turn in all logs to supervisor
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas for improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Security Officer

2016

<b>Job Description</b>		
Ensures the security of all shelter Staff and Clients by monitoring the Shelter Facility and parking lot security		
Works with Law Enforcement, Fire and Volunteers to provide security for regional shelters		
Provides Staff for monitoring shelter entrances, exits, parking, traffic		
Monitoring for potential conflicts		
Enforces shelter rules and policies to ensure Staff and Client safety and security. Prohibition on <ul style="list-style-type: none"> <li>○ Guns and weapons</li> <li>○ Tobacco</li> <li>○ Alcohol or illegal drugs</li> <li>○ Unacceptable actions or activities that endanger the health or safety of the Staff or Clients</li> </ul>		
Establishes and operates a security holding area if needed		
Supervises CORI/SORI checks of all staff and volunteers		
Reports to	Contact Information	
Regional Shelter Supervisor		
Supervises		
Security Staff		
Partner Agencies	Contact Information	
Mass State Police		
Sheriff's Department		
Local Law Enforcement		
Local Fire Departments		
Forms, Protocols, and Other Resources		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy Chart		
<input type="checkbox"/> Job Action Sheet (JAS)		
<input type="checkbox"/> ICS 214 Activity Log (FORM)		
<input type="checkbox"/> Facility Opening/Closing Assessment Form (FORMS)	Forms Section of Shelter Plan	3 each
<input type="checkbox"/> Shelter Security Plan	Forms Section of Shelter Plan	
<input type="checkbox"/> Incident Report Forms (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Equipment Recommendations	Barriers, radios, cell phone, flashlight, signage, caution tape, masking & duct tape, markers	1 each
Initial Planning Actions		
<input type="checkbox"/> Plan for a regional shelter operation with the Regional Shelter Supervisor or Incident Command/EOC		
<input type="checkbox"/> Appoint and supervise Staff as needed		
<input type="checkbox"/> Coordinates with local Law Enforcement (LE) and Fire to provide Security Staff volunteers		



<b>Initial Response</b>
<input type="checkbox"/> Shelter facility walk-through with Facility Manager & Safety Officer to identify security issues and mitigation strategies
<input type="checkbox"/> Contact local LE to arrange for monitoring of facility
<input type="checkbox"/> Check and establish building security, entrances, exits and parking
<input type="checkbox"/> Work with Safety Officer to identify security issues and mitigate
<input type="checkbox"/> Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms and Security Rules List
<input type="checkbox"/> Identify and set up secure holding area and procedures if needed
<input type="checkbox"/> Conduct Safety Check of facility with Safety Officer and Fire, Health and Building Inspectors
<input type="checkbox"/> Work with Shelter Staff and Safety Officer to post safety signs and warnings: <ul style="list-style-type: none"> <li>○ No guns, weapons, matches, hazardous materials, or illegal substances/drugs</li> <li>○ Clients responsible for all medications which must be safely stored – coordinate with the Medical Unit</li> <li>○ Only main entrance/exit should be used by Clients unless there is an emergency evacuation</li> <li>○ Children should be monitored by parents/caregivers at all times</li> </ul>
<input type="checkbox"/> Work with Safety Officer to evaluate the facility's evacuation plans already in place, if available, and/or assist Safety Officer in development of evacuation plan as needed.
<input type="checkbox"/> Confirm shelter security set-up with Regional Shelter Supervisor, Shelter Manager or IC
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Monitor Staff for "burn-out" and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> CORI/SORI background checks must be completed for each shelter volunteer. Contact information: <ul style="list-style-type: none"> <li>○ Criminal History Systems Board 617-660-4640 <a href="http://www.state.ma.us/chsb/cori/cori.html">www.state.ma.us/chsb/cori/cori.html</a></li> <li>○ Sex Offender Registry Board 978-740-6400 <a href="http://www.state.ma.us/sorb/">http://www.state.ma.us/sorb/</a></li> </ul>
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Monitor Shelter Operations for Security and address issues as they arise
<input type="checkbox"/> Registration Policies: <ul style="list-style-type: none"> <li>○ No person will be turned away because of legal status</li> <li>○ Sex Offenders are required to register with LE/Shelter Security</li> <li>○ All staff and Clients are expected to conduct themselves in a civil manner</li> <li>○ All bags and persons are subject to security checks and screenings</li> <li>○ Shelter staff is not responsible for valuables</li> </ul>
<input type="checkbox"/> Conduct registration bag checks and security screenings as needed.
<input type="checkbox"/> Coordinate with local Law Enforcement (LE)
<input type="checkbox"/> Monitor Security Holding Area if needed <ul style="list-style-type: none"> <li>○ Area is temporary holding area until LE can come</li> <li>○ Area should be secure and empty of potential weapons such as furniture</li> <li>○ Area should be continuously monitored when in use</li> </ul>



- Security Policies:
  - Call 9-1-1 in the event of any physical altercations, contact, violence, significant disturbance or threat
  - Shelter Clients and Staff are responsible for their personal items
  - Report suspicious activity to LE
  - Main Entrance only should be used for normal entrance/exit into the shelter

**Shelter Closing**

- Monitor shelter demobilization for security and address issues as needed
- Assist with transition of shelter Clients to their new normal
- Remove and store shelter security 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
  - Remove (trash and broken equipment)
- Turn in all logs to supervisor
- Participate in the After Action Report process, including identification of areas for improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Service Branch Leader

2016

<b>Job Description</b>		
Responsible for coordinating the delivery of safe and adequate food to all shelters, including animal shelters		
Responsible for coordinating Staffing requests at shelters, including shelter security		
Coordinates Shelter Volunteer recruitment, credentialing and training		
Responsible for coordinating communications for the shelters occupants and shelter staff		
Reports to	Contact Information	
Regional Shelter Logistics Manager		
Supervises		
Service Branch Team <ul style="list-style-type: none"> <li>○ Food Unit</li> <li>○ Staffing Unit</li> <li>○ Volunteer Management</li> <li>○ Communications Unit</li> </ul>		
Partner Agencies	Contact Information	
MEMA		
Salvation Army (feeding)		
American Red Cross (feeding, dormitory)		
Western Region Homeland Security Advisory	<a href="http://www.wrhsac.org">www.wrhsac.org</a>	
Medical Reserve Corps	<a href="http://www.wmmrc.org">www.wmmrc.org</a>	
Voluntary Agencies		
Faith Community		
Local Businesses		
Forms, Protocols, and Other Resources		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Job Action Sheets (JAS)	Forms Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> ICS 214 Activity Log (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> ICS 308 Resource Request (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Staffing Needs List (LIST)		
<input type="checkbox"/> ICS 202B Station Objective and Update Form	Forms Section of Shelter Plan	
<input type="checkbox"/> Supply List (LIST)		
<input type="checkbox"/> ICS 211 Personnel Sign-in (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Equipment Recommendations	Phone, laptop, radio, internet, printer, files, copier	
Initial Planning Actions		
<input type="checkbox"/> Obtain briefing on Situational Awareness from Shelter Supervisor or Incident Command/EOC		



<input type="checkbox"/> Designate and activate Staff positions as needed
<input type="checkbox"/> Establish communications with Logistics Manager, Support Branch Leader, MEMA
<b>Initial Response</b>
<input type="checkbox"/> Establish a work station in the Logistics Center location
<input type="checkbox"/> Check in Staff as they arrive and distribute Job Action Sheets (JAS)
<input type="checkbox"/> Hold Initial Staff Briefing
<input type="checkbox"/> Receive immediate shelter needs requests from Shelter Manager/Supervisor/IC/EOC
<input type="checkbox"/> Assist with setting up Shelter
<input type="checkbox"/> Establish communications with Finance Manager to coordinate procurement of goods and services
<input type="checkbox"/> Activate Service Branch Units as needed and provide oversight: <ul style="list-style-type: none"> <li>○ Food Service: Food delivery, food prep, food service, clean up. Requires a Knowledgeable Person In-charge</li> <li>○ Staffing: Requires a long list of volunteers and professionals to meet staffing needs of large, extended operations</li> <li>○ Volunteer Management: recruiting, credentialing, and training of volunteers</li> <li>○ Communications: internal and external shelter staff communications, signage and interpretation services; external communication options for shelter residents. For extended shelter operations, may have to coordinate with US Postal Service.</li> </ul>
<input type="checkbox"/> Resource Request Protocols: <ul style="list-style-type: none"> <li>○ Resource Request Form received</li> <li>○ Determine in resource is currently available by checking with Support Branch Leader/Supply Unit</li> <li>○ Distribute/deliver as available</li> <li>○ If not available, through MEMA or as a donation, work with Finance Manager/Cost Unit to coordinate purchase</li> <li>○ Update the Resource Inventory List (maintained by Support Branch Manager/Supply Unit)</li> </ul>
<input type="checkbox"/> Confirm set-up with Logistics Manager
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Maintain Situational Awareness and communications with Operations/EOC. Use runner/observers if necessary
<input type="checkbox"/> Ensure continuous communications with the Logistics Manager
<input type="checkbox"/> Coordinate procurement of goods and services with Finance Manager
<input type="checkbox"/> Receive and address resource and service requests
<input type="checkbox"/> Determine daily and next Operational Period Resource and Staffing needs for the shelters
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Prior to each operational period, use the ICS 202B Station Objective and Update Form to note the objectives/required activities for the Branch. Branch objectives/activities are based on overarching objectives set by the Shelter Supervisor. <ul style="list-style-type: none"> <li>○ Note activity completion status at the end of the operational period</li> <li>○ Provide summary of all Branch Unit’s Activity Logs for Supervisor/IC (Logistics Manager) on the ICS 202B.</li> </ul>
<b>Shelter Closing</b>
<input type="checkbox"/> Receive closing orders from Logistics Manager



<input type="checkbox"/> Brief Staff on closing and forms collections <ul style="list-style-type: none"><li>○ Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents</li><li>○ Hot Wash: What went well; what needs improvement</li><li>○ After Action Process and Report</li><li>○ Review and revise Regional Shelter Plan</li></ul>
<input type="checkbox"/> Work with Planning to create a Closing/Demobilization Plan <ul style="list-style-type: none"><li>○ Include a list of voluntary agencies and individuals to be thanked</li><li>○ Pack excess supplies as they become unnecessary</li><li>○ Ship extra supplies to other shelters, return or donate</li></ul>
<input type="checkbox"/> Assist with clean up and equipment return <ul style="list-style-type: none"><li>○ Refresh (Clean and sanitize facility and equipment)</li><li>○ Repair (if practical)</li><li>○ Restore (if able, otherwise replace)</li><li>○ Return (borrowed equipment)</li><li>○ Replace</li><li>○ Remove (trash and broken equipment)</li></ul>
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas that need improvement



# Regional Shelter Job Action Sheet Operations: Regional Shelter Staffing Unit

2016

<b>Job Description</b>		
Responsible for finding and coordinating enough Staff for all Shelter Positions Responsible for providing Staff support services Responsible for monitoring for Staff burnout Coordinates with Volunteer Manager/Ombudsman/Agencies to obtain Shelter Volunteers		
Reports to	Contact Information	
Regional Shelter Service Branch Leader		
Supervises		
Staff Unit Staff		
Partner Agencies	Contact Information	
Medical Reserve Corps	<a href="http://www.wmmrc.org">www.wmmrc.org</a>	
Voluntary Organizations (VOAD)		
Faith Community		
Local Businesses		
Forms, Protocols, and Other Resources		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Job Action Sheets (JAS)	Forms Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> ICS 214 Activity Log (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> ICS 308 Resource Request (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Just-In-Time Training Tools (Resources)	<a href="http://www.wmmrc.org">www.wmmrc.org</a> ; <a href="http://www.wmrhsac.org">www.wmrhsac.org</a>	
<input type="checkbox"/> Volunteer Screening Tool (Resources)		
<input type="checkbox"/> Volunteer Registration FORM		
<input type="checkbox"/> ICS 211 Personnel Sign-in (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> ICS 203: Organizational Assignment List	Forms Section of Shelter Plan	
<input type="checkbox"/> ICS 204: Assignment List/Staff Schedule		
<input type="checkbox"/> ICS 205: Personnel and Communication List	Forms Section of Shelter Plan	
<input type="checkbox"/> Staffing Level Guide	Forms Section of Shelter Plan	
<input type="checkbox"/> Operational Period Staffing Schedule (ICS 215)		
<input type="checkbox"/> Volunteer Registration/Screening Form		
<input type="checkbox"/> Volunteer Processing Checklist		
<input type="checkbox"/> Shelter Policy Checklist	Forms Section of Shelter Plan	
<input type="checkbox"/> Equipment Recommendations	Phone, laptop, internet, printer, files, name tags, markers, signage, copier	
Initial Planning Actions		



<input type="checkbox"/> Obtain briefing on Situational Awareness from Shelter Supervisor or Incident Command/EOC
<input type="checkbox"/> Designate and activate Staff positions as needed
<input type="checkbox"/> As delegated, and in close coordination with the Logistics Manager to avoid duplication of effort, contact partner agencies and organizations to determine available human resources to fill required positions in the shelter. <ul style="list-style-type: none"> <li>• Communicate availability to Logistics Manager via your Daily Activity Log.</li> </ul>
<input type="checkbox"/> Assign Staff to activated positions
<input type="checkbox"/> Establish communications with Service Branch Leader and Logistics Manager
<input type="checkbox"/> Review Staff check-in, credentialing, and screening procedures
<input type="checkbox"/> Create a database to record all Staff and Volunteer hours
<input type="checkbox"/> Establish Staffing Policies and Procedures: (General policies listed on the Common Required Response Actions JAS <ul style="list-style-type: none"> <li>o Schedule Staff breaks every 3-4 hours</li> <li>o All Staff must have current CORI/SORI</li> <li>o Non-affiliated or credentialed staff will be paired with a Mentor at all times</li> <li>o Maximum 12 hour shifts, 7 days in a row; with minimum 1 day break</li> <li>o Shelter Clients are encouraged to volunteer and take a role in daily living activities at the shelter</li> <li>o Refer interested Clients to Volunteer Management for screening, registration and credentialing</li> </ul>
<input type="checkbox"/> Review available Just-In-Time Training materials (Medical Reserve Corps, ARC, WRHSAC): <ul style="list-style-type: none"> <li>o Review the emergency and impact on shelter Clients and their stress/needs and special considerations</li> <li>o Review the Regional Shelter Hierarchy Chart and Chain of Command</li> <li>o Review Job Action Sheets and Roles and Responsibilities</li> <li>o Provide copies of the Resource Request FORM and Activity Log FORM</li> <li>o Review Staff/Volunteer expectations</li> <li>o Remind Staff/Volunteers that this is an emergency situation and things are expected to go wrong</li> <li>o Reinforce the importance of Shelter Staff/Volunteers to the emergency response and the service they are providing</li> <li>o Emphasize the importance of documenting everything that happens</li> <li>o Remind Volunteers to ask if they are in doubt about their ability to perform their Job Assignments</li> </ul>
<input type="checkbox"/> Review Volunteer Management Policies and Procedures: <ul style="list-style-type: none"> <li>o All Volunteers must complete a Volunteer FORM and show a government issued photo ID</li> <li>o Staff should be affiliated and have a current SORI/CORI to work in any occupied Shelter Area near children/youth or individuals with functional or access needs.</li> <li>o Medical Volunteers must be affiliated or have their professional licenses verified before serving as Medical Volunteer</li> <li>o Volunteers should always act within their training and experience. If not comfortable with an assignment, ask.</li> <li>o Affiliated Volunteers who have proper credentials receive assignments immediately</li> <li>o Un-affiliated or Volunteers who have not be verified will be partnered with a credentialed Volunteer at all times</li> <li>o Volunteers should be affiliated or have a current CORI/SORI to work in any occupied Shelter Area near children/youth</li> <li>o Volunteers who handle funds should be directly supervised</li> </ul>
<b>Initial Response</b>
<input type="checkbox"/> Establish a work station in the Logistics Center location
<input type="checkbox"/> Check in Staff as they arrive and distribute Job Action Sheets (JAS)
<input type="checkbox"/> Hold Initial Staff Briefing
<input type="checkbox"/> Receive immediate shelter staff requests from Logistics Manager
<input type="checkbox"/> Set up Staff Check-in Area at Shelter (maybe the same check-in station as the Volunteer Check-in)



<input type="checkbox"/> Resource Request Protocols: <ul style="list-style-type: none"> <li>○ Resource Request Form received</li> <li>○ Determine in resource is currently available by checking with Support Branch Leader/Supply Unit</li> <li>○ Distribute/deliver as available</li> <li>○ If not available, through MEMA or as a donation, work with Finance Manager/Cost Unit to coordinate purchase</li> <li>○ Update the Resource Inventory List (maintained by Support Branch Manager/Supply Unit)</li> </ul>
<input type="checkbox"/> Confirm set-up with Logistics Manager
<input type="checkbox"/> Accept Affiliated/Credentialed Volunteers (MRC, ARC, etc.) and incorporate into appropriate job/position
<input type="checkbox"/> Confirm credentialed volunteers credentials with responsible agency (MRC, ARC, etc.)
<input type="checkbox"/> Provide Staff access to Just-in-Time Training as needed
<input type="checkbox"/> Refer non-credential volunteers to Volunteer Management
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Maintain Situational Awareness and communications with Operations/EOC. Use runner/observers if necessary
<input type="checkbox"/> Ensure continuous communications with the Logistics Manager
<input type="checkbox"/> Coordinate procurement of goods and services with Finance Manager
<input type="checkbox"/> Prior to each operational period, determine staffing assignments; note them on the Staff Assignment/Schedule (ICS Form 204). <ul style="list-style-type: none"> <li>• Assignments are based on requirements and operational objectives set by the Shelter Supervisor/Logistics and Planning Managers.</li> </ul>
<input type="checkbox"/> Receive screened/credentialed volunteers from Volunteer Management to assign to staff rotation
<input type="checkbox"/> Check Staff/Volunteers in and out and provide JAS and orientation training
<input type="checkbox"/> Monitor for Staff Burnout and inappropriate behavior <ul style="list-style-type: none"> <li>○ Avoid working 2 consecutive shifts or 7 days without at least one full day off</li> <li>○ Report problems to Supervisor and Medical Unit</li> </ul>
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Ensure planning for the next operational periods
<b>Shelter Closing</b>
<input type="checkbox"/> Receive closing orders from Logistics Manager
<input type="checkbox"/> Brief Staff on closing and forms collections <ul style="list-style-type: none"> <li>○ Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents</li> <li>○ Hot Wash: What went well; what needs improvement</li> <li>○ After Action Process and Report</li> <li>○ Review and revise Regional Shelter Plan</li> </ul>
<input type="checkbox"/> Create a Closing/Demobilization Plan <ul style="list-style-type: none"> <li>○ Include a list of voluntary agencies and individuals to be thanked</li> <li>○ Pack excess supplies as they become unnecessary</li> <li>○ Ship extra supplies to other shelters, return or donate</li> </ul>



- 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)
- Participate in the After Action Report process, including identification of areas that need improvement



# Regional Shelter Job Action Sheet Operations: Regional Shelter Supervisor

2016

<b>Job Description</b>	
Responsible for all aspects of shelter operations for the region	
Ensures the provision of all shelter services in the region	
Ensures the health and safety of all staff and Clients	
Authorizes all regional shelter expenditures after approval by the Incident Commander	
Collects and maintains all job Activity Logs and submits all reports for the sheltering response	
<b>Reports to</b>	<b>Contact Information</b>
Incident Commander	
<b>Supervises</b>	<b>Contact Information</b>
Shelter Public Information Officer (PIO)	
Shelter Safety Officer	
Shelter Security Officer (may report to Law Enforce.)	
Shelter Public Health Officer	
Shelter Liaison Officer	
Shelter Medical Advisor	
Shelter Branch Manager	
Animal Shelter Branch Manager	
Finance Manager (Requisitions, time, data tracking)	
Planning Manager (Situational Awareness; next Operational Period, Demobilization)	
Logistics Manager (Resources, supplies, staff)	
<b>Partner Agencies</b>	<b>Contact Information</b>
Western Mass MEMA	<b>MEMA 24/7 call line 413.821.1500</b>
MEMA State Emergency Operations Center	<b>MEMA SEOC - (508) 820-2000 – ESF 6 (sheltering desk)</b>
Department of Public Health (DPH)	<b>MEMA 24/7 call line 413.821.1500 – ESF 8 (medical desk)</b>
DPH Epidemiologist (Epi) on duty 24/7	617-983-6800
Department of Environmental Protection (DEP)	<b>(888) 304-1133 Spill HotLine</b>
County Sheriff's Department	
American Red Cross (ARC)	24 hour phone Pioneer Valley: 413-737-4306
Salvation Army	(617) 542-5420
Western Mass Medical Reserve Corps	<a href="http://www.wmmrc.org">www.wmmrc.org</a>
Western Region Homeland Security Advisory	<a href="http://www.wrhsac.org">www.wrhsac.org</a>
Boards of Health (BOH)	



## Forms, Protocols, and Other Resources

Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Copy of Regional Shelter Plan with FORMS/LISTS/JAS/Maps and Shelter Assessments/Plans		
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Job Action Sheets for all positions (JAS)	In Forms Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> ARC Shelter Kit		
<input type="checkbox"/> Regional Shelter SOP (SOP)		
<input type="checkbox"/> Facility Opening/Closing Assessment Form (FORM)	In Forms Section of Shelter Plan	
<input type="checkbox"/> Resource Request ICS 308 (FORM)	In Forms Section of Shelter Plan	2 per JAS
<input type="checkbox"/> Activity Log ICS 214 (FORM)	In Forms Section of Shelter Plan	
<input type="checkbox"/> Staffing Guidelines (LIST)	Resource Section of Shelter Plan	
<input type="checkbox"/> Supply Guidelines (LIST)	Resource Section of Shelter Plan	
<input type="checkbox"/> Cot Cleaning Guide (LIST)	Resource Section of Shelter Plan	
<input type="checkbox"/> Client Registration Forms (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Sign In/Out Time Sheets (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Incident Report Forms (FORM)	Accidents and Complaints – Forms Section of Plan	
<input type="checkbox"/> Equipment Recommendations	Radio, cell phone, laptop with internet	
<b>Initial Planning Actions</b>		
<input type="checkbox"/> Use ICS 201 “Incident Briefing Form” to record initial objectives. <ul style="list-style-type: none"> <li>• Ensure Incident Command/EOC understand and agree to operational objectives.</li> </ul>		
<input type="checkbox"/> Use the ICS 201 to determine initial staffing requirements based on operational objectives, and list ordered, assigned and available staff and resources. <ul style="list-style-type: none"> <li>• List key resources required for the FIRST operational period.</li> </ul>		
<input type="checkbox"/> Coordinate with the Logistics Manager and Planning Manager to activate/call down required staff and partner agencies/organizations.		
<input type="checkbox"/> Conduct Initial Briefing with all activated staff and communicate operational objectives.		
<input type="checkbox"/> Review if available the ARC Assessment of the Regional Shelter Facility to determine capacity and resources (Note: 10-15% of the impacted population can be expected to use a Regional Shelter)		



<b>Initial Response</b>	
<input type="checkbox"/>	Conduct shelter facility walk-through (Shelter Assessment Form) as available: <ul style="list-style-type: none"> <li>○ Facility Manager/Representative</li> <li>○ Inspector of Buildings</li> <li>○ Fire Inspector</li> <li>○ Public Health Officer/Environmental Health Inspector</li> <li>○ Logistic Manager</li> <li>○ ARC Representative</li> <li>○ Universal Design/FNSS Advisor</li> <li>○ Human Shelter Branch Manager</li> <li>○ Animal Branch Manager</li> </ul>
<input type="checkbox"/>	Check in Command and General Staff as they arrive and distribute Job Action Sheets (JAS)
<input type="checkbox"/>	Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms and other ICS forms
<input type="checkbox"/>	Supervise shelter set-up or delegate to the Human Shelter Branch Manager, Animal Shelter Branch Manager or Logistics as is applicable: <ul style="list-style-type: none"> <li>○ Manager/Security/Communications Area</li> <li>○ Registration Area</li> <li>○ Logistics and Supplies/Donations Management Area</li> <li>○ Food Preparation/Service Area</li> <li>○ Dormitory Area</li> <li>○ Child Care Assistance Area</li> <li>○ Recreation Area</li> <li>○ Medical Care Area/Quiet Area</li> <li>○ Staff Break Area</li> <li>○ Service Animal Care Area (Pets should be in a nearby Pet Shelter)</li> <li>○ Isolation and Quarantine Area (may be used as temporary Security Area)</li> </ul>
<input type="checkbox"/>	Confirm shelter set-up and approve opening
<input type="checkbox"/>	Obtain approval for all shelter expenditures from the Incident Command/EOC
<input type="checkbox"/>	Ensure continuous communications with the Incident Command/EOC
<b>Daily Shelter Operations</b>	
<input type="checkbox"/>	Monitor Staff for “burn-out” and inappropriate behavior through managers
<input type="checkbox"/>	Hold shift change briefings with Command and General Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the IC</li> </ul>
<input type="checkbox"/>	Ensure shelters operate safely and efficiently and address issues as they arise
<input type="checkbox"/>	Monitor the shelter capacity with the Human and Animal Shelter Branch Managers
<input type="checkbox"/>	Ensure the safe and efficient transition of shelter clients back to their homes or their new normal
<input type="checkbox"/>	Prior to each operational period, coordinate with Planning Section to update ICS 202: Incident Objectives and Update Form. This form requires notation of operational-period objectives, activities, responsible parties and completion status.
<input type="checkbox"/>	Brief all staff leadership on operational-period objectives.



<input type="checkbox"/> At the end of each operational period make required notations on the ICS 202 including: <ul style="list-style-type: none"> <li>• Activity completion status</li> <li>• Resources used/required</li> <li>• Major decisions</li> <li>• Major problems/concerns</li> </ul>
<input type="checkbox"/> Provide summary of activities to IC/EOC as directed.
<input type="checkbox"/> Provide information to participating partner agencies/organizations.
<p align="center"><b>Shelter Closing</b></p>
<input type="checkbox"/> Receive closing orders from Incident Command/EOC
<input type="checkbox"/> Work with Communications and PIO to ensure that the Public is aware of the shelter closing status
<input type="checkbox"/> Monitor Shelter Closing: <ul style="list-style-type: none"> <li>○</li> </ul>
<input type="checkbox"/> Ensure clean up and equipment return <ul style="list-style-type: none"> <li>○ Refresh (clean and sanitize facility and equipment)</li> <li>○ Repair (if practical)</li> <li>○ Restore (if able, otherwise replace)</li> <li>○ Return (borrowed equipment)</li> <li>○ Replace</li> <li>○ Remove (trash and broken equipment)</li> </ul>
<input type="checkbox"/> Conduct facility closing walk-through with Representative (Opening/Closing Assessment Form) <ul style="list-style-type: none"> <li>○ Shelter Facility Manager/Representative</li> <li>○ Inspector of Buildings</li> <li>○ Public Health Officer/Inspector</li> </ul>
<input type="checkbox"/> Hold final Staff De-briefing and collect forms <ul style="list-style-type: none"> <li>○ Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents</li> <li>○ Hot Wash: What went well; what needs improvement</li> <li>○ After Action Process and Report</li> <li>○ Review and revise Regional Shelter Plan</li> </ul>
<input type="checkbox"/> Collect all Forms as record of shelter actions <ul style="list-style-type: none"> <li>○ Job Activity Logs</li> <li>○ Time Sheets</li> <li>○ Expense Sheets</li> <li>○ Environmental and Building Assessments/Reports</li> <li>○ Staff Check-in Sheets</li> <li>○ Complaints and Investigation Reports</li> <li>○ Medical Logs and Reports</li> <li>○ Client Registration Logs</li> <li>○ Resource Request Forms and Inventories</li> </ul>
<input type="checkbox"/> Work with Finance Officer as needed to ensure that invoices and reimbursement forms are completed
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas for improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Supply Unit

2016

Job Description		
Responsible for providing all supplies for the sheltering operations		
Responsible for establishing space for supply shipping/receiving, processing and storage		
Responsible for acquiring, tracking, receiving, processing and delivering supplies		
Responsible for real time maintenance of the Resource Inventory Tracking FORM		
Coordinates all purchases with Finance Manager and Cost Unit		
Reports to	Contact Information	
Regional Shelter Support Branch Leader		
Supervises		
Supply Unit Staff		
Partner Agencies	Contact Information	
MEMA		
American Red Cross		
Western Region Homeland Security Advisory	<a href="http://www.wrhsac.org">www.wrhsac.org</a>	
Voluntary Agencies - COAD		
Faith Community		
Local Businesses		
Forms, Protocols, and Other Resources		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Job Action Sheets (JAS)	FORMS Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> ICS 214 Activity Log (FORM)	FORMS Section of Shelter Plan	
<input type="checkbox"/> ICS 308 Resource Request (FORM)	FORMS Section of Shelter Plan	
<input type="checkbox"/> Resource Inventory Tracking (FORM)	FORMS Section of Shelter Plan	
<input type="checkbox"/> ICS 211 Personnel Sign-in (FORM)	FORMS Section of Shelter Plan	
<input type="checkbox"/> WRHSAC Resource Guide for Available Emergency Equipment and Supplies in Western Mass	<a href="http://www.wrhsac.org/resources/resource-guide/">www.wrhsac.org/resources/resource-guide/</a>	
<input type="checkbox"/> WRHSAC Sheltering Equipment End User Educational Video	<a href="http://www.wrhsac.org/resources/videos/">www.wrhsac.org/resources/videos/</a>	
<input type="checkbox"/> Available Shelter Supplies	LIST	
<input type="checkbox"/> Equipment Recommendations	Phone, laptop, radio, internet, printer, files, copier	
Initial Planning Actions		
<input type="checkbox"/> Obtain briefing on Situational Awareness from Shelter Supervisor or Incident Command/EOC		
<input type="checkbox"/> Designate and activate Staff positions as needed		
<input type="checkbox"/> Establish communications with Planning, Regional Shelter Supervisor, Manager, Service Branch, EOC to identify resource needs		



<b>Initial Response</b>
<input type="checkbox"/> Establish a work station in the Logistics Center location
<input type="checkbox"/> Check in Staff as they arrive and distribute Job Action Sheets (JAS)
<input type="checkbox"/> Hold Initial Staff Briefing
<input type="checkbox"/> Determine immediate shelter needs with Shelter Manager/Supervisor/IC/EOC
<input type="checkbox"/> Check/Create an inventory of existing/available regional shelter supplies and identify gaps
<input type="checkbox"/> Assist with setting up Shelter
<input type="checkbox"/> Establish communications with Finance Manager to coordinate procurement of goods and services
<input type="checkbox"/> Establish communications with the Logistics Manager to access regional, state and national shelter resources
<input type="checkbox"/> Set up an area for receiving, sorting, storage and shipping of supplies
<input type="checkbox"/> Resource Request Protocols: <ul style="list-style-type: none"> <li><input type="checkbox"/> Resource Request Form received</li> <li><input type="checkbox"/> Determine if resource is currently available</li> <li><input type="checkbox"/> Distribute/deliver as available</li> <li><input type="checkbox"/> If not available, through MEMA or as a donation, work with Finance Manager/Cost Unit to coordinate purchase</li> <li><input type="checkbox"/> Update the Resource Inventory Tracking FORM</li> </ul>
<input type="checkbox"/> If needed, follow the process outlined in the Resource Guide for Available Emergency Equipment and Supplies in Western Massachusetts to acquire the shelter trailer with cached supplies. The trailers include: <ul style="list-style-type: none"> <li><input type="checkbox"/> 75 floor mats</li> <li><input type="checkbox"/> 40 Army-style cots</li> <li><input type="checkbox"/> 20 special needs cots</li> <li><input type="checkbox"/> 180 blankets</li> <li><input type="checkbox"/> 84 pillows</li> </ul>
<input type="checkbox"/> NOTE: The Animal Branch Leader will coordinate the acquisition of the Disaster Animal Response Team Trailers and all of those supplies. A DART volunteer must stay with the trailer at all times. DART Trailer items to be replaced will be tracked by Animal Branch Leader and sent to Logistics Manager at shelter closing.
<input type="checkbox"/> Identify all gaps in shelter supplies. Use the Shelter Supply List as a guide for suggested items and quantity required for the number of shelter occupants.
<input type="checkbox"/> Document all supply shortfall on the ICS 308: Resource Request Form
<input type="checkbox"/> Determine if non-cached/required supplies are available as donations: check with the Donations Unit. <ul style="list-style-type: none"> <li><input type="checkbox"/> The PIO can post requests to social networks and the news media. However, durable goods such as cots, will most likely not be supplied as a donation.</li> </ul>
<input type="checkbox"/> For non-cached, non-donated supplies, forward ICS Resource Request Form to the Logistics Manager who will coordinate with local Emergency Operations Center or another pre-determined coordinating entity (such as MEMA Regional Office) to ensure items are not available elsewhere in the state. <ul style="list-style-type: none"> <li><input type="checkbox"/> If not available, the Finance Unit leader will be asked to process their purchase.</li> </ul>
<input type="checkbox"/> Update the Inventory Tracking Form with delivered equipment as it arrives.
<input type="checkbox"/> Confirm set-up with Support Branch Leader
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Maintain Situational Awareness and communications with Operations/EOC. Use runner/observers if necessary
<input type="checkbox"/> Ensure continuous communications with the Regional Shelter Supervisor or Incident Command/EOC
<input type="checkbox"/> Coordinate procurement of goods and services with Finance Manager
<input type="checkbox"/> Receive and distribute resource, supplies and service requests
<input type="checkbox"/> Update and maintain the shelter Supply Inventory LIST



<input type="checkbox"/> Determine daily and next Operational Period Resource and Staffing needs for the shelters
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<b>Shelter Closing</b>
<input type="checkbox"/> Receive closing orders from Incident Command/EOC
<input type="checkbox"/> If the shelter trailer was utilized, follow the process outlined in the Resource Guide for Available Emergency Equipment and Supplies in Western Massachusetts for returning the trailer and the cached supplies. <ul style="list-style-type: none"> <li>○ Ensure all borrowed equipment is cleaned in accordance with the guidance.</li> <li>○ Note all required replacement items on a Resource Request Form and forward, via the Logistics Unit, to the Finance Unit who will coordinate the purchase.</li> </ul>
<input type="checkbox"/> If bulk donations are leftover, work with the Donations Unit to do the following: <ul style="list-style-type: none"> <li>○ Determine (with assistance from Logistics Manager who will work with the local EOC or other coordinating governmental entity) if items are required at other shelters. If not,</li> <li>○ Check with local partner agencies to determine if they desire the items (e.g. Food Bank, local Homeless Shelters, or American Red Cross). Coordinate delivery, if required. If not,</li> <li>○ Return items to the organization that provided them (if possible/desired). If not,</li> <li>○ If coordination of distributing leftover supplies is not possible before the shelter closes, a temporary storage area will have to be utilized. Note: this is the least desirable option.</li> </ul>
<input type="checkbox"/> Track distribution of excess supplies on Resource Tracking Form
<input type="checkbox"/> Create a Closing/Demobilization Plan <ul style="list-style-type: none"> <li>○ Include a list of voluntary agencies and individuals to be thanked</li> <li>○ Pack excess supplies as they become unnecessary</li> <li>○ Coordinate with Logistics to return supplies</li> <li>○ Ship extra supplies to other shelters, return or donate</li> <li>○ Take-down and clean Supply Unit Area</li> </ul>
<input type="checkbox"/> Brief Staff on closing and forms collections <ul style="list-style-type: none"> <li>○ Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents</li> <li>○ Hot Wash: What went well; what needs improvement</li> <li>○ After Action Process and Report</li> <li>○ Review and revise Regional Shelter Plan</li> </ul>
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas that need improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Support Branch Leader

2016

<b>Job Description</b>		
Responsible for providing goods for the sheltering operation		
Responsible for all services that support the shelter operation (except food service)		
Responsible for coordinating shelter facility maintenance		
Responsible for arranging transportation to and from shelters		
Responsible for donations management		
Reports to	Contact Information	
Regional Shelter Logistics Manager		
Supervises		
Support Branch Team <ul style="list-style-type: none"> <li>○ Supply Unit</li> <li>○ Facilities Unit</li> <li>○ Transportation Unit</li> <li>○ Donations Unit</li> </ul>		
Partner Agencies	Contact Information	
MEMA		
American Red Cross		
Western Region Homeland Security Advisory	<a href="http://www.wrhsac.org">www.wrhsac.org</a>	
Voluntary Agencies - COAD		
Faith Community		
Local Businesses		
Medical Reserve Corps	<a href="http://www.wmmrc.org">www.wmmrc.org</a>	
Forms, Protocols, and Other Resources		
Item	Description/Notes	Quantity /Location
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Job Action Sheets (JAS)	FORMS Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> ICS 214 Activity Log (FORM)	FORMS Section of Shelter Plan	
<input type="checkbox"/> ICS 308 Resource Request (FORM)	FORMS Section of Shelter Plan	
<input type="checkbox"/> Staffing Needs List (LIST)	LIST Section of Shelter Plan	
<input type="checkbox"/> Supply List (LIST)	LIST Section of Shelter Plan	
<input type="checkbox"/> Inventory List (LIST)	LIST Section of Shelter Plan	
<input type="checkbox"/> ICS 211 Personnel Sign-in (FORM)	FORMS Section of Shelter Plan	
<input type="checkbox"/> Equipment Recommendations	Phone, laptop, radio, internet, printer, files, copier	
Initial Planning Actions		
<input type="checkbox"/> Obtain briefing on Situational Awareness from Shelter Supervisor or Incident Command/EOC		



<input type="checkbox"/> Designate and activate Staff positions as needed
<input type="checkbox"/> Establish communications with Planning, Regional Shelter Supervisor, Manager, Service Branch, EOC to identify resource needs
<b>Initial Response</b>
<input type="checkbox"/> Establish a work station in the Logistics Center location
<input type="checkbox"/> Check in Staff as they arrive and distribute Job Action Sheets (JAS)
<input type="checkbox"/> Hold Initial Staff Briefing
<input type="checkbox"/> Determine immediate shelter needs with Shelter Manager/Supervisor/IC/EOC
<input type="checkbox"/> Assist with setting up Shelter
<input type="checkbox"/> Establish communications with Finance Manager to coordinate procurement of goods and services
<input type="checkbox"/> Responsible for Support Branch Units: <ul style="list-style-type: none"> <li>○ Supply: goods <ul style="list-style-type: none"> <li>○ Area for Storage, Shipping/Receiving</li> </ul> </li> <li>○ Transportation: to and from shelter and Client requests as able</li> <li>○ Donations: goods, services and money <ul style="list-style-type: none"> <li>○ Area for Receiving/shipping, sorting, storage (may need refrigeration for food supplies)</li> </ul> </li> <li>○ Facilities: in coordination with the facilities owner/operator <ul style="list-style-type: none"> <li>○ Area for Facilities cleaning and maintenance service</li> </ul> </li> </ul>
<input type="checkbox"/> Resource Request Protocols: <ul style="list-style-type: none"> <li>○ Resource Request Form received</li> <li>○ Determine if resource is currently available by checking with Support Branch Leader/Supply Unit</li> <li>○ Distribute/deliver as available</li> <li>○ If not available, through MEMA/MACC or as a donation, work with Finance Manager/Cost Unit to coordinate purchase</li> <li>○ Update the Resource Inventory List (maintained by Support Branch Manager/Supply Unit)</li> </ul>
<input type="checkbox"/> Confirm set-up with Logistics Manager
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Maintain Situational Awareness and communications with Operations/EOC. Use runner/observers if necessary
<input type="checkbox"/> Ensure continuous communications with the Regional Shelter Supervisor or Incident Command/EOC
<input type="checkbox"/> Coordinate procurement of goods and services with Finance Manager
<input type="checkbox"/> Receive and address resource and service requests
<input type="checkbox"/> Determine daily and next Operational Period Resource and Staffing needs for the shelters
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Prior to each operational period, use the ICS 202B Station Objective and Update Form to note the objectives/required activities for the Branch. Branch objectives/activities are based on overarching objectives set by the Shelter Supervisor. <ul style="list-style-type: none"> <li>○ Note activity completion status at the end of the operational period</li> <li>○ Provide summary of all Branch Unit’s Activity Logs for Supervisor/IC (Logistics Manager) on ICS 202B Station Objective</li> <li>○ Ensure planning is completed for next Operational Period</li> </ul>



## Shelter Closing

- Receive closing orders from Incident Command/EOC
- Create a Closing/Demobilization Plan
  - Include a list of voluntary agencies and individuals to be thanked
  - Pack excess supplies as they become unnecessary
  - Ship extra supplies to other shelters, return or donate
- Brief Staff on closing and forms collections
  - Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents
  - Hot Wash: What went well; what needs improvement
  - After Action Process and Report
  - Review and revise Regional Shelter Plan
- 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)
- Participate in the After Action Report process, including identification of areas that need improvement

# Regional Shelter Job Action Sheet Operations: Regional Shelter Time Unit

2016

<b>Job Description</b>		
Keeps track of all data and paperwork associated with regional shelter operations		
Collect and track all time logs, including volunteer time to be used as FEMA/State matching funds		
Collect and track all other data and reports for the sheltering response, except financial data		
<b>Reports to</b>	<b>Contact Information</b>	
Regional Shelter Finance Manager		
<b>Supervises</b>	<b>Contact Information</b>	
Time Unit Staff		
<b>Partner Agencies</b>	<b>Contact Information</b>	
Local Business		
Voluntary Agencies		
Responder Groups and Agencies		
<b>Forms, Protocols, and Other Resources</b>		
<b>Item</b>	<b>Description/Notes</b>	<b>Quantity/Location</b>
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Job Action Sheets (JAS)	In Forms Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> ICS 214 Activity Log (FORM)	In Forms Section of Shelter Plan	
<input type="checkbox"/> ICS 308 Resource Request (FORM)		
<input type="checkbox"/> ICS 211 Personnel Sign-in (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Expense Tracking Form (FORMS)		
<input type="checkbox"/> Shelter Time Log Table		
<input type="checkbox"/> Equipment Recommendations	Phone, laptop with EXCEL and internet, printer, files,	
<b>Initial Planning Actions</b>		
<input type="checkbox"/> Review data tracking protocols with the Finance Manager		
<input type="checkbox"/> Designate and activate Staff positions as needed:		
<input type="checkbox"/> Review Regional Shelter Plans		
<input type="checkbox"/> Create a time, volunteer and donation tracking data base that: <ul style="list-style-type: none"> <li><input type="radio"/> Identifies the volunteer</li> <li><input type="radio"/> Indicates date and time served</li> <li><input type="radio"/> Shows job function</li> <li><input type="radio"/> Notes any donations or in-kind services</li> <li><input type="radio"/> Allocates donations or volunteer time by Municipality</li> </ul>		
<b>Initial Response</b>		
<input type="checkbox"/> Establish a working Finance/Data Center Location		
<input type="checkbox"/> Check in Staff as they arrive and distribute Job Action Sheets (JAS)		



<input type="checkbox"/> Hold Initial Staff Briefing
<input type="checkbox"/> Confirm set-up with Finance Manager
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Ensure continuous communications with the Regional Shelter Finance Manager
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Time Unit oversees the monitoring and documenting of all data except expenses
<input type="checkbox"/> Time Unit collects and monitors all documents and Action Logs, Time sheets, Volunteer Time and Donations
<input type="checkbox"/> Ensure planning for the next operational periods
<b>Shelter Closing</b>
<input type="checkbox"/> Receive closing orders from Incident Command/EOC
<input type="checkbox"/> Brief Staff on closing and forms collections <ul style="list-style-type: none"> <li>○ Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents</li> <li>○ Hot Wash: What went well; what needs improvement</li> <li>○ After Action Process and Report</li> <li>○ Review and revise Regional Shelter Plan</li> </ul>
<input type="checkbox"/> Assist with clean up and equipment return <ul style="list-style-type: none"> <li>○ Refresh (Clean and sanitize facility and equipment)</li> <li>○ Repair (if practical)</li> <li>○ Restore (if able, otherwise replace)</li> <li>○ Return (borrowed equipment)</li> <li>○ Replace</li> <li>○ Remove (trash and broken equipment)</li> </ul>
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas that need improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Transportation Unit

2016

<b>Job Description</b>		
Responsible for shelter traffic signage, flow and parking in/around regional shelter facility		
Ensures safe/efficient parking lot flow, accessible drop-off area and accessible/handicapped parking		
Alerts and coordinates with Shelter Security and Safety Officers to prevent/resolve any traffic control/safety issues		
Coordinates the transportation needs of shelter residents to and from the regional shelter		
Coordinates Functional Needs transportation services		
Coordinates evacuation transportation		
Provides a vehicle staging area		
Coordinates all purchases with Finance Manager and Cost Unit		
Reports to	Contact Information	
Regional Shelter Support Branch Leader		
Supervises		
Transportation Unit Staff		
Partner Agencies	Contact Information	
Regional Transportation Authorities		
Private Transportation Organizations		
Bus Companies		
Elder Van Services		
Voluntary Agencies - COAD		
Faith Community		
Forms, Protocols, and Other Resources		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Job Action Sheets (JAS)	FORMS Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> ICS 214 Activity Log (FORM)	FORMS Section of Shelter Plan	
<input type="checkbox"/> ICS 308 Resource Request (FORM)	FORMS Section of Shelter Plan	
<input type="checkbox"/> Supply List (LIST)	LIST Section of Shelter Plan	
<input type="checkbox"/> Resource Inventory Tracking (FORM)	FORMS Section of Shelter Plan	
<input type="checkbox"/> ICS 211 Personnel Sign-in (FORM)	FORMS Section of Shelter Plan	
<input type="checkbox"/> Transportation Inventory and Contact List: Template		
<input type="checkbox"/> Transportation Request Form (FORM)		
<input type="checkbox"/> ADA Toolkit for Emergency Shelter (Passenger Drop-off areas)		
<input type="checkbox"/> Traffic Barriers, Signs, Cones, Tape, etc.	WRHSAC Traffic Trailers and Sign Boards	
<input type="checkbox"/> Equipment Recommendations	Phone, laptop, radio, internet, printer, files, copier	



<b>Initial Planning Actions</b>
<input type="checkbox"/> Obtain briefing on Situational Awareness from Shelter Supervisor or Incident Command/EOC
<input type="checkbox"/> Designate and activate Staff positions as needed
<input type="checkbox"/> Establish communications with Planning, Support Branch, Regional Shelter Supervisor/IC/EOC to identify transportation needs
<b>Initial Response</b>
<input type="checkbox"/> Establish a work station in the Logistics Center location
<input type="checkbox"/> Check in Staff as they arrive and distribute Job Action Sheets (JAS)
<input type="checkbox"/> Hold Initial Staff Briefing
<input type="checkbox"/> Determine immediate transportation needs with Support Branch Leader, Regional Shelter Supervisor/IC/EOC
<input type="checkbox"/> Check/Create an inventory of existing/available transportation options
<input type="checkbox"/> Work with Safety/Security Officers to consider and address parking issues such lighting, signage, safety, traffic barriers, etc.
<input type="checkbox"/> Bring attention to any parking lot accessibility issues to the Functional Needs Support Services Advisor, the Facilities Unit or Logistics Manager, including the need to add ramps or railings.
<input type="checkbox"/> Assist with setting up traffic control at the Shelter
<input type="checkbox"/> Establish communications with Finance Manager to coordinate procurement of goods and services
<input type="checkbox"/> Establish communications with the Logistics Manager to access regional, state and national transportation resources
<input type="checkbox"/> Set up an vehicle staging area
<input type="checkbox"/> Request information from Transportation Partners regarding the status of their fleets. Ensure any disruptions in fuel or transportation routes are brought to the attention of shelter leadership, and are made known to shelter Clients.
<input type="checkbox"/> Ensure Logistics is monitoring the continued availability of fuel for vehicles (both diesel and gasoline)
<input type="checkbox"/> Resource Request Protocols: <ul style="list-style-type: none"> <li><input type="checkbox"/> Resource Request Form received</li> <li><input type="checkbox"/> Determine if transportation resource is currently available</li> <li><input type="checkbox"/> Distribute/deliver/provide as available</li> <li><input type="checkbox"/> If not available, through MEMA or as a donation, work with Finance Manager/Cost Unit to coordinate purchase</li> <li><input type="checkbox"/> Update the Transportation Resource Inventory Tracking FORM</li> </ul>
<input type="checkbox"/> Confirm set-up with Support Branch Leader
<b>Daily Shelter Operations</b>
<input type="checkbox"/> Maintain Situational Awareness and communications with Operations/EOC. Use runner/observers if necessary
<input type="checkbox"/> Ensure continuous communications with the Regional Shelter Supervisor or Incident Command/EOC
<input type="checkbox"/> Coordinate procurement of goods and services with Finance Manager
<input type="checkbox"/> Receive and address transportation service requests: <ul style="list-style-type: none"> <li><input type="checkbox"/> Coordinate with cabs, ambulances, vans, buses, private autos</li> <li><input type="checkbox"/> Suggest safe walking or biking routes</li> <li><input type="checkbox"/> Wheelchair options</li> </ul>
<input type="checkbox"/> Determine daily and next Operational Period Resource and Staffing needs
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit



<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Ensure planning for the next operational periods
<b>Shelter Closing</b>
<input type="checkbox"/> Receive closing orders from Incident Command/EOC
<input type="checkbox"/> Create a Closing/Demobilization Plan <ul style="list-style-type: none"> <li>○ Include a list of voluntary agencies and individuals to be thanked</li> <li>○ Pack excess supplies as they become unnecessary</li> <li>○ Coordinate with Logistics to return supplies</li> <li>○ Ship extra supplies to other shelters, return or donate</li> <li>○ Take-down and clean Supply Unit Area</li> </ul>
<input type="checkbox"/> Brief Staff on closing and forms collections <ul style="list-style-type: none"> <li>○ Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents</li> <li>○ Hot Wash: What went well; what needs improvement</li> <li>○ After Action Process and Report</li> <li>○ Review and revise Regional Shelter Plan</li> </ul>
<input type="checkbox"/> Assist with clean up and equipment return <ul style="list-style-type: none"> <li>○ Refresh (Clean and sanitize facility and equipment)</li> <li>○ Repair (if practical)</li> <li>○ Restore (if able, otherwise replace)</li> <li>○ Return (borrowed equipment)</li> <li>○ Replace</li> <li>○ Remove (trash and broken equipment)</li> </ul>
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas that need improvement



# Regional Shelter Job Action Sheet Operations: Regional Shelter Veterinary Team

2016

<b>Job Description</b>		
Provide basic medical services for pets in regional animal shelter		
<b>Reports to</b>	<b>Contact Information</b>	
Regional Animal Shelter Branch Manager		
<b>Supervises</b>		
Veterinary Team Volunteers		
<b>Partner Agencies</b>	<b>Contact Information</b>	
Local Veterinarians		
DART/SMART		
Animal Control Officers		
<b>Forms, Protocols, and Other Resources</b>		
<b>Item</b>	<b>Description/Notes</b>	<b>Quantity/Location</b>
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Job Action Sheets (JAS)	In Forms Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> ICS 214 Activity Log (FORM)	In Forms Section of Shelter Plan	
<input type="checkbox"/> ICS 308 Resource Request (FORM)		
<input type="checkbox"/> ICS 211 Personnel Sign-in (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Incident Report Forms (FORM)	Accidents and Complaints – Forms Section of Plan	
<input type="checkbox"/> Minimum Equipment Recommendations	Cell phone and veterinarian medical kit	
<b>Initial Planning Actions</b>		
<input type="checkbox"/> Plan for regional animal shelter Veterinarian Service Area with the Regional Animal Shelter Branch Manager		
<input type="checkbox"/> Designate and activate Staff positions as needed		
<b>Initial Response</b>		
<input type="checkbox"/> Check in Staff as they arrive and distribute Job Action Sheets (JAS)		
<input type="checkbox"/> Set-up Veterinary Service Area		
<input type="checkbox"/> Review Animal Shelter Guidelines and Veterinary Protocols (Resources)		
<input type="checkbox"/> Confirm shelter Veterinary set-up with Animal Shelter Branch Manager and set opening time		
<input type="checkbox"/> Obtain approval for all animal shelter expenditures from the Animal Shelter Branch Manager		
<input type="checkbox"/> Confirm set-up with Animal Shelter Branch Manager		
<b>Daily Shelter Operations</b>		
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit		



<input type="checkbox"/> Hold shift change briefings with Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Review and update an Animal Care Sheet for each animal
<input type="checkbox"/> Ensure continuous communications with the Animal Shelter Branch Manager
<input type="checkbox"/> Ensure the safe and efficient transition of owners and their pets back to their new normal or another shelter
<input type="checkbox"/> Ensure planning for the next operational periods
<p align="center"><b>Shelter Closing</b></p>
<input type="checkbox"/> Receive closing orders from Incident Command/EOC
<input type="checkbox"/> Kennel Closing Check List: <ul style="list-style-type: none"> <li>○ Determine if volunteers can work at another animal shelter</li> <li>○ Pack excess supplies as they become unnecessary</li> <li>○ Determine where the supplies need to go and begin the shipping process as soon as possible</li> <li>○ Update the supply inventory</li> <li>○ Clean and return the shelter to its original condition as the shelter closes</li> <li>○ Return all moved furniture</li> <li>○ Remove all signage</li> <li>○ Clean and Sanitize</li> <li>○ Dispose of all wastes</li> </ul>
<input type="checkbox"/> Ensure that all animals are returned to owners, caretakers or animal facility
<input type="checkbox"/> Assist with clean up and equipment return <ul style="list-style-type: none"> <li>○ Refresh (Clean and sanitize facility and equipment)</li> <li>○ Repair (if practical)</li> <li>○ Restore (if able, otherwise replace)</li> <li>○ Return (borrowed equipment)</li> <li>○ Replace</li> <li>○ Remove (trash and broken equipment)</li> </ul>
<input type="checkbox"/> Hold final Staff De-briefing and collect forms <ul style="list-style-type: none"> <li>○ Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents</li> <li>○ Hot Wash: What went well; what needs improvement</li> <li>○ After Action Process and Report</li> <li>○ Review and revise Regional Shelter Plan</li> </ul>
<input type="checkbox"/> Work with Finance Officer as needed to ensure that invoices and reimbursement forms are completed
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas that need improvement



# Regional Shelter Job Action Sheet

## Operations: Regional Shelter Volunteer Management

2016

<b>Job Description</b>		
Responsible for supporting/troubleshooting Volunteers who work at the Shelter Responsible for Shelter Volunteer recruitment, credentialing/screening and training Works with Ombudsman, Staffing Unit and Shelter Manager to recruit shelter Clients to assist with daily living activities Work with Shelter PIO to notify the Public regarding sheltering needs, including volunteers		
Reports to	Contact Information	
Regional Shelter Service Branch Leader		
Supervises		
Volunteer Management Staff		
Partner Agencies	Contact Information	
MaResponds	<a href="http://www.maresponds.org">www.maresponds.org</a>	
Medical Reserve Corps	<a href="http://www.wmmrc.org">www.wmmrc.org</a>	
Voluntary Agencies/COAD		
Faith Community		
Schools		
Local Businesses		
HMCC/MACC		
MEMA ESF 6, 7, 8 Desks		
Forms, Protocols, and Other Resources		
Item	Description/Notes	Quantity/Location
<input type="checkbox"/> Regional Shelter Hierarchy	ICS Chart; posted chart showing ARC/ICS roles	
<input type="checkbox"/> Job Action Sheets (JAS)	Forms Section of Shelter Plan	At Least 2 copies
<input type="checkbox"/> ICS 214 Activity Log (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> ICS 308 Resource Request (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Just-In-Time Training Tools (Resources)	<a href="http://www.wmmrc.org">www.wmmrc.org</a> ; <a href="http://www.wrhsac.org">www.wrhsac.org</a>	
<input type="checkbox"/> Volunteer Registration Form (FORM)	May also use forms in the MAG SVMP Plan	
<input type="checkbox"/> Shelter Staff/Volunteer Emergency Info.( FORM)		
<input type="checkbox"/> Volunteer What to Expect at a Mass Care Shelter	Forms Section	
<input type="checkbox"/> Volunteer Personal Readiness Assessment Worksh.		
<input type="checkbox"/> ICS 211 Personnel Sign In (FORM)	Forms Section of Shelter Plan	
<input type="checkbox"/> Regional Shelter Roster (FORM)		
<input type="checkbox"/> Equipment Recommendations	Phone, laptop, internet, printer, files, name tags, markers, signage, copier	
Initial Planning Actions		
<input type="checkbox"/> Obtain briefing on Situational Awareness from Shelter Supervisor or Incident Command/EOC		



<input type="checkbox"/> Designate and activate Staff positions as needed
<input type="checkbox"/> Establish communications with Service Branch Leader and Logistics Manager
<input type="checkbox"/> Establish contact with Shelter PIO to alert the Public to the need for Shelter Volunteers
<input type="checkbox"/> Establish contact with Staffing Unit
<input type="checkbox"/> Establish Shelter Volunteer Just-in-Time Training system <ul style="list-style-type: none"> <li>o Computer/tablet; on-line; group training; paper; etc.</li> </ul>
<input type="checkbox"/> Review available Just-In-Time Training materials (Medical Reserve Corps, ARC, WRHSAC): <ul style="list-style-type: none"> <li>o Review the emergency and impact on shelter Clients and their stress/needs and special considerations</li> <li>o Review the Regional Shelter Hierarchy Chart and Chain of Command</li> <li>o Review Job Action Sheets and Roles and Responsibilities</li> <li>o Provide copies of the Resource Request FORM and Activity Log FORM</li> <li>o Review Volunteer expectations</li> <li>o Remind Volunteers that this is an emergency situation and things are expected to go wrong</li> <li>o Reinforce the importance of Volunteers to the emergency response and the service they are providing</li> <li>o Emphasize the importance of documenting everything that happens</li> <li>o Remind Volunteers to ask if they are in doubt about their ability to perform their Job Assignments</li> </ul>
<input type="checkbox"/> Establish communications for credentialing affiliated volunteers <ul style="list-style-type: none"> <li>o MRC Volunteers: Call/email MRC Unit Leader or MRC County Coordinator. Contact information can be found at <a href="http://www.wmmrc.org">www.wmmrc.org</a></li> <li>o Contact <a href="http://www.MAResponds.org">www.MAResponds.org</a></li> <li>o American Red Cross Volunteers: (413) 233-1018 (Western Mass. office) or ESF 6 Desk at MEMA</li> <li>o Contact Department of Public Health ESF 8 Desk at MEMA</li> <li>o ESF 7 Desk at MEMA – Volunteer Resources</li> </ul>
<input type="checkbox"/> Review following items for familiarity <ul style="list-style-type: none"> <li>o Review the emergency and impact on shelter Clients and their stress/needs and special considerations</li> <li>o Review the Regional Shelter Hierarchy Chart and Chain of Command</li> <li>o Review Job Action Sheets and Roles and Responsibilities</li> <li>o Provide copies of the Resource Request FORM and Activity Log FORM</li> <li>o Review Volunteer expectations</li> </ul>
<input type="checkbox"/> Review Volunteer Management Process <ul style="list-style-type: none"> <li>o Greet, register and credential all Shelter Volunteers as they arrive.</li> <li>o Fast-track affiliated/credentialed volunteers and refer to Staffing Unit as quickly as possible</li> <li>o Provide registered volunteers with proper identification card/badge according to shelter practices.</li> <li>o Review Shelter Volunteer Just-in-Time Training as applicable</li> <li>o Once Volunteers have completed screening and are credentialed/affiliated, direct to Staffing Unit for work assignment. All work assignments are made and coordinated through the Staffing Unit</li> </ul>



- Review Volunteer Management Policies and Procedures:
  - All Volunteers must complete a Volunteer FORM, provide a reference and show a government photo ID.
  - All Volunteers must complete a Shelter Staff/Volunteer Confidentiality Agreement.
  - Medical Volunteers must be affiliated or have their professional licenses verified before serving as a Medical Volunteer
    - Spontaneous volunteers without a copy of their license and whose credentials cannot be verified will be assigned to non-clinical roles.
  - All volunteers/staff must display visible official shelter identification at all times.
  - Volunteers should always work within their training and experience
  - Affiliated/Credentialed Volunteers who have proper credentials and training are referred to the Staffing Unit to receive assignment immediately after registration
  - Un-affiliated or Volunteers who have not be verified will be partnered with a credentialed Volunteer at all times
    - Spontaneous volunteers ID will indicate SUV. (Designated colored dot or other approved indicator.)
  - Volunteers should be affiliated or have a current CORI/SORI to work in any occupied Shelter Area near children/youth
  - Volunteers who handle funds should be directly supervised
  - Once Volunteers have completed screening and are credentialed/affiliated, direct to Staffing Unit for work assignment. All work assignments are made and coordinated through the Staffing Unit

### Initial Response

- Establish a work station in the Logistics Center location
- Greet Volunteer Management Staff, hold initial Staff Briefing and hand out Activity Logs and Resource Request FORMS
- Resource Request Protocols:
  - Resource Request Form received
  - Determine in resource is currently available by checking with Support Branch Leader/Supply Unit
  - Distribute/deliver as available
  - If not available, through MEMA or as a donation, work with Finance Manager/Cost Unit to coordinate purchase
  - Update the Resource Inventory List (maintained by Support Branch Manager/Supply Unit)
- Receive immediate shelter volunteer requests from Logistics Manager
- Set up Volunteer Check-in Area at Shelter
- Work with Staffing Unit Leader to greet and check in Volunteers as they arrive
- Work with Shelter Security Officer to get CORI/SORI checks completed for unaffiliated/non-credentialed volunteers.
- Hold Initial Volunteer Briefing if asked to do so by Staffing Unit Leader
- Include the following in all Volunteer Briefings:
  - Remind Volunteers that this is an emergency situation and things are expected to go wrong
  - Reinforce the importance of Volunteers to the emergency response and the service they are providing
  - Emphasize the importance of documenting everything that happens
  - Reinforce the importance of confidentiality of shelter Client information.
  - Remind Volunteers to ask if they are in doubt about their ability to perform their Job Assignments
- Confirm set-up with Logistics Manager

### Daily Shelter Operations

- Maintain Situational Awareness and communications with Operations/EOC. Use runner/observers if necessary
- Ensure continuous communications with the Logistics Manager
- Ensure continues communication with Staffing Unit
- Coordinate procurement of goods and services with Finance Manager
- Work to acknowledge Volunteer efforts and solve any Volunteer associated problems/complaints
- Work with Staffing Unit Leader to meet next Operational Period Resource and Volunteer needs for the shelters



<input type="checkbox"/> Greet and Check Volunteers in and Out. Provide Volunteer Briefing & Shelter Orientation Training. Provide JAS and Just-in Time training as directed by Staffing Unit.
<input type="checkbox"/> Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
<input type="checkbox"/> Hold shift change briefings with Volunteer Management Staff and collect Activity Logs: <ul style="list-style-type: none"> <li>○ Situational updates</li> <li>○ Collect/Distribute Forms: JAS; Activity Logs; Medical Logs; Client Count; Expense Sheets, Inspections, etc.</li> <li>○ Emphasize the importance of documenting everything, especially injuries and complaints</li> <li>○ Sign in/out Staff</li> <li>○ Discuss needs or concerns for the next shift</li> <li>○ Create update for the Supervisor/IC</li> </ul>
<input type="checkbox"/> Daily Demobilization of Volunteers <ul style="list-style-type: none"> <li>○ Ensure the volunteer’s assigned supervisor affirms their dismissal from assigned duties</li> <li>○ Ensure volunteer has briefed any replacement staff, if appropriate, on all pertinent information needed to perform the job and ensure smooth operations</li> <li>○ Complete exit interview to educate volunteer on the possible physical and mental health reactions to disasters, and inform them of resources available</li> <li>○ Complete tracking information for volunteer</li> <li>○ Confirm that the Disaster Volunteer Registration Form is completed.</li> <li>○ Confirm the number of hours worked with the Time Unit</li> </ul>
<b>Shelter Closing</b>
<input type="checkbox"/> Receive closing orders from Logistics Manager
<input type="checkbox"/> Brief Staff on closing and forms collections <ul style="list-style-type: none"> <li>○ Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents</li> <li>○ Ask volunteers to participate in a debriefing/hot wash and/or After Action Report process to better understand their volunteer experience.</li> <li>○ Hot Wash: What went well; what needs improvement</li> <li>○ After Action Process and Report</li> <li>○ Review and revise Regional Shelter Plan</li> </ul>
<input type="checkbox"/> Create a Closing/Demobilization Plan <ul style="list-style-type: none"> <li>○ Include a list of voluntary agencies and individuals to be thanked</li> <li>○ All post-deployment records must be properly collected and stored according to local guidance.</li> <li>○ Pack excess supplies as they become unnecessary</li> <li>○ Ship extra supplies to other shelters, return or donate</li> </ul>
<input type="checkbox"/> For Affiliated Volunteers, Volunteer Management will: <ul style="list-style-type: none"> <li>○ Notify the home (i.e., sending) organization of the demobilization of the affiliated volunteer/s</li> <li>○ All volunteer forms should be sent to the sending organization</li> </ul>
<input type="checkbox"/> Assist with clean up and equipment return <ul style="list-style-type: none"> <li>○ Refresh (Clean and sanitize facility and equipment)</li> <li>○ Repair (if practical)</li> <li>○ Restore (if able, otherwise replace)</li> <li>○ Return (borrowed equipment)</li> <li>○ Replace</li> <li>○ Remove (trash and broken equipment)</li> </ul>
<input type="checkbox"/> Participate in the After Action Report process, including identification of areas that need improvement

