

SPONTANEOUS VOLUNTEER MANAGEMENT ANNEX

MARIN COUNTY OPERATIONAL AREA EMERGENCY OPERATIONS PLAN



SEPTEMBER 2005



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RESOLUTION NO. 2006-10
RESOLUTION OF THE MARIN COUNTY BOARD OF SUPERVISORS

WHEREAS, Marin County's Operational Area Emergency Operations Plan (Plan) has been developed to address the broad needs of the Marin County community in case of emergencies and disasters, including the need to ensure appropriate management of spontaneous volunteer and service program resources; and

WHEREAS, the Plan provides critical information about the concepts and policies that direct overall preparedness and response activities and the Spontaneous Volunteer Management Annex (Annex) provides additional information specific to spontaneous volunteer management, creating a framework for those preparedness and response activities; and

WHEREAS, on December 8, 2005, the County's Disaster and Citizens' Corps Council approved the attached Annex to the Plan; and

WHEREAS, the Spontaneous Volunteer Management Annex to the Marin County Operational Area Emergency Operations Plan supports and will be used in conjunction with that Plan as the Annex provides a framework for preparation and response activities specific to meeting needs for spontaneous volunteers and service programs; and

WHEREAS, the Marin County Sheriff's Office of Emergency Services has responsibility for the update, revision and record of revisions of the Spontaneous Volunteer Management Annex; and

WHEREAS, Marin County will benefit from the County's improved preparedness and ability to respond to needs of spontaneous volunteers and service programs created by emergencies and disasters in the Marin County Operational Area.


NOW, THEREFORE, BE IT RESOLVED that the proposed Spontaneous Volunteer Management Annex be included in Marin County's Operational Area Emergency Operations Plan.

PASSED AND ADOPTED at a regular meeting of the Board of Supervisors of the County of Marin held on this 24th day of January, 2006, by the following vote:

AYES: SUPERVISORS Charles McGlashan, Steve Kinsey,
Cynthia L. Murray, Susan L. Adams
NOES: NONE
ABSENT: SUPERVISOR Harold C. Brown, Jr.



PRESIDENT, BOARD OF SUPERVISORS

ATTEST:


CLERK

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INTRODUCTION

Purpose

This Spontaneous Volunteer Management Annex establishes an organizational structure and process by which the Marin County Operational Area, in partnership with the Center for Volunteer and Non-Profit Leadership (CVNL) of Marin can access and manage spontaneous volunteer and service program resources for community-wide disaster response, relief and recovery efforts. When managed appropriately, spontaneous volunteers and service programs provide valuable and cost-effective resources to the community.

Goals

The goals of this Annex are:

- To augment, as a supporting plan, the Marin County Operation Plan (EOP)
- To enhance resources available to the jurisdiction and the community-at-large for disaster response and recovery through the involvement of spontaneous volunteers and locally-based service programs
- To establish a means by which volunteers and service program members can contribute their time and talents following a disaster
- To encourage partnerships among governmental agencies and non-governmental organizations for the most effective community-wide approach to disaster volunteer coordination
- To ensure that implementation of the Spontaneous Volunteer Management Annex is in accordance with principles and practices as described in the California State Emergency Plan and local jurisdiction emergency plans

Scope

This Annex is designed for use by the Emergency Management Organization of the Marin County Operational Area during the response and recovery phases of emergency management for all hazards. The County of Marin and/or the incorporated cities take responsibility for implementing this Annex and will share responsibility with CVNL or other non-governmental organizations (NGOs) as appropriate. This Annex focuses on the mobilization, coordination and referral of spontaneous volunteers and service programs only and does not address other related issues, such as the recruitment and management of affiliated volunteers.

Under the Standardized Emergency Management System (SEMS), the Operational Area is an intermediate level of the state's emergency services organization which encompasses the county and all political subdivisions located within the county's geographic borders. The Operational Area manages and/or coordinates information, resources, and priorities among local governments within the operational area, and serves as the coordination and communication link between the local government level and the regional level.

Definitions

- *Volunteer.* Someone who willingly provides his/her services without receiving financial compensation.
- *Spontaneous Volunteer.* An individual who comes forward following a disaster to assist a governmental agency or NGO with disaster-related activities during the response or

recovery phase without pay or other consideration. By definition, spontaneous volunteers are not initially affiliated with a response or relief agency or pre-registered with an accredited disaster council. However, they may possess training, skills and experience that can be useful in the relief effort. Spontaneous volunteers may also be referred to as unaffiliated, spontaneous unaffiliated and convergent volunteers.

- *Affiliated Volunteer.* An individual who is affiliated with either a governmental agency or NGO and who has been trained for a specific role or function in disaster relief or response during the preparedness phase. While spontaneous volunteers may bring needed skills and resources, affiliated volunteers will most likely be used first in a disaster. Examples of affiliated volunteer groups include Community Emergency Response Teams (CERT), the Auxiliary Communications Service (ACS), the Volunteers in Police Services (VIPS) program, Search and Rescue teams, the Disaster Medical Reserve Corps, and American Red Cross' Disaster Action Teams (DAT). The category of affiliated volunteers may be further defined as follows:
 - Volunteers in *ongoing* programs. Such groups typically meet regularly and have other responsibilities in addition to their disaster response roles; for example, many are engaged in community disaster education, family preparedness and public safety efforts year-round. Many ongoing programs utilize Disaster Service Worker volunteers.
 - Volunteers in *reserve* programs. These volunteers are called up at the time of a disaster. They may participate singly or in teams, depending on the program.
- *Impressed Volunteer.* Any unregistered person impressed into service during a state of war emergency, a state of emergency, or a local emergency by a person having authority to command the aid of the citizens in the execution of his or her duties. This occurs very rarely and usually involves law enforcement or fire department personnel.
- *Disaster Service Worker (DSW) Volunteer.* Any person registered with a disaster council or the Governor's Office of Emergency Services for the purpose of engaging in disaster service pursuant to the California Emergency Services Act without pay or other consideration.
- *Service Programs.* National, state and locally administered programs that provide organized opportunities for both full- and part-time service. The term "service program" refers to a wide range of programs, including AmeriCorps and the Retired and Senior Volunteer Program (RSVP). In California, many tens of thousands of individuals participate in service programs every year. For the purposes of this plan, participants in service programs will be referred to as members.

For the purposes of this Annex, volunteers and service programs affiliated with a local government agency or NGO will be activated at the time of a disaster through the appropriate branch of the jurisdiction's or NGO's emergency response organization. Volunteers and members of service programs who are not affiliated with local government or an NGO will be treated as spontaneous volunteers.

It should be noted that not all volunteers, registered, affiliated or spontaneous, may be utilized during a particular disaster. Deployment of volunteers is based on the size and type of disaster as well as the skills needed by local officials to mount an effective response and recovery effort.

SITUATION AND ASSUMPTIONS

Situation

Volunteers represent a potential resource to a community affected by a disaster, whether of natural or man-made origin. However, volunteers who respond spontaneously and without appropriate training and qualifications can easily overwhelm the capabilities of local government and other agencies. With a system in place for receiving and referring spontaneous volunteers, local government agencies and relief organizations can capture this valuable resource and thus provide more efficient and cost-effective service to the community.

National service programs such as AmeriCorps and RSVP can be found throughout California. They are administered in local communities by a variety of nonprofit and government partners, so that program purposes, content and design vary widely. A number of these local affiliates are focused entirely on emergency preparedness and response and have members who are trained and available to be deployed on disaster assignments. Many others would welcome the opportunity to assist communities affected by a disaster. This plan identifies these resources and provides an organizational structure for accessing them for the benefit of government and the community-at-large.

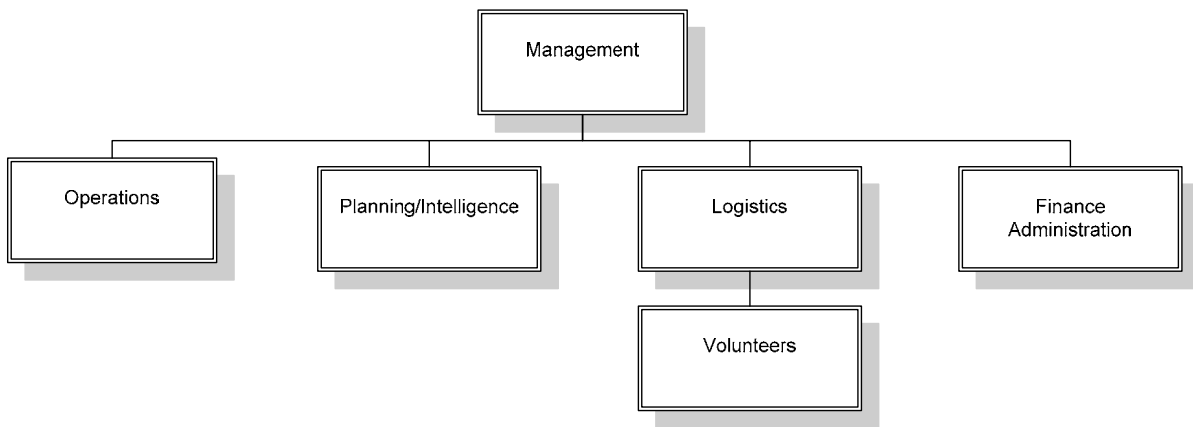
Assumptions

- Volunteers and service program members that have pre-disaster training and are affiliated with a government agency or NGO such as the American Red Cross will report to their respective agency or organization at the time of a disaster as previously arranged.
- The Emergency Management Organization may delegate some of its volunteer coordination responsibilities to CVNL or other organization through its Emergency Operations Plan or through the action planning process during response and recovery operations.
- The first priority in an emergency or disaster is to utilize volunteers that are already affiliated with the jurisdiction.
- All unaffiliated volunteers and unaffiliated service program members will be considered and processed as spontaneous volunteers.
- The Marin County Operational Area Emergency Operation Center (EOC) is responsible for interviewing, screening, registering, training and the safe supervision of any volunteers that it involves in County disaster operations. This is for the protection of both the volunteer and the jurisdiction.
- Likewise, NGOs and National Service Programs that involve volunteers in their own operations are responsible for interviewing, screening, registering, training and the safe supervision of those volunteers.

CONCEPT OF OPERATIONS

Standardized Emergency Management System (SEMS)

This Spontaneous Volunteer Management Annex is consistent with the state's Standardized Emergency Management System (SEMS). Within the SEMS structure, volunteer management falls under the Personnel Unit of the Logistics Section (for more details, see the Volunteer Management Coordinator Position Checklist).



Roles and Responsibilities

1) Marin County Office of Emergency Services (OES)

- Prepare and maintain this Spontaneous Volunteer Management Annex and all associated procedures
- Determine need to activate Annex at time of disaster
- Coordinate activation, implementation and demobilization of Annex

2) County and/or Cities Emergency Operation Centers (EOCs)

- Determine need to activate current Local Spontaneous Volunteer Management Annex at time of disaster
- Coordinate with other agencies and organizations for maximum utilization of limited resources

3) Center for Volunteer and Non-Profit Leadership (CVNL)

- Coordinate spontaneous volunteers and service programs to assist the efforts of both governmental agencies and organizations for maximum utilization of limited resources
- In the event of an activated Marin County EOC, CVNL would assume primary responsibility for volunteer mobilization and coordination

Activation of Spontaneous Volunteer Management Annex

This Spontaneous Volunteer Management Annex will be activated by the local jurisdiction (county or cities). Reasons for activating the Annex may include but are not limited to the following:

- When the nature of the disaster and/or media coverage makes convergence of spontaneous volunteers likely
- When shortages of workers require augmentation of staffing support from outside resources
- When volunteers with particular skills and/or special knowledge of the affected community could enhance relief and recovery efforts

When the order to activate the Annex is given, the local jurisdiction will notify, as needed, those people, agencies and organizations tasked with specific disaster response roles.

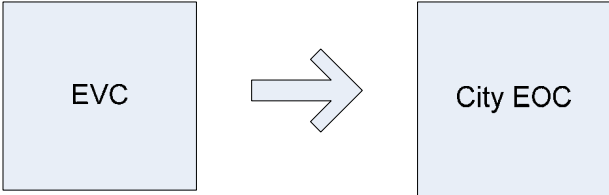
Emergency Volunteer Center (EVC)

The chief method for coordinating volunteers is the Emergency Volunteer Center (EVC). The EVC can be set up as a walk-in center (sometimes referred to as a volunteer reception center), a phone bank, an online process, or a combination of two or more of these strategies.

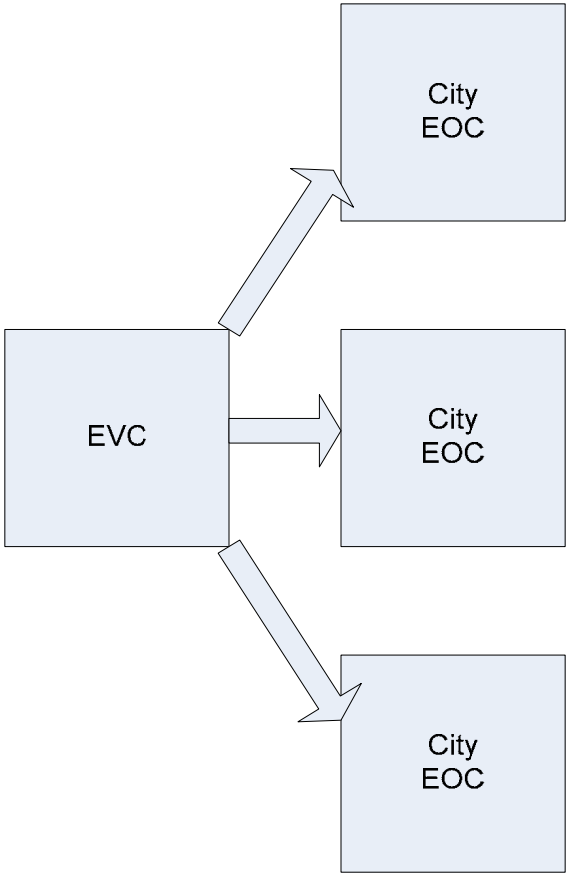
Within the geographical confines of a county, several levels of activation are possible.

- *Local activation* is defined as an incorporated city establishing an EVC for the mobilization and referral of volunteers within its boundaries. Theoretically, each city within a county could activate a local EVC.
- *Multiple city activation* is defined as the operation of an EVC serving several cities. At this level, neighboring cities combine and leverage resources to serve a sub-area of the county.
- *Operational Area activation* is defined as the activation of a countywide EVC under the guidance of the Operational Area.

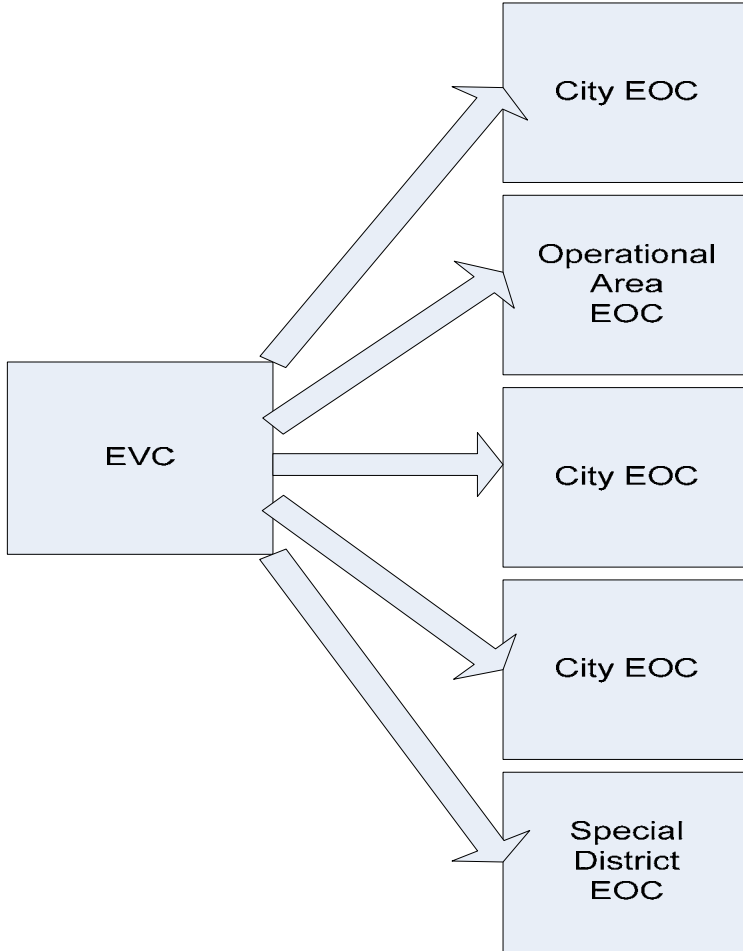
LOCAL ACTIVATION



MULTIPLE CITY ACTIVATION



OPERATIONAL AREA ACTIVATION



Because disasters vary in terms of their size, scope, duration, intensity and consequences, the choice of activation levels and sequencing of activation levels should be tailored to the incident, as well as to the resources available.

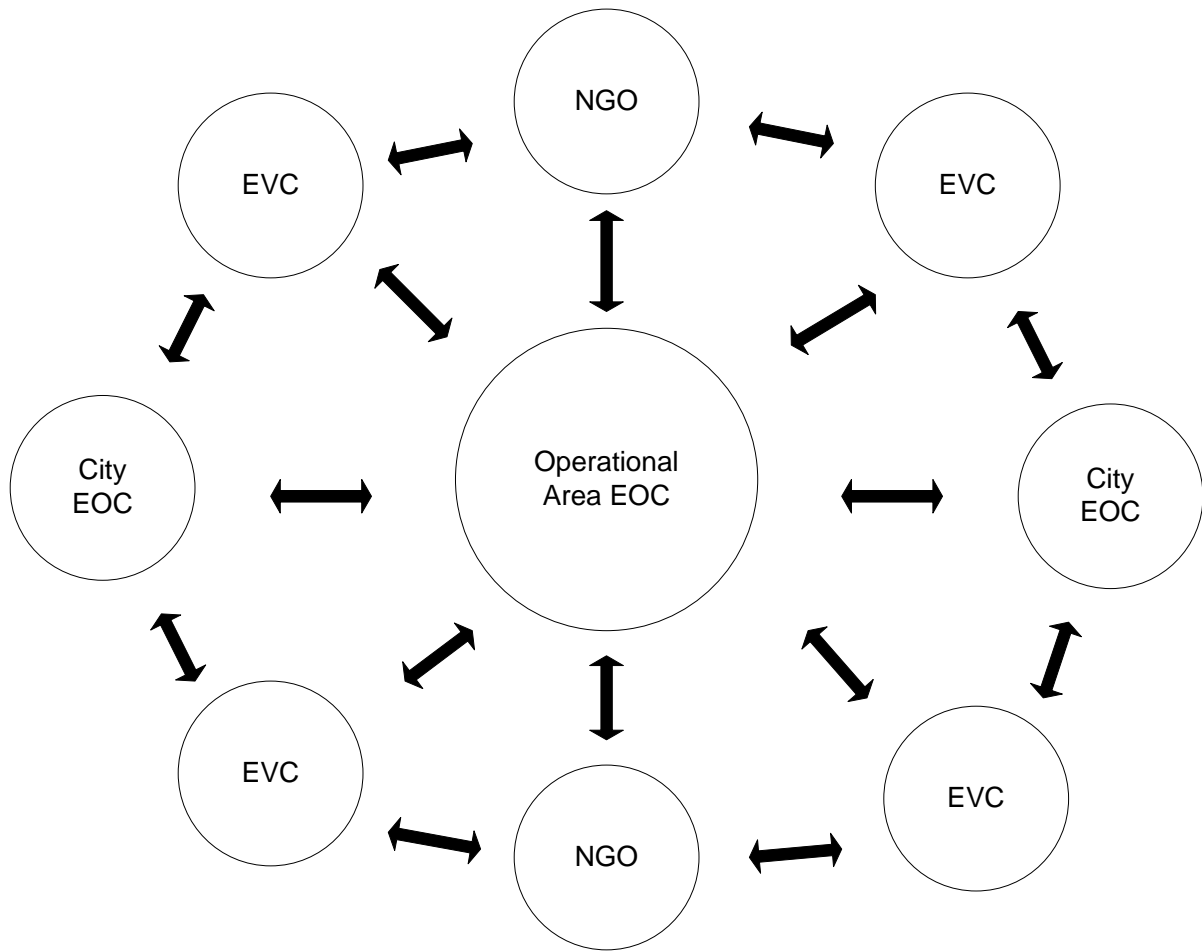
Through the EVC, each prospective volunteer is referred, based on the volunteer's qualifications and availability, to an appropriate volunteer opportunity in either local government operations or an NGO. Volunteers may be registered as Disaster Service Workers (see Risk Management and Disaster Service Worker Volunteer – DSWV Program sections below for more details).

Communications

Communications are critical to the successful activation and coordination of responsibilities for managing volunteers. Parties that must communicate include the following:

- Within the jurisdiction, there must be communications between the EVC and the Emergency Operations Center (EOC). Typically these will be located some distance apart.
- The EVC will need to communicate directly with other government agencies and NGOs regarding their needs for volunteers and any related issues.
- There should be communication between all cities and the Operational Area EOC in regard to coordination between EVCs activated in various jurisdictions.

In the event that direct communications via telephone is not possible, the EVC will employ other methods of communication, including Radio Amateur Civil Emergency Services (RACES), Satellite Telephones, and Marin Emergency Radio Authority (MERA).



A Resource Directory with agency names and current contact information will enhance the ability to communicate. CVNL maintains the directory for Marin County.

Mutual Aid

The local jurisdiction (county, city) may request mutual aid from other jurisdictions for staffing and other resources to assist with volunteer management operations. Requests should be channeled through the EOC in accordance with the jurisdiction's mutual aid policies and procedures.

Risk Management

When an EVC refers a volunteer to an outside organization, the EVC limits its exposure to certain risks because the receiving organization assumes responsibility for the volunteer. The EVC staff uses a Volunteer Intake Form to gather enough information to make an appropriate referral. The EVC does not verify the identity or licenses of, conduct background checks on, or perform other screening of a volunteer it refers to another organization; those tasks are the responsibility of the receiving organization.

Liability

The role of the Volunteer Registration Station is critical for managing certain inherent risks associated with spontaneous volunteers. Potential volunteers should be screened for suitability. Professional license verification and Department of Justice background checks may be necessary for some functions. As additional protection for the jurisdiction and the volunteers, it is strongly recommended that all volunteers involved in disaster-related activities under the direction of this jurisdiction be registered as Disaster Service Worker (DSW) volunteers. A DSW volunteer must be deployed by his or her registering entity in order to be eligible for workers' compensation benefits in case the DSW volunteer is injured while performing disaster-related activities. Under the guidelines of the DSW Volunteer Program, volunteers who are current registered as DSW volunteers *must be provided with adequate training and supervision*. (See Disaster Service Workers Volunteer Program section below for more details).

Safety

Safety is an important component of risk management. Safety of all workers, volunteers and others at the EVC must be addressed. The responsibility for safety will depend on the EVC's relationship to the jurisdiction's EOC. A government-run EVC that reports to the EOC may request assistance from the EOC's Safety Officer. An EVC run by an NGO must provide its own Safety Officer. In either case, the Safety Officer must examine the facility to be used for the EVC for unsafe or unsanitary conditions and should address any that exist before the EVC is open to the public.

Security

Security is another component of risk management. The level of security in the EVC may vary depending on the type of disaster and other factors. At a minimum, all entering the EVC should be asked to sign in and out. A safe place for EVC staff to store personal belongings should be made available. Security of equipment, supplies and other resources should also be addressed.

Stress

Due consideration must be given to the reduction and/or management of stress in the disaster work environment. Stress is an unavoidable component of disaster work. A plan

that addresses staff work schedules breaks, and accessibility to mental health services and Critical Incident Stress Debriefing should be implemented.

Disaster Service Worker Volunteer Program (DSWVP)

The Disaster Service Worker Volunteer Program (DSWVP) is a state funded program that provides workers' compensation benefits and medical compensation to registered Disaster Service Worker (DSW) volunteers who are injured while performing disaster-related activities or participating in pre-approved training/exercises. It also provides limited immunity from liability to political subdivisions or political entities as well as the DSW volunteer if a civil suit results from an act of good faith while the DSW was providing disaster-related services. Eligibility for the DSWVP is based on a volunteer's registration with an accredited Disaster Council in accordance with state law.

In order to establish eligibility for DSWVP benefits, the DSW must be registered prior to his or her deployment to participate in disaster-related activities, including pre-approved training. The only exception to the pre-registration requirement is an "impressed volunteer" who is directed/ordered to perform disaster-related duties by an authorized government employee. In addition to the pre-registration requirement, the DSW must be deployed/assigned disaster-related activities by the registering authority. Under no circumstances is a self-deployed volunteer eligible for DSWVP benefits.

The State's laws and regulations governing the DSWVP specify the need to provide Disaster Service Workers with adequate training and supervision. The registering authority is responsible for ensuring the disaster training is commensurate with the duties of the DSW. The registering authority may require the DSW volunteer to participate in training as a condition of remaining an active DSW volunteer. For more information on these and other rules and policies governing the DSWVP, see the Governor's Office of Emergency Services' publication entitled "Disaster Service Worker Volunteer Program (DSWVP) Guidance" (available at www.oes.ca.gov under Plans and Publications).

Public Information

Dissemination of information to the public near the onset of a disaster about volunteer opportunities and procedures is critical to successful management of volunteers. In the absence of such messages, people may converge at inappropriate sites and/or engage in activities that place themselves and others at risk. Public information messages may not entirely prevent such behavior but can provide an extremely useful service to those who wish to be helpful.

Once the EVC infrastructure is in place, a release should be distributed to the media in coordination with the Public Information Officer for the incident. It is recommended that the EVC organizational infrastructure be in place before sending out the first release.

Demobilization

As the level of volunteer activity decreases, those in charge of the EVC should prepare to demobilize. An effort should be made to address all outstanding issues and transfer any unresolved issues to the appropriate staff or department within the jurisdiction. Lessons learned regarding volunteer management should be captured through debriefing of the EVC's lead staff and preparation of an after-action report. The lessons learned should be reviewed and evaluated for possible changes to the spontaneous volunteer management plans part of the overall demobilization effort in coordination with the recovery team.

Recognition of volunteers (at a minimum, those who rendered services to the jurisdiction but ideally, all who came forward to help the community) should be executed as part of the demobilization process, coordinated with the recovery team.

Purpose

The procedures, materials and forms developed for this plan are based on tested plans and best practices from a variety of sources. Use of standardized methods and tools facilitates mutual aid. The local jurisdiction may adapt the plan elements to suit local conditions.

Finance

Those responsible for staffing the EVC must track all expenses. This is necessary in order to document costs and account for funds expended in order to maximize any reimbursement that may become available.

In the event the jurisdiction arranges for an outside agency to manage the EVC, the outside agency will track all expenses and provide the appropriate information to the jurisdiction during demobilization. Any reimbursement will depend on the nature of the agreement between the jurisdiction and the agency and the availability of resources.

Technology

The predominant use of technology within the EVC will be for computerized input and storage of information about spontaneous volunteers into a volunteer database. The database will mirror the volunteer intake form that is being used. A separate database file should be established for each disaster at the time of the EVC activation.

EVC staff will have the ability to search the database for volunteers with particular skills and availability. The database will allow summary reports for final reporting and other purposes. Confidentiality and privacy of information are important concerns when developing and using a database. The EVC will adhere to the jurisdiction's policies on these issues.

Manual systems that serve the same purpose as computerized systems will be used in events where electricity is not readily available. (CVNL Forms).

Staffing the EVC

In large-scale disasters, or disasters that attract a large number of volunteers, it may be necessary to increase the number of staff of the EVC. Ideally, individuals and groups would be assigned and trained in advance. But new staff can also be brought in at the time of the disaster, if necessary. The following are possible resources:

- *Other employees of the jurisdiction.* By state law all government employees are designated Disaster Service Workers and therefore available to be assigned to any aspect of the jurisdiction's disaster operations. The ideal employees to staff the EVC include the following:
 - a government official with the authority to administer the loyalty oath to potential DSW volunteers
 - volunteer managers
 - those who work in Personnel/Human Resources
 - those who, regardless of department, possess good customer service skills, interact regularly with the public, can make quick decisions and exercise good judgment, and are able to work well under stress

- *Employees of other jurisdictions.* Request mutual aid assistance from other jurisdictions only after fully utilizing your own resources.
- *Spontaneous volunteers who have contacted the EVC.* EVC staff should look for volunteer managers, people with interviewing skills, those who work in the personnel/human resources field, social workers, teachers, trainers, etc.
- *CERT team members and VIPS volunteers.* Typically CERT and VIPS activities would take place in the early response phase, leaving members then available for other assignments.

New staff will be appropriately screened and will be oriented for their specific tasks, and supervision.

Policies should be established at the outset regarding hours of work, required breaks, shift schedules and other personnel-type issues for all workers in the EVC, both employees and volunteers. Establish some form of identification from the outset for EVC staff – vests, shirts, hats, identification badges, etc. – that will indicate to the public their role at the EVC.

Plan Maintenance

This Spontaneous Volunteer Management Plan is developed under the authority of the Marin County Operational Area. The staff of the Marin County Sheriff's Office of Emergency Services is responsible for developing, maintaining and drafting revisions to the plan consistent with the jurisdiction's schedule for updating the Emergency Operations Plan. The plan may also be modified as needed after an incident, exercise or changes in procedures, law, rules or regulations pertaining to volunteer management. Staff will submit plan revisions to the Marin County Board of Supervisors in accordance with local ordinances for approval.

AUTHORITIES AND REFERENCES

Authorities

California Emergency Services Act, §8657

Disaster Service Workers Volunteer Program Regulations, Cal. Code of Regs. Title 19, §2570-2733.3

Good Samaritan Act, Cal. Health and Safety Code §1799.102

Volunteer Protection Act of 1997, U.S. Public Law 105-19

References

CA Department of Fish and Game Office of Spill Prevention and Response, *Volunteer Management Annex for Area Contingency Plan and Volunteer Management Annex Template for Local Government Spill Plans, 2002*

CA Governor's Office of Emergency Services, *State Donations Management Plan (draft), 2002*

CA Governor's Office of Emergency Services, *They Will Come: Post-Disaster Volunteers and Local Governments, 2001*

City of Mountain View, *Emergency Volunteer Operations Plan, 2000*

City of Sunnyvale, *Memorandum of Understanding with the Volunteer Center of Silicon Valley, undated*

County of Sonoma and Volunteer Center of Sonoma County, *Maximizing Volunteers as a Resource During Disaster: A Model for Local Government and Volunteer Center Collaboration, 2003*

County of Sonoma Operational Area, *Emergency Operations Plan, 2000*

Federal Emergency Management Authority, *Volunteer and Donations Management Support Annex (draft), National Response Plan, 2004*

Florida Commission on Community Service, *Unaffiliated Volunteers in Response and Recovery, 2001*

Ready to Respond, *Volunteer Center Emergency Response Plan Template, 2003*

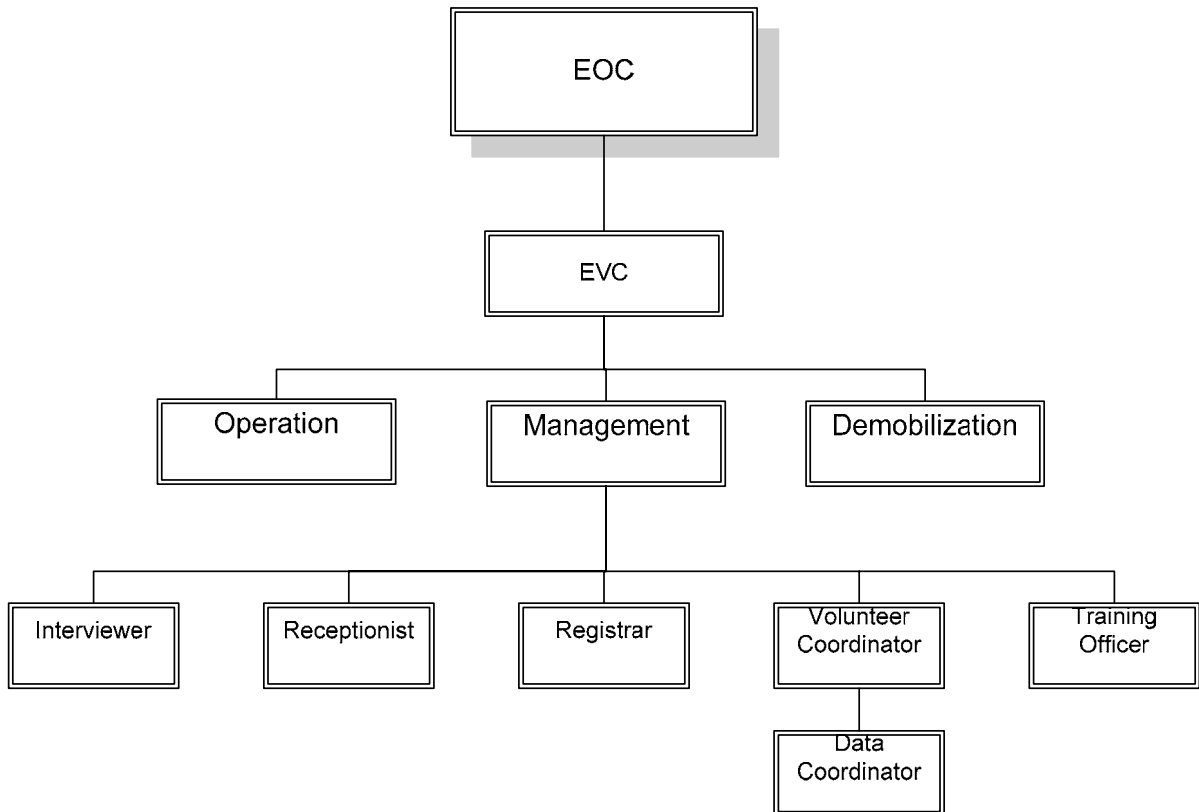
Santa Clara County Emergency Managers Association and Volunteer Center of Silicon Valley, *Countywide Plan for Coordination of Spontaneous Volunteers, 2003*

Santa Clara County Emergency Managers Association and Volunteer Center of Silicon Valley, *Emergency Volunteer Center Plan Template for Local Government, 2004*

The Volunteerism Project, *Getting Ready for Disaster Volunteers: A Guide for Community-Based Organizations, revised March 2001*

Position Checklists

(Forms and Interview Guides provided by CVNL)



EVC MANAGER

General Duties

- Secure and open the facility for the EVC
- Manage EVC set-up, operations and demobilization
- Request staffing and other resources for EVC operations
- Assign and supervise lead EVC staff
- Coordinate press inquiries regarding volunteers with jurisdiction's PIO
- Maintain close communications with the EOC's Volunteer Management Coordinator

EVC Set-up

- ❑ Identify yourself as the EVC Manager by putting on the [insert identification method] with your title.
- ❑ Initiate an event log of activities, beginning with notification of the emergency.
- ❑ Choose a site for the EVC; a large indoor room with tables and chairs is ideal.
- ❑ Verify that the structural integrity of the building has been determined by the EOC. Request a site inspection from the EOC if necessary.
- ❑ Determine if power, phone service, water, etc., are available.
- ❑ Request EOC's Safety Officer to ensure a safe, secure and sanitary site.
- ❑ Request needed resources from EOC, including food and water for staff, phone lines and/or electronic communications equipment, and assignment of amateur radio operator backup to EVC if phone lines are down.
- ❑ Obtain Emergency Volunteer Center Supply Kit.
- ❑ Arrange room to allow for foot traffic; establish waiting area near Reception Station.
- ❑ Designate stations; clearly mark signs for each station.
- ❑ Post EVC signs in visible locations on the outside of the building.
- ❑ Designate a separate area or room for training and orientation, if possible.
- ❑ Establish mode of communication with the EOC. If you will be using the jurisdictions registered radio amateur unit, ensure enough operators are assigned to cover all shifts for the entire time of operations. Utilize early volunteers as runners to deliver messages to the EOC, if necessary.
- ❑ Maintain all required records and documentation to support the history of the emergency.

Operation

- ❑ Determine staffing levels. If possible assign at least two people to each station and more if necessary. When assigning more than one person to a station, designate a lead staff to be in charge.
- ❑ Note that Safety Officer and Training Officer in most cases are not full-time jobs and can be assigned to other staff.
- ❑ Forecast personnel needs and request extra staff if needed.
- ❑ Assign early volunteers to provide refreshments and support in the waiting area near Reception Station.
- ❑ Determine hours of operation for the public.
- ❑ Set staffing shifts. The recommended maximum shift for any employee or volunteer is eight hours. Decisions regarding overtime work (beyond 8 hours a day or 40 hours per week) for jurisdiction employees should be coordinated with Personnel in the Logistics Section of the EOC.

- ❑ Plan breaks according to jurisdiction guidelines.
- ❑ Schedule brief meetings at beginning and end of day before/after opening the doors to the public to address operational issues and update staff on disaster situation.
- ❑ Overlap shifts to help with the transition of information and updates at each station.
- ❑ Frequently rotate staff through the most stressful positions, e.g., Receptionist
- ❑ If at all possible, designate a break/rest area away from the public to provide a resting area for staff, with water and healthy foods if possible.
- ❑ Encourage EVC staff to monitor stress levels, watch for burnout and promote breaks among one another whenever possible.

Demobilization

- ❑ Start planning for demobilization when beginning EVC operations.
- ❑ Work with EOC's Finance/Administration Section to make sure EVC staffing and operations cost tracking follow FEMA guidelines.
- ❑ Determine if and when to transition intake and placement activities to another entity.
- ❑ Set a day and time for demobilization and announce to all staff and volunteers.
- ❑ If needed, provide critical incident stress debriefing services from professional mental health counselors for EVC staff and volunteers.
- ❑ Prepare a brief report on intake and placement statistics for the EOC and your own records.
- ❑ Meet with Volunteer Management Liaison to coordinate transition to countywide operations, if applicable.
- ❑ Determine where to transition remaining volunteer activities within the jurisdiction (e.g., Volunteer Services, Human Resources).
- ❑ Resolve or refer outstanding issues.
- ❑ Working with designated PIO, notify local media, emergency services officials and community regarding the deactivation of the EVC.
- ❑ Thank volunteers who contributed to EVC operations and/or response efforts in the community. Consider also recognizing volunteers after the event (e.g., phone call, letter from the mayor, an article or ad publishing their names in a local newspaper, gift of commemorative item).

EVC RECEPTIONIST

General Duties

- Establish and manage Reception Station
- Greet visitors and field inquiries
- Distribute forms to potential volunteers
- Direct people with non-volunteer related inquiries to the appropriate source
- Post urgent volunteer needs

Action Checklist

- ❑ Read the entire Action Checklist.
- ❑ Identify yourself as the Receptionist by putting on the nametag with your title.
- ❑ Create a Community Resources and Referral list for directing non-volunteer related inquiries, e.g., where to donate, where to get help. Update information daily or as new information becomes available.
- ❑ Determine where donations are going in your community; consult with your EOC or review jurisdiction's policy on donations management.
- ❑ Systematically determine each person's need as soon as they arrive at the EVC.
- ❑ Refer those with non-volunteer related inquiries to the appropriate agency or organization.
- ❑ Refer representatives of agencies or departments that need volunteers to the Volunteer Opportunities Desk.
- ❑ Give those who wish to volunteer, including spontaneous volunteers and unaffiliated service program members, a brief explanation of how the EVC works and a *Disaster Volunteer Intake and Referral Form* to fill out in the waiting area.
- ❑ Once they have completed the Disaster Volunteer Intake Form, direct the potential volunteer to the Intake and Referral Station or back to the waiting area, as necessary.
- ❑ If there are large numbers of people in the waiting area, field questions regarding the status of their application. Stay in close contact with the EVC Manager to keep updated on the availability of positions.
- ❑ If there is a need to recruit for a particular skill, post signs in the waiting area or near the Reception Station, as directed by the EVC Manager?
- ❑ Supervise greeters and refreshment servers to make sure they are giving out accurate information to the public.
- ❑ During a large-scale activation, activity at this station can be intense and prone to causing staff burnout. Enforce breaks and rotate new staff into this station as frequently as possible.

INTERVIEWER

General Duties

- Establish and manage the Intake and Referral Station
- Conduct a brief interview with each prospective volunteer
- Refer volunteer to an appropriate opportunity
- Confirm that volunteer has filled out all the required paperwork
- Register volunteers who are placed with the jurisdiction

Action Checklist

- Identify yourself as the Interviewer by putting on the nametag with your title.
- Initiate an event log of activities, beginning with notification of the emergency.
- Make sure the *Disaster Volunteer Intake and Referral Form* is filled out correctly. Assist prospective volunteer, if necessary.
- Conduct a brief interview utilizing the *Volunteer Interview Guide*. Review with volunteer:
 - priority skills and abilities
 - whether or not they are 18 years of age
 - physical limitations
 - language skills
 - availability
- Assess volunteer's priority skills, review options and match volunteer with most appropriate opportunity.
- Briefly explain assignment to volunteer.
- Note referral(s) on *Disaster Volunteer Intake and Referral Form*.
- If possible, give volunteer a photocopy of Disaster Volunteer Intake Form. If not possible, retain original form.
- If volunteer is being referred to a position with the jurisdiction, send volunteer to the Government Registration Unit.
- If you have concerns during the interview, DO NOT place the volunteer. Inform volunteer you will get back to him or her and consult with the EVC Manager.
- Document any notes, questions or concerns you have about the volunteer in the Registration Station logbook.
- If unable to place volunteer at that time, explain situation and give them an idea of when you will call back or when they can check back with you.
- If volunteer is offering resources, determine resource availability and conditions of use.
- Refer volunteer resources to appropriate agency, organization or field site.

REGISTRAR

General Duties

- Establish and manage the Volunteer Registration Station.
- Register volunteers as Disaster Service Worker (DSW) volunteers
- Ensure completion of required paperwork and administration of Loyalty Oath
- Be authorized to administer the Loyalty Oath

Action Checklist

- ❑ Obtain completed Disaster Volunteer Intake Forms from Intake and Referral Station.
- ❑ Confirm that the position within the jurisdiction to which the volunteer was referred is still available.
- ❑ Conduct a brief secondary interview of volunteer, utilizing the *Volunteer Interview Guide*, with questions relevant to the position.
- ❑ If you have concerns during the interview, DO NOT place the volunteer. Inform volunteer you will get back to them and consult with the EVC Manager.
- ❑ Instruct the volunteer to fill out the *Disaster Service Worker Registration Form* and note position placement on that form.
- ❑ Administer, if authorized, the Loyalty Oath.
- ❑ Issue ID badges as needed.
- ❑ Complete any other necessary paperwork required for your jurisdiction to utilize the volunteer.
- ❑ Instruct volunteer on next steps:
 - Where and when to report for orientation and/or training
 - Who within local jurisdiction will be their supervisor
 - Give volunteer any necessary safety information, timecards, etc., pursuant to jurisdiction's volunteer management policies and procedures
- ❑ Periodically notify Volunteer Data Coordinator of placements completed.
- ❑ Maintain completed DSW forms and file with the appropriate authority.

VOLUNTEER OPPORTUNITIES COORDINATOR

General Duties

- Establish and manage the Volunteer Opportunities Desk
- Serve as liaison to the jurisdiction's departments and NGOs that need volunteers
- Relay volunteer requests to EVC Interviewers
- Supervise Data Coordinator
- Assist NGOs and departments with disaster volunteer management issues

Action Checklist

- Read the entire Action Checklist.
- Identify yourself as the Volunteer Opportunities Coordinator by putting on the nametag with your title.
- Ask the Reception Station to direct requests for volunteers from agencies to your station.
- Ensure that messages from the EOC regarding requests for volunteers from the jurisdiction reach you.
- Assist agency or department representatives with completion of *Disaster Volunteer Request Forms* for volunteers.
- Number Disaster Volunteer Request Forms sequentially in the order received.
- Send information regarding volunteer requests to EVC Interview Station as soon as they have been received.
- Forward completed Disaster Volunteer Request Forms to the Data Coordinator.
- Alert EVC Interview Station if there is an urgent need for people with particular skills such as interpreters or nurses. Also notify EVC Manager so special recruitment procedures can be considered.
- Confirm that each outside agency understands that disaster volunteers must register with that agency for insurance and liability purposes.
- When notified by Data Coordinator that an opportunity appears to have been filled, notify requesting agency to determine whether enough volunteers have responded or whether the job should remain open.
- Inform Interviewers when a job has closed.
- Confirm that each department within the jurisdiction understands the need to follow Disaster Service Worker policies and procedures.
- Link agencies and departments that have disaster volunteer management needs with available resources (many agencies may not have developed procedures for working with disaster volunteers and may need some assistance and guidance).
- In the early stages of the disaster, contact agencies by any means possible to identify volunteer opportunities. Outreach to agencies can be conducted any time this station is not busy with immediate incoming requests. As communications become available, Volunteer Opportunities staff can utilize phone, fax, the Internet and runners with cellular phones to determine needs.

DATA COORDINATOR

General Duties

- Establish and manage Data Coordination Desk
- Enter/manage data on volunteers
- Enter/manage data on agency requests
- Establish and manage tracking process for volunteer needs and placements

Action Checklist

- Read the entire Action Checklist.
- Identify yourself as the Volunteer Data Coordinator by putting on the nametag with your title.
- Collect completed Disaster Volunteer Intake Forms (Attachment A) from Interviewers Station. Sort into piles, one for referred volunteers, one for pending. Return pending forms to Interviewers Station for follow-up.
- Devise a manual or computerized system for recording number of volunteers referred to each volunteer opportunity.
- If a manual system is utilized, hold this information for future database entry.
- If database capabilities exist, input all volunteer information from Disaster Volunteer Intake Forms.
- Inform Volunteer Opportunities Coordinator immediately when it appears enough volunteers have been referred to a particular job.
- Assist Volunteer Opportunities Coordinator by entering data on agency requests.
- Run daily report on number of volunteers processed, number of volunteer referred and to which agencies, and any other pertinent data.
- When EVC is demobilized, retain forms for the jurisdiction.

TRAINING OFFICER

General Duties

- Plan orientation and training for new staff
- Execute training as often as needed
- Maintain records on who was trained, when and on what

Action Checklist

- Read the entire Action Checklist.
- Identify yourself as the Training Officer by putting on the nametag with your title.
- Coordinate orientation/training schedule with EVC Manager.
- Plan orientation and training for new EVC staff.
- Include safety information in curriculum.
- Update orientation and training curriculum as needs, policies or procedures change.
- Create new file for each EVC staff volunteer.
- File volunteer's pink copy of Disaster Volunteer Intake Form with training record.
- Assign new volunteers to a supervisor.
- Address re-training as needed.