

# Commonwealth of Virginia

## State Managed Shelter Plan *2017 Update*



## **State Managed Shelter Plan**

### **Letter of Agreement**

The State Managed Shelter Plan is an all-discipline, all-hazards plan that establishes a single, comprehensive framework for management of shelter operations. It provides the structure and mechanisms for the coordination for exercising direct state agencies' authorities and responsibilities.

By signing this letter of agreement, the below-named agencies and organizations agree to:

- A. Support Plan concepts, processes, and structures in carrying out their assigned functional responsibilities to ensure effective and efficient incident management, including designating representatives to staff the organization structure, as required;
- B. Provide cooperation, resources, and support to the Commissioner of the Virginia Department of Social Services in the implementation of this plan, as appropriate and consistent with their own authorities and responsibilities; and
- C. Utilize department- and agency-specific authorities, resources, and programs to facilitate incident management activities in accordance with this plan and the *Commonwealth of Virginia Emergency Operations Plan (COVEOP)* and Executive Orders or directives.

## State Managed Shelter Plan



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Virginia Information Technologies Agency



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**Virginia School for the Deaf and Blind**

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**PATRICK HENRY  
COMMUNITY COLLEGE**

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**LONGWOOD**  
UNIVERSITY



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### Record of Changes

<b>Date of Change</b>	<b>Location of Change</b>	<b>Description of Change</b>
1/8/14	5.10	Section added addressing liability.
1/8/14	5.1.1	Revised definition of General Population to include those with limited functional needs.
1/8/14	7.1.1	Responsibility to manage volunteers and donations added to Virginia Department of Emergency Management.
1/8/14	11 and Appendix 3	Volunteers and Donations Coordinator added to organization charts and included duties of the position.
1/8/14	7.1.2.5	Added responsibility of assuring Temporary Occupancy Certificates are complete (if managed by Virginia BCOM) to VDSS.
1/8/14	10.1	Notice event timeline revised.
1/8/14	13.1.1.3	Added the SMS staff will utilize COV assigned laptops for shelter needs.
1/8/14	13.1.1.4	Added ESF 11 to maintenance of shelter data within WebEOC.
1/8/14	7.1.5	Revised DBHDS roles and responsibilities based on lessons learned and revisions drafted by the agency. Also changed the reporting structure of the agency from VDH to VDSS.
1/8/14	7.1.6 and Appendix 5	Added responsibility of Fire Watch to site; included background documentation in Appendix 5.
1/8/14	6.4.3	Added a statement to address the use of SMS staff and volunteers to manage logistical set-up and preparation prior to the arrival of contracted logistics teams.
1/8/14	6.7	The Mass Transportation section has been updated and revised to better denote how this aspect should function.
1/8/14	Appendix 1	Added Shelter Positions and Position Descriptions; removed site layouts (all layouts are now incorporated into the site-specific annexes).
1/8/14	Appendix 3	Added SMS Training Matrix; removed organizational charts (all organizational charts are in now incorporated into the site-specific annexes).
1/31/14	5.6.1	Information regarding individuals utilizing mass transit with accompanying pets was added.
1/31/14	7.1.6	Added responsibility of Safety Officer to site.
1/31/14	7.1.1 and 7.1.2	Moved the responsibility of functional exercising of SMS staff at least once every two years from VDEM to VDSS.
1/31/14	6.5.6 and 13.1.3.4	Removed the terminology regarding limitations to phone call types. Based on information from VITA, long distance calls are far less in cost now and may even be free.
1/31/14	Appendix 2	Added Expectations of Incident Management Team Members.
2/10/14	6.5.7	Added the responsibility of a “charging station” to the Unified Command at the site.
2/10/14	15.2	Revised lead agency role for VDEM from “Finance and Administration” to “Finance and Administration Support for Federal Reimbursement”
4/1/14	5.6; 7.1.5.7	Revised the Non-Assistance/Companion Animal protocol based on revision from VDACS. Added 7.1.5.7 to incorporate appropriate changes from Protocol to Agency Responsibilities.
4/4/14	6.2.1	Revised wording from “will” to “may” to be consistent with the Code of Virginia.
4/4/14	6.2.3	Added information in regarding the State Public Assistance Program.
4/4/14	6.8.2	Added information in regards to financial requirements for Memorandums of Understanding.
4/30/14	Throughout	Adjusted terminology throughout plan to address changes to the SMS

## State Managed Shelter Plan

		organization.
4/30/14	13.1.3	Added communications needs for the Programmatic Counseling area.
6/1/14	11	Input new generic shelter and Incident Management Organization organization charts.
7/2/14	Appendix 4	Revised request process
12/16/14	Appendix 8	Added the Pre-Event Walkthrough Form.
12/17/2014	11.2, Appendix 1	Added Resident Activities Team Leader position within the Human Shelter Services
5/11/2015	Appendix 7	Added the Meals and Breaks Guidance for the SMSs
6/10/2015	Basic Plan, Section 3	Updated ADA statement to be more clear.
6/10/2015	Basic Plan, Section 5.6	Updated titles of shelter staff within rabies protocol to match latest organization titles.
6/10/2015	Basic Plan, Section 5.8	Updated cell phone/technology protocol within Shelter Etiquette.
6/10/2015	Basic Plan, Section 7.2	Changed annual renewal of Temporary Occupancy Certificates to an as-needed basis.
7/16/2015	Basic Plan, Organization Charts and Appendix One	Removed First Aid position as that the Nurses will be providing this service for the shelter.
7/31/2015	Basic Plan, Section 10.1	Updated the notice-event sequence of events based on revised hurricane timeline within the Commonwealth of Virginia Emergency Operations Plan (CoVEOP).
7/31/2015	Throughout	All references to the Virginia Emergency Response Team (VERT) changed to Virginia Emergency Support Team (VEST).
8/5/2015	Appendix 1	Removed SMN Human Needs Group Supervisor position.
8/5/2015	Section 5.6.2.1	Edited the section to read that the Pet Services Representative will handle all issues regarding pets at SMS sites without pet sheltering capacity.
8/5/2015	Basic Plan, Sections 5.6, 5.8 and 5.9	Removed procedural detail already included in Standard Operating Procedures.
2/24/2017	§2	Updated mission statement to ensure clear inclusion of the whole community.
2/24/2017	Throughout	“Special Medical Needs” changed to “Medical Needs”
2/24/2017	Throughout	“Mental Health” changed to “Behavioral Health”
2/24/2017	§5.1.1	Included access needs as well as functional needs to general population.
2/24/2017	§5.1.2	Wording removed regarding consideration of the medical needs area as a “last available option” for evacuees.
2/24/2017	§5.3.3	Protocol regarding registered sex offenders updated for clarification.
2/24/2017	§5.5.2	Added information regarding durable medical equipment.
2/24/2017	§5.11.1.1	Removed (§5.11.1.2 now in its place) – Duplication to §5.11.1
2/24/2017	§5.12.3.1 and §5.12.3.1.2	Updated to clarify that meals for staff will only be provided upon the official opening of the shelter. Staff meals prior to opening will be the responsibility of the staff member (through per diem).
2/24/2017	§6.1.1	Included access and functional needs for emphasis in public information.
2/24/2017	§6.3.1.1	Updated to include that the sheltering need must exceed the capacity/capability of both impact and host jurisdictions.
2/24/2017	§6.5.6	Updated to remove “hard wire telephones” as that many sites no longer use POTS lines.
2/24/2017	§6.5.7	Update to resident charging station information to a self-service capability of the shelter (not staffed).
2/24/2017	§6.6.3	Updated to remove that SMS staff should be prepared to deploy fully self-sufficient – this is an unreasonable expectation. Expectation changed to prepare a family emergency plan so that they and their families can respond

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		when needed.
2/24/2017	§7.1.1.6	Removed development of a Volunteers and Donations Management Standard Operating Procedures for State Managed Shelters by VDEM, but maintained addressing policies and procedures as well as developing guidance.
2/24/2017	§7.1.7.2.8.1	Added information regarding SMS Sites that have on-site building officials for creation of Temporary Occupancy Certificates.
2/24/2017	Previous §7.1.7.2.9	Removed requirement for all Sites to assess for food service to the SMS. Each site specific plan addresses this need as required based on the stated capability of the Site.
2/24/2017	§9.3	Added information regarding how Sites will receive SMS notifications and alerts.
2/24/2017	§13.1.2.2 and throughout §13.1.3	Added that cellular phones will also be used for communication in the shelter.
2/24/2017	§13.1.3	Added that site-specific annexes identifies position-specific communication equipment and service needs.
2/24/2017	§15.1	Plan update cycle clarified to every four years.
2/24/2017	§15.2	Removed VaSART from support position to Animal Shelter Services.
2/24/2017	§7.1.1.2	Removed the specific references to the Virginia Disaster Response Fund.
3/15/2017	Appendix 9	Added visitor protocol.
3/29/2017	§7.1.1	Removed responsibility of Volunteer and Donation Coordination from Virginia Department of Emergency Management.
3/29/2017	§7.1.1.3	Rephrased statement for clarity.
3/29/2016	§7.1.1.6	Added responsibility to Virginia Department of Emergency Management to ensure fulfillment of pet sheltering needs through COVEOP assigned agency/ies.
3/29/2017	§7.1.2.14	Added responsibility to Virginia Department of Social Services to prepare cost estimates for SMS operations to Virginia Department of Emergency Management for inclusion in disaster response estimates submitted to Department of Budget and Planning.
3/30/2017	§7.1.1.5	Revised wording to clarify Virginia Department of Emergency Management roles regarding communications.
5/5/2017	Appendix 4	Updated SMS request process to reflect current organization.

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Annex N - Longwood University
Annex O - Paul D. Camp Community College

# State Managed Shelter Plan

## Basic Plan

### 1. Purpose

Pursuant to § 44.146.17 of the *Code of Virginia* and the *Commonwealth of Virginia Emergency Operations Plan (COVEOP)*, Emergency Support Function #6 – Mass Care, a State Managed Shelter<sup>1</sup> (hereinafter “the shelter” or “SMS”) may be opened as the result of a Governor’s State of Emergency Declaration and a valid Virginia Department of Social Services (VDSS) mission assignment received from the Virginia Emergency Operations Center (VEOC). This plan serves as a “Memorandum of Agreement” among the signatories and describes the protocols, management structure, coordination mechanisms, and support requirements necessary for the conduct of SMS operations at any identified SMS site in the Commonwealth (hereinafter “the Site”) as listed in the Annexes to this Plan.

### 2. Mission

With little advance warning, the VDSS shall coordinate the establishment, staffing needs, with the assistance of the Site’s volunteers,<sup>2</sup> and operation of a short-term shelter providing support for services for the whole community that include but are not limited to general population sheltering, medical needs support, service animal sheltering, behavioral health services, family and reunification services, disaster/benefit program information needs and support, informational needs for situation awareness, food services and facility support, shelter supply and re-supply services, communications, emergency ground transportation, and, dependent upon Site, companion animal sheltering services.

### 3. Background

All Sites were pre-identified in the 2006 Potential Shelter Survey, and assessed by a multi-disciplinary state shelter site assessment team (hereinafter “the Team”). The Team has concluded that these sites have the capability to shelter evacuees, including those with certain special medical needs, accompanying service animals, and, at certain sites, companion animals. It has been determined the facilities are ADA compliant based on regulations at the time of construction and have other features adequate for sheltering of evacuees.

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<sup>1</sup> Per the Commonwealth of Virginia Emergency Operations Plan, Support Annex 6: Mass Evacuation and Sheltering Plan: a “Shelter” is “located in a state-owned facility, staffed by state employees and resources, and logistically supported through the Virginia Emergency Support Team/Virginia Emergency Operations Center; oversight for SMS rests with the Virginia Department of Social Services with support from numerous state agencies (complete list can be found in the ESF-6 SOP). This facility is generally designed for stays up to 7 days. Supplies available are meals and water for 7 days, basic first aid, pet sheltering (if applicable,) sleeping quarters, hygienic support and basic disaster services (counseling, financial assistance and referral, etc.)

<sup>2</sup> Commonwealth of Virginia Emergency Operations Plan, Mass Evacuation and Sheltering Plan, Vol. II, Support Annex 6, Appendix 2(C)(8).



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### **4. Situation Overview**

There are four basic situations in which a mass evacuation might be required.

#### **4.1 Catastrophic Event with warning**

An event where citizens may need to evacuate or shelter in place, then seek evacuation; citizens will not be able to return to their home location in a reasonable period of time. The sequence of events can be placed on a timeline. Examples include major hurricanes and wild land fires.

#### **4.2 Disruptive Event with warning**

An event where citizens may need to evacuate; citizens will be able to return to their home location in a reasonable period of time. The sequence of events can be placed on a timeline. Examples include weather events (e.g., storms and hurricanes) or hazardous materials events.

#### **4.3 Catastrophic Event without warning**

An event where citizens need to take immediate action to protect themselves; it may or may not involve evacuation after an event; and citizens will not be able to return to their home location in a reasonable period of time. Examples include terrorism events, hazardous materials, and tornadoes.

#### **4.4 Disruptive Event without warning**

An event where citizens need to take immediate action to protect themselves; it may or may not involve evacuation after an event; and citizens will be able to return to their home location in a reasonable period of time. Examples include weather events such as a tornado or other severe weather and transportation accidents.

### **5. Protocol**

#### **5.1 Accommodations**

SMSs will be located primarily in state owned properties and staffed by VDSS, the Adjunct Emergency Workforce, the Site, or other state agencies as directed by the Governor. SMSs are designed to provide immediate temporary shelter for persons described below who are displaced by an emergency event.

- 5.1.1 General Population – those persons who are self-sufficient and able to perform routine daily living activities. Many individuals with access and functional needs are included within this population; those with more advanced, non-acute medical-related functional needs may be included in the medical needs population.
- 5.1.2 Medical Needs Population – those persons who would need assistance during evacuation and sheltering due to physical, mental or sensory disabilities that go beyond the basic first aid available in general population shelters. This individual is unable to make sheltering arrangements on his/her own and is not acutely ill and has one or more medical and/or psychiatric conditions that require a level of medical care or assistance that exceeds what a general shelter is able to provide. The Medical Needs areas are intended to maintain the current level of health, safety, and welfare of medically dependent individuals that are not

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acutely ill and do not require hospitalization as determined by the Virginia Department of Health (VDH).

- 5.1.3 SMSs will not accept persons with medical conditions that require admission to a healthcare facility. VDH will triage as a part of the screening process and coordinate relocation to an appropriate medical facility if required.
- 5.1.4 SMSs require persons arriving with caregivers to be accompanied by said caregiver at time of registration. Said caregiver must remain with the person during the entire shelter stay.
- 5.1.5 Individuals and groups will be placed, as best as possible, within the shelter such that their needs can be most easily met.
- 5.1.6 Service animals will be housed with their owners within the general population or medical needs areas.

### **5.2 Safety**

- 5.2.1 Reasonable measures will be taken to ensure the safety of persons in SMSs. A Disclosure Statement and Shelter Protocols, as written in the Registration and Intake Standard Operating Procedures, will be provided to staff and evacuees entering the SMS. Evacuees, their belongings, companion and service animals will be registered and identified.
- 5.2.2 Consistent with applicable law, all persons admitted to SMSs will be informed that as a condition of admittance they may be subject to search.
- 5.2.3 Any person who violates shelter protocol or provides false information is subject to immediate eviction from the shelter.

### **5.3 Registered Sex Offenders**

- 5.3.1 Any individual listed in the Virginia Sex Offender and Crimes Against Minors Registry, as defined by the Virginia Code, Chapter 9, who enters a SMS will be required, as prescribed in the Disclosure Statement and Shelter Protocols, to notify the shelter management of his/her registry status.
- 5.3.2 To the extent possible, VDSS will access the Virginia Sex Offender and Crimes Against Minors Registry and the National Registry for Sex Offenders to determine if an evacuee's name is a match in either Registry.
- 5.3.3 Registered offenders will not be segregated from the population. Security staff will discretely be made aware of any offenders within the shelter population and heightened observation will be maintained.

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### **5.4 Weapons**

- 5.4.1 Section 44-146.15(3) of the Code of Virginia prohibits, “the Governor, any political subdivision, or any other governmental authority to in any way limit the rights of the people to keep and bear arms as guaranteed by the Article I, Section 13 of the Constitution of Virginia or the Second Amendment of the Constitution of the United States, including the lawful possession, sale, or transfer of firearms except to the extent necessary to ensure public safety in any place or facility designated or used by the Governor, any political subdivision of the Commonwealth or any other governmental entity as an emergency shelter or for the purpose of sheltering persons.” (Emphasis added). In the event the Governor, any political subdivision, or any other governmental entity designate or use a place or facility as an emergency shelter, and it is determined that, to ensure public safety, lawful possession, sale, or transfer of firearms is to be limited, such weapons can be prohibited in state shelters.
- 5.4.2 Additionally, (ii) any dirk, bowie knife, switchblade knife, ballistic knife, machete, razor, slingshot, spring stick, metal knucks, or blackjack; (iii) any flailing instrument consisting of two or more rigid parts connected in such a manner as to allow them to swing freely, which may be known as a nun chahka, nun chuck, nunchaku, shuriken, or fighting chain; (iv) any disc, of whatever configuration, having at least two points or pointed blades which is designed to be thrown or propelled and which may be known as a throwing star or oriental dart; or (v) any weapon of like kind as those enumerated in” § 18.2-308(A) of the Code of Virginia are prohibited in SMSs.

### **5.5 Pharmaceuticals, supplies, and devices**

- 5.5.1 Evacuees for whom medications and supplies have been prescribed are encouraged to bring those pharmaceuticals, supplies, and devices necessary for health maintenance with them to the shelter. These items will remain under the ownership and cognizance of the individual(s) to whom they belong. If necessary, assistance in administering medications or operating medical equipment may be requested through on-site health representatives as coordinated by the VDH.
- 5.5.2 Each SMS will have a small inventory of durable medical equipment (DME) that is delivered with original supply shipment. If the appropriate DME is not available on-site, the SMS staff will ensure that a request is made to the Incident Management Organization (IMO) to have it delivered as soon as possible.

### **5.6 Non-assistance/Companion animals**

- 5.6.1 Mass transit vehicles transporting individuals that have accompanying companion animals will be directed to a SMS with an associated pet shelter.
- 5.6.2 If a SMS will not provide sheltering for accepted non-assistance (companion) animals
- 5.6.2.1 Evacuees with pets will be directed by a Pet Services Representative to a SMS with an associated pet shelter.

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- 5.6.2.2 If there is no SMS that provides sheltering for non-assistance (companion) animals, a Pet Services Representative will be available to assist evacuees with pets.
- 5.6.3 If a SMS will provide sheltering for accepted non-assistance (companion) animals
  - 5.6.3.1 Individuals with pets will be directed to register and process their pet(s) at the pet shelter prior to the entry into the human shelter.
    - 5.6.3.1.1 A pet will not be allowed into the pet shelter unless its owner will be residing in the associated human shelter for the duration of the animal's stay within the pet shelter.
  - 5.6.3.2 Pet shelter personnel will be responsible for basic pet care including twice daily feeding, watering, and cage cleaning. The owner will be allowed access to their pet for visiting and additional care if desired.
  - 5.6.3.3 Evacuees with unaccepted household pets (as defined in the Glossary and further specified within individual site-specific Annexes) will be directed by the Pet Services Representative.
  - 5.6.3.4 Pets will be segregated into separate areas based on type, behavior, and needs.
  - 5.6.3.5 Children under the age of 18 are not permitted in the pet shelter for safety reasons. Only the head of household will be permitted inside the pet shelter to take care of the animal(s). The head of household may designate another family member, over the age of 18, to care for the animal(s). The designated caretaker will be able to take the animal outdoors to visit family members.
  - 5.6.3.6 Interaction between pets will be kept to a minimum to prevent the spread of disease and chance of altercations.
  - 5.6.3.7 Animal bites and exposures should be reported immediately to the Pet Shelter Group Supervisor for action.
- 5.6.4 Virginia Code §3.2-650 through 3.2-6570 states that it is unlawful to leave animals inside of a vehicle. If an animal is found to be abandoned in a vehicle, local animal control will be called to seize the animal.

## **5.7 Alcohol and Illegal Drugs**

- 5.7.1 No alcoholic beverages or illegal drugs are allowed in the shelter.

## **5.8 Shelter Etiquette**

- 5.8.1 The use of explicit language will be forbidden within the SMS.
- 5.8.2 Smoking will not be allowed within the SMS, and only allowed in designated smoking areas on the exterior of the SMS.

## **State Managed Shelter Plan**

- 5.8.3 The Commonwealth of Virginia recognizes the importance of personal technology devices in daily lives and as such will not restrict the use of cell phones, tablets, laptops, and personal gaming systems while in the SMS. When using technology in the shelter, residents and staff will be asked to exercise courtesy and restraint, and to take into consideration the security and solitude of all residents and staff.

### **5.9 Programs**

- 5.9.1 Assistance Program Counseling will only be available if determined by the Shelter Manager as a need post-impact.
- 5.9.2 Children’s Activities will be available and will require participation of parents or caregivers of children.
- 5.9.3 Child Care and/or school activities will only be made available if determined by the SMS Site Management Team, in coordination with SMS Incident Management Organization, as a need post-impact.

### **5.10 Liability**

- 5.10.1 Virginia Code §44-146.23 provides protection to individuals, groups, entities, and sites, except in cases of gross negligence or willful misconduct, when providing response and recovery services in a disaster.

### **5.11 Finance and Administration**

- 5.11.1 All requests for resources originating from the SMS will be forwarded through the SMS IMO Logistics Section to the appropriate requesting state agency or VEOC for fulfillment.
  - 5.11.1.1 All purchases will be requested through a formal, written process utilizing each agency’s procurement forms or the formal resource request process through the Virginia Emergency Support Team (VEST).
  - 5.11.1.2 Resources for the sheltering effort will be separated from other agency cost codes using a specific, identifiable cost code used only for disaster response.
  - 5.11.1.3 All federal and state procurement regulations, policies and procedures will be followed when making acquisitions; and all background documentation, including but not limited to proposals, bids, invoices, receipts, cancelled checks, timesheets and payroll records, will be maintained similarly.
  - 5.11.1.4 All contracts must include a maximum fixed cost, a termination for convenience clause, and all amendments or modifications must be in writing.
    - 5.11.1.4.1 “Time and materials” contracts should be avoided. If they must be used, they must be closely monitored, defined by a clear scope of work, and limited by a ‘not to exceed’ clause within the contract. Work associated with a times and

## State Managed Shelter Plan

materials contract should not exceed 70 hours. After 70 hours, this type of contract should be replaced by a contract based on unit cost.

- 5.11.1.4.2 All costs must be tied directly to the sheltering effort and be reasonable and necessary.
- 5.11.2 Staff and volunteers will be required to check-in and check-out daily using the shelter registration and intake system and maintain working hours on their agency's timesheet. Each shelter supervisor will review and acknowledge through signature the recorded work hours for each staff or volunteer member of their team. Copies of each timesheet will be recorded with the Check-in Status/Time Recorder under the SMS Site Assistant Shelter Manager for Planning and submitted to the SMS IMO Finance and Administration Section as requested. Original timesheets will be kept by each individual staff (non-volunteer) member for submission to their agency at return for recording and reimbursement for overtime.

### 5.12 Logistics

- 5.12.1 Life-safety needs will take precedence over other resource needs.
- 5.12.2 Ground transportation between the SMS site and critical daily living facilities (e.g. grocery store, laundromat, doctor's office) will be provided.
  - 5.12.2.1 Additional ground transportation will only be provided as requested by the SMS Site Management Team and approved by the SMS IMO.
- 5.12.3 Food and Meals
  - 5.12.3.1 Meals will be provided three times daily upon the official opening of the shelter site to all staff, volunteers and evacuees onsite at the time the meal is served. Overnight staff will be offered a midnight meal while on-shift.
    - 5.12.3.1.1 All meals will be served at a time such that in-coming and out-going staff will be able to receive breakfast, dinner and a mid-shift meal (either lunch or at midnight).
      - 0700 Breakfast
      - 1200 Lunch
      - 1830 Dinner
      - 0000 Midnight Meal (Staff Only)
    - 5.12.3.1.2 Prior to the official opening of the shelter site, shelter staff will be reimbursed for meals based on daily per diem rate as listed in the Commonwealth of Virginia Commonwealth Accounting Policies and Procedures (CAP) Manual Topic 20335: State Travel Regulations.
  - 5.12.3.2 Water and light snacks will be available continuously for both staff and evacuees.

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5.12.3.3 Meals and snacks will be made available to those with medically necessary dietary requirements (e.g., lactose intolerance, peanut allergy, diabetic) upon request of the person or their guardian/caregiver. Non-medical dietary restrictions will be accommodated as best as possible if, at registration, the restriction is noted.

5.12.3.4 Infant and toddler formula and food will be made available upon request.

### **5.12.4 Communications**

5.12.4.1 At least one form of communication for shelter internal and external communications will be functional at all times.

## **6. Planning Assumptions**

This plan requires the cooperation of public agencies pursuant to §44-146.24, *Code of Virginia*, with VDSS as the lead agency per COVEOP, ESF-6.

### **6.1 Public Information and Education**

6.1.1 State public information, awareness campaigns and education materials will emphasize the need for individual responsibility with regard to family emergency preparedness including household pets and personal medical, access, and functional needs.

### **6.2 Funding**

6.2.1 Funding for SMS operations opened in response to a mission assignment from the VEOC during a declared State of Emergency may be provided through “sum sufficient” as provided by § 44-146.28 of the Code of Virginia.

6.2.2 Reimbursement of eligible costs for shelter operations supporting a disaster declaration for public assistance will be identified, consolidated, and applied for by the partnering agency incurring the eligible cost.

6.2.3 If a federal disaster declaration is not approved, costs will be submitted under the State Public Assistance Program for cost reimbursement consideration.

### **6.3 Operational Matters**

6.3.1 State Managed Shelter operations will be activated as a protective measure for a catastrophic/disruptive event. (See Section 4 above.)

6.3.1.1 The emergency/disaster will require evacuating residents across jurisdictional boundaries and the required sheltering need will exceed the capability of the evacuating and neighboring host jurisdictions.

6.3.2 The VEST at the VEOC will make recommendations to the Governor regarding execution of the SMS Plan.

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- 6.3.2.1 The VEST will consider the type of emergency event, direction of evacuation, proximity of shelter to impact, projected storm tracks or contamination plumes, shelter capacity, etc.
- 6.3.3 As directed by the Governor of Virginia, a Site will be made available to the state to serve as a SMS in support of the Governor's Order for a Mandatory Mass Evacuation of a region of the Commonwealth.
- 6.3.4 To implement this agreement, the Governor will authorize the Site, if a state college or university, to cancel classes when deemed appropriate and necessary by the Site.
- 6.3.5 SMS operations are conducted using the National Incident Management System (NIMS) and American Red Cross shelter standards as guidance.
- 6.3.6 Typically, a SMS will not be open longer than 30 days.
- 6.3.7 Immediately post-impact, and having received reports from the VEOC, VDSS will provide the most current available damage data to assess individual impacts on shelter residents. Those who are displaced may be transferred to consolidated SMSs. Family plans will be developed for these displaced persons in conjunction with Emergency Support Function (ESF) #14, Long-term Recovery and Mitigation, at the VEOC and/or Joint Field Office (JFO) for intermediate and long-term housing and other recovery needs.
- 6.3.8 FEMA's revised Recovery Strategies expedite the Individuals and Households Program/Other Needs Assistance (IHP/ONA) application process. Therefore, on-site registration for FEMA programs will be coordinated at the shelter site by agreement with the Shelter Manager.
- 6.3.9 To the extent possible, SMSs will make available modes of communication for arriving displaced persons to locate families and/or report missing persons.
- 6.3.10 To the extent possible, VDH representatives at SMSs will accommodate medically fragile displaced persons who arrive without a personal assistant or caregiver.

## **6.4 Logistics**

- 6.4.1 Pre-identified commodities and supplies will be delivered to the shelter site in accordance with the SMS timeline and VEST procedures.
- 6.4.2 Not all non-medical dietary needs will be met.
- 6.4.3 Until contract logistics teams arrive on-site at the activated SMS, any physically-capable SMS staff member or volunteer may be requested by the SMS Site Management Team to prepare the shelter to receive evacuees.



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### **6.5 Communications**

- 6.5.1 Where practical, maximum use will be made of fixed communications and information systems (WAN/LAN) already in place within the facility or under the host institution's control; and the host's information security and IT support staff will make accommodations to support incident management operations.
- 6.5.2 Public Safety agencies supporting shelter operations will provide, manage, and maintain their own mobile communications equipment.
- 6.5.3 All agencies supporting shelter operations, pursuant to this Plan, will maintain all current contact information for the alert and notification of their response personnel and will be responsible for periodic testing of their alert and notification procedures and validation of their contact information.
- 6.5.4 Equipment and system requirements beyond the capability of Site will be identified pre-event during planning meetings and/or exercise events between the State Managed Shelter Stakeholders and the Site. Pre-scripted Resource Requests (PSRR) requesting the required communications capabilities will be developed and/or coordinated by VDSS through recommendations made by VITA.
- 6.5.5 SMS residents will have restricted access to data services via the internet. Measures will be taken to limit access to specific pre-identified sites.
- 6.5.6 SMS residents will have access to telephone communications, as available.
- 6.5.7 Self-service charging stations will be available for portable telephones and electronic devices in each SMS facility.

### **6.6 Staffing**

- 6.6.1 All levels of state agencies' management, pursuant to the event-specific executive order, will cooperate with the need for temporary reassignment of staff during the critical phase of sheltering operations.
- 6.6.2 It is incumbent upon each agency to ensure all shelter staff will have NIMS training consistent with their assigned shelter role.
- 6.6.3 Deployment of shelter teams from their home base to the shelter site will begin within 4 hours or less from notification. All deployed team members should prepare a family emergency plan so that upon notification of deployment, they and their families will be prepared for the full extent of their deployment period.
- 6.6.4 Shelter staff from the Commonwealth Adjunct Emergency Workforce to augment VDSS and other stakeholder agency staff will be coordinated through the VEST.
- 6.6.5 Volunteers from cooperating non-profit organizations to augment state staff will be coordinated and deployed through the VEST.

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- 6.6.6 The Departments for the Deaf and Hard of Hearing, the Blind and Visually Impaired, and Aging and Rehabilitative Services will make staff available or work with partnering organizations to assist with issues for those populations upon request.
- 6.6.7 On-site and telephonic Language Interpretation Services are available through contracts of multiple state agencies.
- 6.6.8 Public Information Officers (PIO) on staff of the supporting agencies and/or at the Site will, in coordination with the SMS IMO Public Information Officer and the Virginia Joint Information Center (JIC), serve in a communications capacity. This includes: responding to media requests for information and granting interviews; providing status reports to the JIC; and disseminating information from the JIC to shelter residents.
  - 6.6.8.1 In the event that the facility (Site) does not employ a public affairs professional, the Deputy Shelter Manager (as part of the SMS Site Management Team) will appoint a spokesperson. Communications guidance and resources will be provided for the effort.

### **6.7 Mass Transportation**

Evacuees may be transported using mass transportation to SMS sites. Localities may use local resources or requested state contract resources.

- 6.7.1 If a locality does not have an identified local host shelter and utilizes mass transportation (either local or state), and must evacuate the individuals outside of its jurisdictional boundaries, the evacuees may need to be sheltered at an SMS.
- 6.7.2 To ensure space will be available at currently open SMSs, the jurisdiction must contact the VEST to alert them of their need.
  - 6.7.2.1 Displaced persons and their assistance/companion animals arriving by pre-arranged mass transportation from a locality will be processed for identification by the local jurisdiction prior to debarkation to the SMS.
  - 6.7.2.2 A manifest for those displaced persons and their assistance/companion animals processed as described in 6.7.2.1 above will be transmitted to the VEST, SMS Incident Management Organization, and receiving SMS Site Shelter Manager prior to departure.

### **6.8 Finance and Administration**

- 6.8.1 Pre-existing contracts for supplies and services for the site will be used for sheltering needs.
- 6.8.2 Existing Memoranda of Agreement or Understanding (MOA or MOU) must be based on a payment structure and not on an exchange of services for associated eligible costs to be considered for reimbursement.

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- 6.8.3 SMS resources needed that are not on-site will be treated as a resource request originating from the SMS Logistics to the VDSS IMO Logistics Section then to the appropriate requesting state agency or VEOC for processing.
- 6.8.4 Meeting life-safety needs will be the highest priority for resource use.
- 6.8.5 Not all resource needs for the SMS will be met.

## **7. Concept of Operations**

### **7.1 Agency Responsibilities**

#### **7.1.1 Virginia Department of Emergency Management (VDEM)**

The Commonwealth of Virginia Emergency Services and Disaster Law of 2000, § 44-146.13 et seq. of the Code of Virginia, gives VDEM the responsibility for the administration of emergency services and disaster preparedness programs, and as such, has primary responsibility for the overall coordination of the state's emergency preparedness, response, recovery and mitigation activities. Within that broad responsibility VDEM agrees to:

- 7.1.1.1 Include SMS operations cost projections in disaster cost estimates provided to the Department of Budget and Planning for “sum sufficient”.
- 7.1.1.2 Provide technical assistance to develop the Finance and Administration Standard Operating Procedure template that will be a reference to this plan:
  - 7.1.1.2.1 Addressing policies and procedures for financial accounting of all disaster costs incurred and appropriate methods for reporting and requesting allotment from “sum sufficient” or disbursement from or claiming reimbursement from state/federal public assistance programs.
  - 7.1.1.2.2 Facilitating the timely distribution of reimbursements received under the state/federal public assistance programs to the state agencies participating in SMS operations.
- 7.1.1.3 Negotiate and secure emergency contracts or vendor agreements for shelter resource requirements and provisions (such as cots, blankets, hygiene supplies, food services, back-up generators, communications equipment) at the time of shelter activation notification or pre-position as applicable.
- 7.1.1.4 Provide technical assistance to and development of the Logistics Standard Operating Procedures template that will be a reference to this plan:
  - 7.1.1.4.1 Addressing policies and procedures for managing logistical operations within the SMS including supplies, commodities, equipment, and services.
  - 7.1.1.4.2 Developing guidance to assist SMS personnel to prepare for the acceptance, storage, tracking, and restocking of incoming goods.

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- 7.1.1.5 Provide radio communications equipment for communication between the SMS sites, SMS IMO Command Post, the VEOC and any other incident management organization that may be established throughout the Commonwealth.
- 7.1.1.6 Ensure the lead for pet sheltering is assigned and executed by the state agency as outlined in the COVEOP.
- 7.1.1.7 Supply agency-specific software and applications, refer to Section 7.1.8.2.

### 7.1.2 Virginia Department of Social Services (VDSS)

VDSS is tasked by the COVEOP as the primary agency responsible for the overall operation of the State Managed Shelters, coordinating incident management activities through the SMS Incident Management Organization with state agencies, quasi-government and volunteer relief organizations, and contractors staffing and providing support to SMS operations. Pursuant to the COVEOP, VDSS agrees to:

- 7.1.2.1 Provide Shelter Managers to each SMS Site Management Team.
- 7.1.2.2 Staff positions/units within the SMS Site Management Team and its support staff as agreed within this plan.
- 7.1.2.3 Ensure that agency identified SMS personnel complete required training as identified in the *Virginia Department of Social Services State Managed Shelter Training Program*.
- 7.1.2.4 Coordinate and develop a comprehensive site specific sheltering plan annex with each SMS Site.
- 7.1.2.5 Ensure that operational exercises involving the staffing of SMSs, and processing of “evacuees” will occur to test the Commonwealth’s readiness at least once every two years.
- 7.1.2.6 Ensure Temporary Occupancy Certificates for those SMS Sites managed by the Commonwealth’s Bureau of Capital Outlay Management (BCOM), Department of General Services are requested and approved upon site activation.
  - 7.1.2.6.1 For SMS Sites with campus Building Officials, responsibility for maintaining current Temporary Occupancy Certificates for the buildings identified for SMS use remains with the Site.
- 7.1.2.7 At the time of the emergency, facilitate pre- and post- facility walk-throughs of all buildings designated for sheltering and/or shelter support to ensure a physical assessment for the recording of any damages in agreement with the Site. (Refer to Appendix 8.)
- 7.1.2.8 Maintain situational awareness of SMS operations and provide situation/status reports/updates to the VEST.

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- 7.1.2.9 Process requests for assistance or additional resources to support SMS operations through the SMS IMO to the VEST.
- 7.1.2.10 Facilitate the transition of SMS residents through the human service system from response to recovery.
- 7.1.2.11 Provide SMS occupancy data to facilitate the movement of traffic along evacuation routes.
- 7.1.2.12 Assist with outreach efforts to citizens on evacuation education pre-event and notification during an event regarding routing to be used.
- 7.1.2.13 Monitor, coordinate, and manage shelter activation and sequencing.
- 7.1.2.14 Prepare cost estimates for SMS operations to VDEM for inclusion in disaster cost estimates provided to the Department of Budget and Planning for “sum sufficient”.
- 7.1.2.15 Provide subject matter expertise to state agencies, as needed.
- 7.1.2.16 Supply agency-specific software and applications, refer to Section 7.1.8.2.

### **7.1.3 Virginia State Police (VSP)**

VSP is tasked by the COVEOP as a support agency to VDSS in the operating of SMSs and agrees to:

- 7.1.3.1 Provide an agency Incident Commander or Stakeholder Agency Representative to the SMS IMO.
- 7.1.3.2 Staff positions/units within the SMS Site Management Team and its support staff as agreed within this plan.
- 7.1.3.3 Provide oversight for shelter security at the buildings and support areas comprising the Site’s SMS.
- 7.1.3.4 Ensure that agency identified SMS personnel complete required training as identified in this plan and any additional training, licensing or credentialing as prescribed by VSP.
- 7.1.3.5 In collaboration with the Site, Virginia Department of Transportation, Virginia Department of Military Affairs, and the local jurisdictions develop site Security and Traffic Management Plans for each SMS.
- 7.1.3.6 Supply agency-specific software and applications, refer to Section 7.1.8.2.

### **7.1.4 Virginia Department of Health (VDH)**

VDH is tasked by the COVEOP as a support agency to VDSS in operating SMSs and agrees to:

- 7.1.4.1 Provide an agency Incident Commander or Stakeholder Agency Representative to

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the SMS Incident Management Organization.

- 7.1.4.2 Staff positions/units within the SMS Site Management Team and its support staff as agreed within this plan.
    - 7.1.4.2.1 Ensure that staffing for the Medical Needs and other health related functions, including, but not limited to, First Aid, Environmental Health, and Surveillance, is accomplished by whatever means practical to include agency personnel, the Medical Reserve Corps units, pre-event agreements with health care facilities and related.
  - 7.1.4.3 Ensure that identified agency personnel complete required training as identified in the *Virginia Department of Social Services State Managed Shelter Training Program* and any additional training, licensing or credentialing as prescribed by VDH.
  - 7.1.4.4 Develop an adjunct plan and, if necessary, include site specific information for the sheltering of people with medical needs that is hereby incorporated by reference into this plan.
  - 7.1.4.5 Process requests for assistance or additional resources to support Medical Needs shelter operations through the VDH Emergency Coordination Center (ECC) or VEST - ESF 8.
  - 7.1.4.6 Collaborate with other VEST and support agencies to provide first aid, pharmaceutical consultation, triage, medication administration, hygiene assistance, and limited medical care to shelter residents, staff and volunteers if needed.
  - 7.1.4.7 Collaborate with Virginia Department of Behavioral Health and Developmental Services (DBHDS) to provide behavioral health triage and behavioral health services for shelter residents and staff as needed.
  - 7.1.4.8 Supply agency-specific software and applications, refer to Section 7.1.8.2.
- 7.1.5 **Virginia Department of Agricultural and Consumer Services (VDACS)**  
VDACS is tasked by the COVEOP as a support agency to VDSS in operating SMSs and agrees to:
- 7.1.5.1 Provide an agency Incident Commander or Stakeholder Agency Representative to the SMS Incident Management Organization.
  - 7.1.5.2 Staff positions/units within the SMS Site Management Team and its support staff as agreed within this plan.
  - 7.1.5.3 Coordinate and develop a comprehensive plan for the sheltering of pets that is hereby incorporated by reference into this plan.
  - 7.1.5.4 Participate in and complete required training as identified in the *Virginia*

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*Department of Social Services State Managed Shelter Training Program and any additional training, licensing or credentialing as prescribed by VDACS.*

- 7.1.5.5 Provide animal care and/or sheltering services for service animals (at all SMS sites) and household pets (at SMS sites that accommodate companion animals) accompanying evacuees at SMSs.
  - 7.1.5.6 Coordinate with the SMS Site Management Team to provide transportation to and from the human and pet shelters to allow owners to provide additional care for their sheltered pets.
  - 7.1.5.7 Provide a Pet Services Representative to assist evacuees that present with pets at SMS sites that do not accommodate companion animals.
- 7.1.6 Virginia Department of Behavioral Health and Developmental Services (DBHDS)**  
DBHDS is tasked as a support agency by the COVEOP to VDSS in the operating SMSs and agrees to:
- 7.1.6.1 Develop, manage and coordinate all behavioral health functions at the SMS.
  - 7.1.6.2 Vet all personnel assigned to behavioral health functions at the SMS.
  - 7.1.6.3 Assist shelter staff and residents who are experiencing acute stress reactions or who appear to be at risk for problems with functioning as a result of the crisis or disaster.
    - 7.1.6.3.1 Provide behavioral health case management including medication case management.
    - 7.1.6.3.2 Provide Psychological First Aid including:
      - 7.1.6.3.2.1 Establishing safety and security,
      - 7.1.6.3.2.2 Connecting to restorative resources,
      - 7.1.6.3.2.3 Reducing stress related reactions,
      - 7.1.6.3.2.4 Fostering adaptive coping, and
      - 7.1.6.3.2.5 Enhancing natural resilience.
  - 7.1.6.4 Provide behavioral health professionals and other trained behavioral health workers to staff the SMS (e.g., volunteers) to provide behavioral health triage and behavioral health services.
  - 7.1.6.5 Provide support and services to mentally or developmentally disabled shelter residents.
  - 7.1.6.6 Assist security as requested in response to disruptive behavior.

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- 7.1.6.7 Maintain current assessment of behavioral health needs and issues of the SMS (e.g. impact of crowding, lack of information, other iatrogenic crises, etc.). Respond as required or requested to behavioral health issues and needs.
  - 7.1.6.7.1 Provide procedures to detect behavioral health issues and minimize harmful stress levels of residents and staff.
  - 7.1.6.7.2 Consult with the Assistant Shelter Manager for Operations regarding shelter-wide behavioral health issues, interventions, programming, etc.
- 7.1.6.8 Ensure that agency identified SMS personnel complete required training as identified in the *Virginia Department of Social Services State Managed Shelter Training Program* and any additional training, licensing or credentialing as prescribed by DBHDS.
- 7.1.6.9 Supply agency-specific software and applications, refer to Section 7.1.8.2.

### 7.1.7 The Site

At the request of the Governor of Virginia, the Site has agreed to host a SMS.

- 7.1.7.1 The Site will provide the identified buildings (as stated in their site-specific annex) to support this mission.
- 7.1.7.2 The Site also agrees to:
  - 7.1.7.2.1 Provide a Deputy Shelter Manager to the SMS Site Management Team.
  - 7.1.7.2.2 Provide an Assistant Safety Officer at the SMS that will report to the Safety Officer at the SMS IMO and will develop and maintain the safety plan(s) for the building(s) used for SMS activities.
  - 7.1.7.2.3 Provide an Assistant Public Information Officer at the SMS that will report to the Public Information Officer at the SMS IMO (refer to Section 6.6.8).
  - 7.1.7.2.4 Prepare a Fire Watch plan in the Fire Safety plan for each shelter facility used for housing as stated in Appendix 5.
    - 7.1.7.2.4.1 Implement Fire Watch upon activation of a site as an SMS.
  - 7.1.7.2.5 Identify personnel and staff positions/units within the SMS Site Management Team and its support staff as agreed within this plan.
  - 7.1.7.2.6 Provide access to available voice and data communications capability and high-speed internet connectivity for SMS equipment.
  - 7.1.7.2.7 Ensure that agency identified SMS staff complete required training as identified in the *Virginia Department of Social Services State Managed Shelter Training Program* and any additional training as prescribed by the Site.



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- 7.1.7.2.8 Provide the following based on the capabilities of the site (as identified in the site-specific annexes):
  - 7.1.7.2.8.1 For SMS Sites with campus Building Officials, responsibility for maintaining current Temporary Occupancy Certificates for the buildings identified for SMS use remains with the Site.
  - 7.1.7.2.8.2 Develop and maintain an inventory of volunteers from students, faculty and staff:
    - 7.1.7.2.8.2.1 Who are fluent in foreign languages or sign language and will agree to serve as interpreters, if needed.
    - 7.1.7.2.8.2.2 Who agree to serve in various capacities in order to support the shelter management team, if needed.
  - 7.1.7.2.8.3 Assess the facility needs for use of these buildings as shelters and develop a Facilities Management Plan, associated standard operating procedures and job aids as necessary to address these needs.
- 7.1.7.2.9 Supply agency-specific software and applications, refer to Section 7.1.8.2.

### 7.1.8 Virginia Information Technologies Agency (VITA)

- 7.1.8.1 VEST Emergency Support Function (ESF) #2, Communications, will be responsible for information technology (IT) equipment procurement, set-up, management, and maintenance at the SMS. VITA will provide staff to support and maintain IT infrastructure services and provide other services as outlined in ESF #2.
- 7.1.8.2 VITA will provide the IT infrastructure including voice and data communications, as well as the necessary peripheral equipment (e.g. PCs, printers, and fax), and assist, when possible, other agency representatives in implementing their agency-specific software. However, each agency is ultimately responsible for loading, testing, operating, and maintaining their agency-specific applications to ensure they operate correctly in the SMS environment.

## 8. Goals and Objectives

### 8.1 Incident Management

The parties to this Plan should achieve effective and efficient incident management, integrating the facilities, resources (personnel, equipment, supplies, and communications) and procedures using a common organizational structure which is NIMS/ICS.

### 8.2 Shelter Management

The parties to this Plan will make every possible effort to provide rapid evacuation shelter services for the general population, access and functional needs population, medical needs populations, and accompanying service and/or companion animals (if a pet sheltering site).

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### 9. Alert, Notification and Shelter Activation

- 9.1 The decision to open an SMS is made by the Governor or his authorized representative at the recommendation of the VEST.
- 9.2 VDSS, VDH, VDACS, VDBHDS and VSP are all members of VEST and will activate their own alert and notification procedures to include their supporting agencies.
- 9.3 VDSS will ensure that the designated SMS sites points of contact receive information, notifications and alerts throughout the SMS process.
- 9.4 Each of the primary ESFs are responsible for the execution of their plans and procedures to open those shelters listed in the Governor's decision.
- 9.5 Staffing augmentation using the Adjunct Emergency Workforce will be implemented through the VEST.
- 9.6 The on-site shelter management team is responsible for overall shelter operations at the sheltering site.

### 10. Sequence of Events

This sequence of events describes the preparation by VDSS and supporting agencies for the opening of shelters and is based on the planning assumption that SMS operations are required as a protective measure in support of evacuations beyond the capabilities of local jurisdictions and are occurring or expected to occur beyond jurisdictional boundaries. These timelines are only guides and will be adjusted as necessary based on the event.

#### 10.1 Catastrophic/disruptive events with warning

- 132 hours – Governor's Shelter Briefing  
Activation alert of IMO and ESF 6  
VDSS to alert state shelter facilities and agency representatives
- 126 hours – Governor issues State of Emergency Declaration  
On-Site: IMO and ESF 6  
Deployment Instructions and Activation for Shelter Management Team(s)
- 120 hours – On-Site: Shelter Management Team(s)
- 108 hours – Deployment Instructions and Activation of Shelter Support Staff
- 96 hours – On-Site: Shelter Management Team and Support Staff
- 48 hours – Shelters open to receive evacuees
- 0 hours – Impact of hazard-specific threat (i.e., tropical storm force winds)

#### 10.2 Catastrophic/disruptive events without warning

- 0 hours - VDSS to alert state shelter facilities and agency representatives

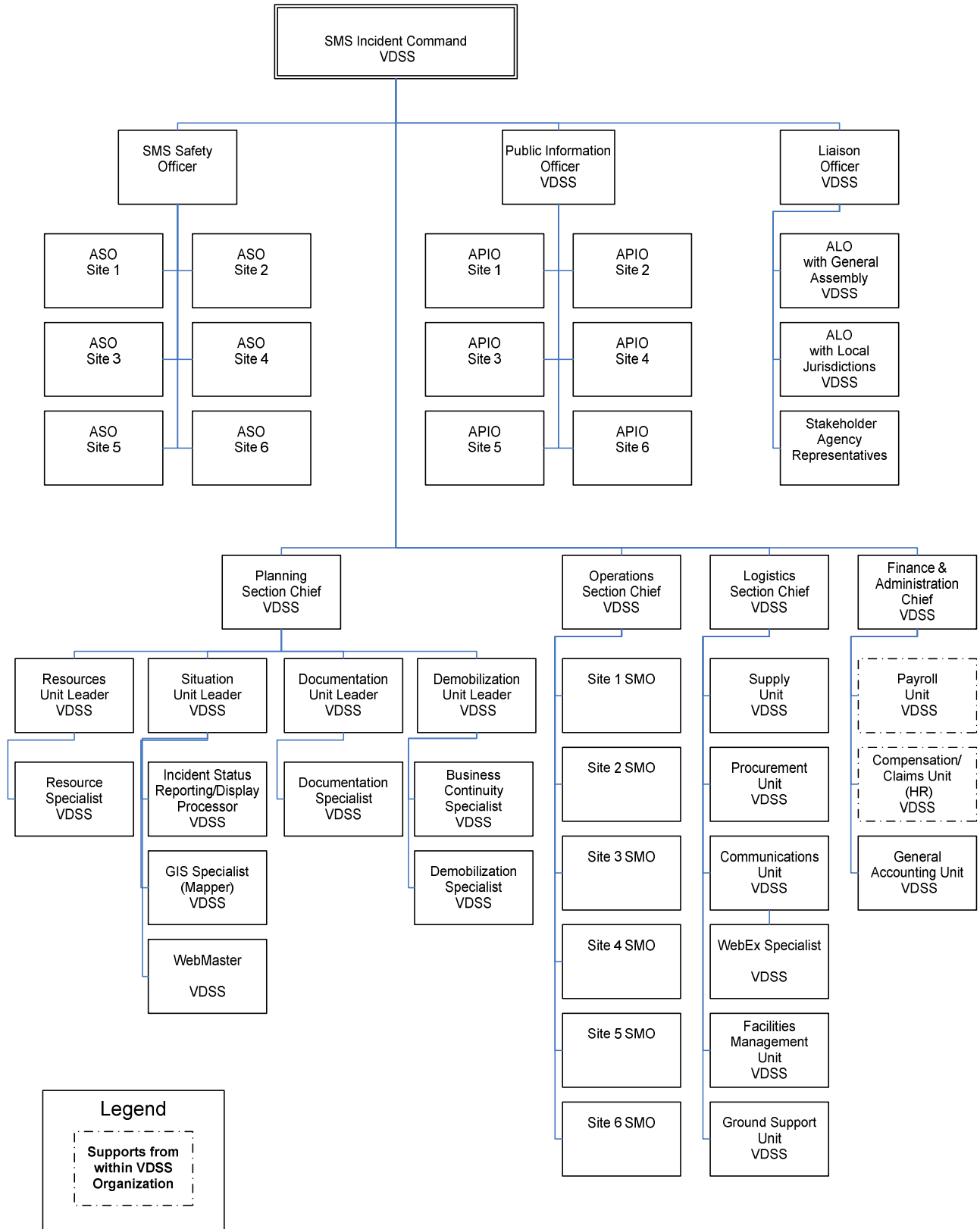
## **State Managed Shelter Plan**

- 0 hours - Governor issues State of Emergency Declaration
- 0 hours - Notification, activation and mobilization of state resources including shelter management teams and support staff
- 4 hours - Shelters open to receive evacuees

### **11. Incident Management Organization and Assignment of Responsibilities**

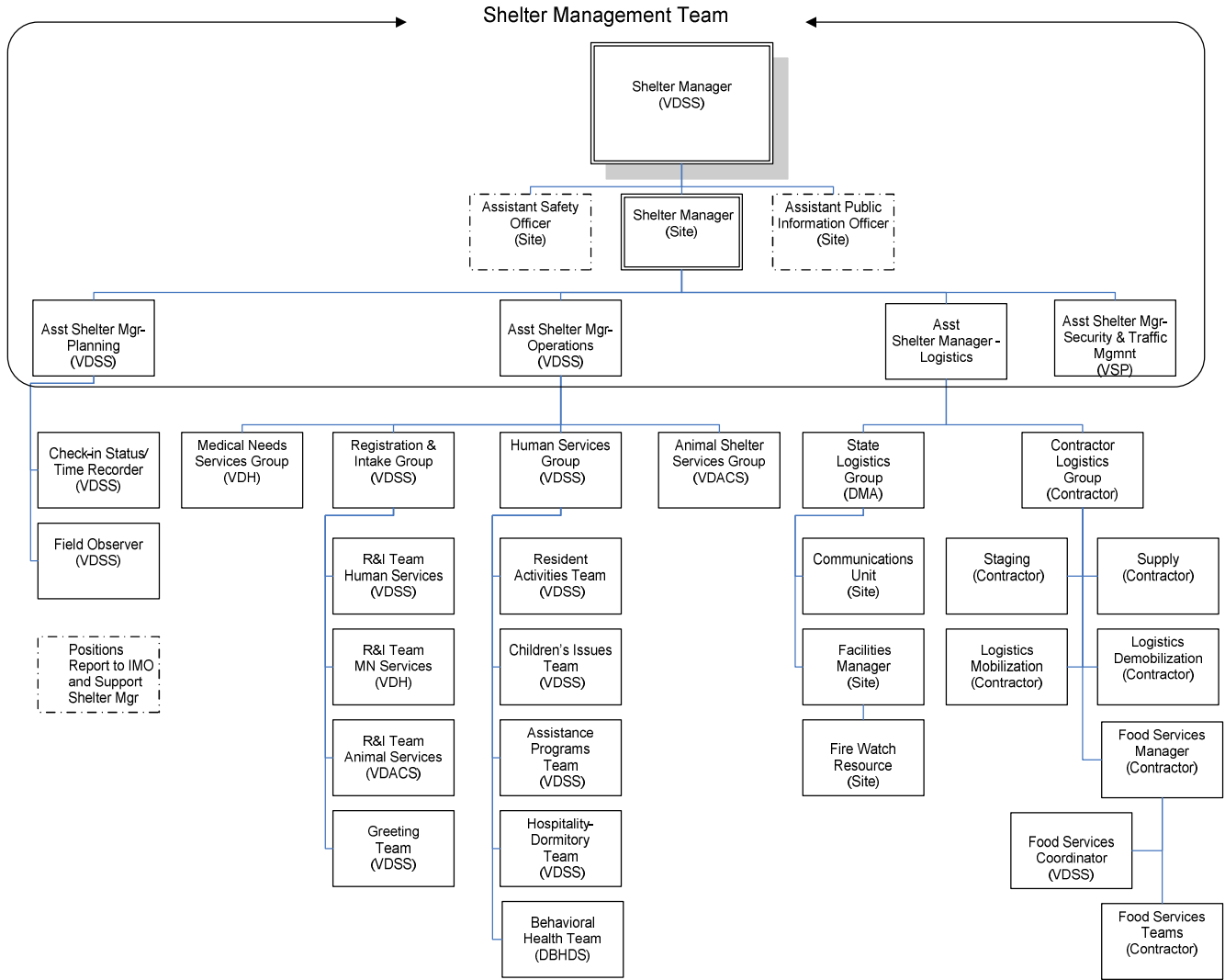
- 11.1** The VDSS is the lead agency for SMS operations. VDSS leverages the knowledge of its field directors and partnering agencies to lead preparedness efforts and assist in response operations with information collection, area SMS coordination and problem solving. Overall statewide SMS operations and resource support are coordinated through its SMS IMO.
- 11.2** In the event one or more SMS sites must be opened to supplement local sheltering capacity within a region, the SMS Incident Management structure will be used to provide SMS oversight to the on-site SMS Site Shelter Management Team(s).

# State Managed Shelter Plan



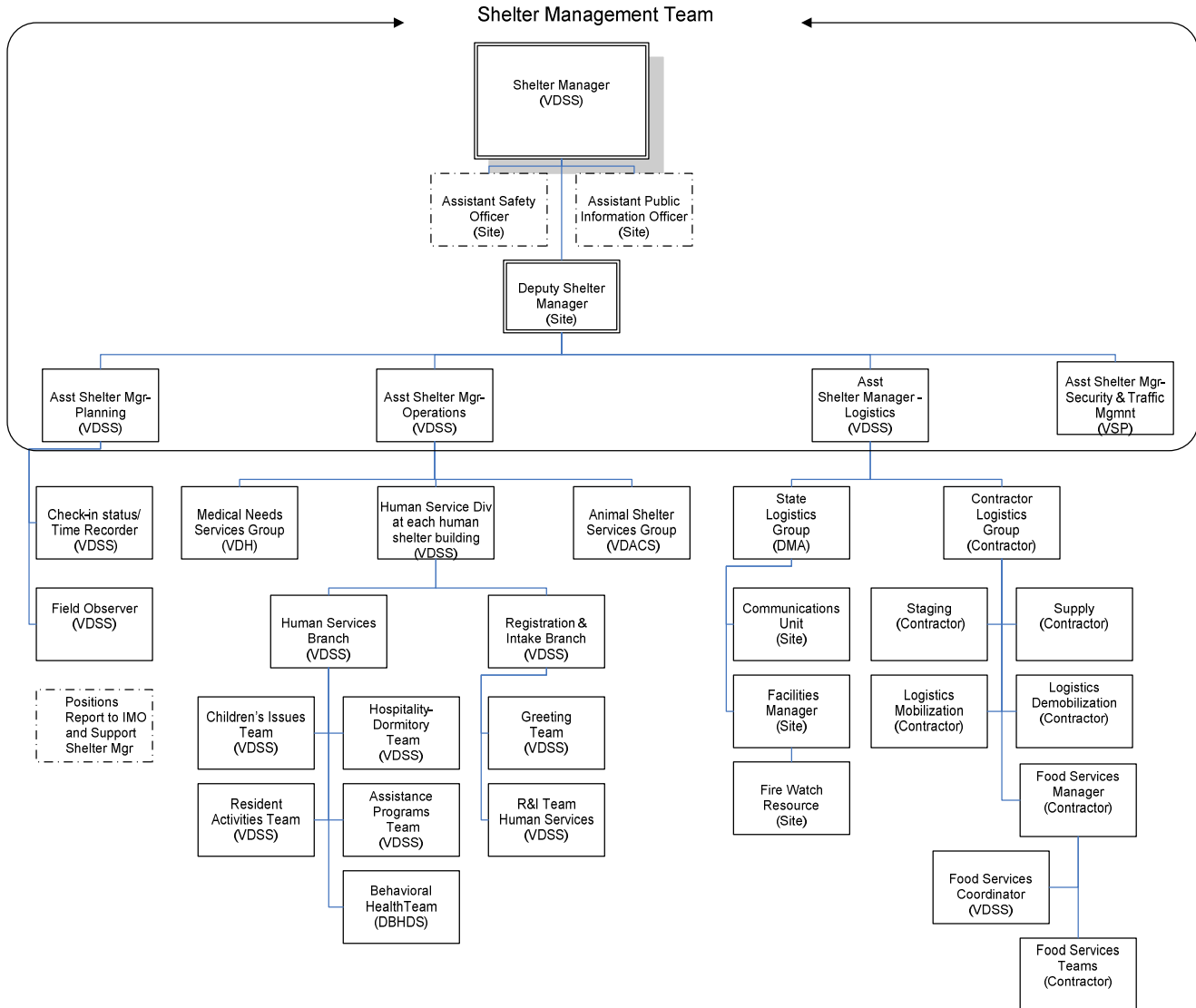
**Figure 1 – SMS Incident Management Organization**

# State Managed Shelter Plan



**Figure 2 – Single Building Site SMS Management Team**

# State Managed Shelter Plan



**Figure 3 – Multiple Building Site SMS Management Team**

**11.3** All positions and position descriptions are listed in Shelter Positions and Position Descriptions Appendix of this plan.

## **State Managed Shelter Plan**

### **12. Disaster Intelligence (Information Collection)**

- 12.1** Throughout a catastrophic or disruptive event, there are critical and essential information requirements common to all incident management organizations and necessary for the successful operation of a complex multi-agency shelter operation. Standard Operating Procedures (SOPs) will identify the type of information needed to perform functional responsibilities, where it is expected to come from, who uses the information, the format for providing the information, and any specific times the information is needed.

### **13. Communications**

- 13.1** Voice and data communications capabilities are paramount to ensure the successful completion of a complex multi-agency sheltering operation. The ICS Communications Plan will be published as part of the Incident Action Plan and describe the communications systems, protocols, integration and coordination procedures used during shelter operations.

#### **13.1.1 Information Technology/Telecommunications**

- 13.1.1.1 SMS Local Area Network – VITA will be responsible for information technology (IT) equipment procurement, set-up, management, and maintenance at SMS locations. VITA will provide staff to support and maintain IT infrastructure services and provide other services as outlined in ESF 2. VITA will provide the IT infrastructure. Should VITA/NG be unable to meet the equipment requirements, VDEM’s Information Technology staff in coordination with ESF 7 will provide the needed equipment and support through their emergency contract services.
- 13.1.1.2 The Site will allow the SMS operations broadband internet access via their IT/telecommunications infrastructure.
- 13.1.1.3 Shelter staff will use agency-issued equipment, VITA/NG caches, or VDEM Emergency Contract Service equipment.
- 13.1.1.4 The Commonwealth will utilize EWA Phoenix for evacuee registration and tracking. VDSS will purchase or lease sufficient user licenses to support this component of the SMS operations. The system will be capable of providing Shelter Status Board updates to the VEOC’s WebEOC.
- 13.1.1.5 Summary data for SMS Sites will be maintained in the VEOC’s WebEOC and monitored by the SMS IMO, ESF 6, ESF 8, and ESF 11.

#### **13.1.2 Radio Communications**

- 13.1.2.1 Security, Law Enforcement, and Emergency Medical Services elements deployed to support shelter operations will use their own radio communications equipment, frequencies and protocols. Each organization will provide a radio and operator to the incident command post for coordination purposes. Frequencies will be published in the incident communication plan.

## State Managed Shelter Plan

- 13.1.2.2 Handheld radios and/or cellular telephones will be used for communications among shelter services teams not involved in Security, Law Enforcement, or Emergency Medical Services allowing rapid person-to-person communications to ensure the safety of shelter staff and clients.
- 13.1.2.3 Licensed Amateur Radio Operators will be sought from ARES/RACES membership to provide back-up radio communications between SMS, the SMS IMO, and the VEOC.

### 13.1.3 Communication Requirements

Each site-specific annex identifies position-specific communications equipment and service needs.

- 13.1.3.1 Shelter Management Center: The shelter management room will house the SMS Site Management Team. It will also house the support staff for the Assistant Shelter Manager for Planning and the Assistant Shelter Manager for Logistics. It will have data (internet and Microsoft Office), voice (digital and analog), fax, and radio communications capabilities. This area will also have photocopy, scanning and printing capabilities.
- 13.1.3.2 Human Registration/Intake Area: Registration/intake desks and medical assessment desks will be set up with data (internet) capabilities to support the use of the registration system. There may be access to use of a double-receiver phone at each table (a long table may house two registrars) for access to phone interpretation services, if needed. Each site will have necessary identification card scanners and access to photocopy, scanning and printing capabilities. This group will have radio and/or cellular phone communications based on position.
- 13.1.3.3 Medical Needs Area: This location within the SMS will be set up with at a minimum of one data (internet for accessibility to registration application and fax), voice (phone), and radio communications. It will also have access to photocopy, scanning and printing capabilities. This group will have radio and/or cellular phone communications based on position.
- 13.1.3.4 Evacuee Communications Area: This area should have computers with internet access, and a phone bank; both means of communication will be available for use by evacuees such that they may be able to keep in contact with family and friends and to manage their life and access services while away from home. Internet access should be managed to reduce misuse of the system.
- 13.1.3.5 Pet Registration/Intake Area: Pet registration desks will be set up with data (internet) capabilities to support the use of the registration service. Each site will have necessary identification card scanners and access to photocopy, scanning and printing capabilities. This group will have radio and/or cellular phone communications based on position.
- 13.1.3.6 Veterinary Services Area: At a minimum, at least one data system must be



## State Managed Shelter Plan

available for continual access into the registration system for updates to pet medical records and monitoring. The Supervisor and each of the Assistants must have direct radio and/or cellular phone connectivity to each other and to other locations within the SMS.

13.1.3.7 Assistance Program Counseling Area: This area will be set up with data (internet) capabilities to support programmatic counseling services. There may be access to use of a double-receiver phone for access to phone interpretation services, if needed. All counselors and supervisors will have phone access and the supervisors will have radio communications.

13.1.3.8 All Other Service Areas: All other service areas must at a minimum have radio communications within the SMS and access to use other communications services if necessary. Each of these service areas are addressed within their appropriate annex or appendix.

## 14. Administration, Finance, and Logistics

**14.1** The Finance and Administration Plan will address the numerous support requirements necessary to ensure the successful completion of a complex multi-agency sheltering operation. This includes, but is not limited to authorities for and policy/procedures on (1) augmenting staff by reassigning state employees and soliciting volunteers, and (2) tracking multi-agency expenses for reimbursement from the Virginia Disaster Response Funds and application for any reimbursable costs from state/federal public assistance programs.

## 15. Plan Development and Maintenance

**15.1** The basic plan signatories or their designee will maintain, review, update, and certify this Plan according to the following maintenance schedule.

Activity	Tasks	Frequency
Plan update and certification	<ul style="list-style-type: none"> <li>▪ Review entire plan for accuracy</li> <li>▪ Incorporate lessons learned and changes in policy and philosophy</li> <li>▪ Negotiate and manage distribution of agreed to plan updates</li> </ul>	Every four years or as needed based on lessons learned
Update contact rosters for all positions	<ul style="list-style-type: none"> <li>▪ Confirm/update contact information on members of all SMS management and support staff</li> </ul>	Semi-annually
Appoint new members of the SMS Incident Management Organization and SMS Site Management Teams	<ul style="list-style-type: none"> <li>▪ Qualifications determined by agency administrators</li> <li>▪ Issue appointment letter and schedule of needed training</li> </ul>	As needed
Train new members	<ul style="list-style-type: none"> <li>▪ Provide orientation and training classes</li> <li>▪ Schedule participation in all training and exercise events</li> </ul>	Begin within 90 days of appointment to shelter assignment
Plan and conduct exercises	<ul style="list-style-type: none"> <li>▪ Conduct joint exercises with local, regional, and/or state agencies</li> </ul>	A single SMS will be exercised

## State Managed Shelter Plan

		at a minimal bi-annually
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- 15.2** In addition to specific plans developed under the ICS (e.g. Incident Action Plan, Communications Plan, Demobilization Plan, etc.), the following agencies are also responsible for the development and update of specific appendices, annexes, or SOPs for the performance of responsibilities tasked within this Plan.

Supporting Plan, Appendix or Annex	Lead Agency	Support Agency(ies)
Security and Traffic Management	VSP	Site; Dept. of Military Affairs
Registration and Intake Services	VDSS	VDH, VDACS
Human Shelter Services	VDSS	DBHDS
Medical Needs Services	VDH	DBHDS
Animal Shelter Services	VDACS	VDH
Food Services	Site or Contractor	VDSS, VDH
Facility Management	Site or Contractor	
Communications	VITA	VDEM
Finance and Administration Support for Federal Reimbursement	VDEM	VDSS, DHRM
Volunteers and Donations Management	VDEM	VDSS, VDH, VDACS
Planning	VDSS	

- 15.3** Interim changes to the plan and supporting documents will be published annually or as needed based on revised hazard-specific data without the need for stakeholder review and approval if there is no impact on the stakeholder. These interim plans will be distributed as they are made.
- 15.4** VDSS and stakeholders will complete a full revision of the plan, including referenced support documents, for formal approval every four years.
- 15.5** This plan shall be practiced whenever applicable in the annual statewide exercise or other state-sponsored training exercises, tabletops, and drills. It should also be incorporated into any local and/or regional exercises when feasible.

## **State Managed Shelter Plan**

### **16. Authorities and References**

#### **16.1 Federal**

- 16.1.1 Robert T. Stafford Act, as amended
- 16.1.2 National Response Framework
- 16.1.3 Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters

#### **16.2 State**

- 16.2.1 Virginia Emergency Services and Disaster Law of 2000, as amended, § 44-146.13 et seq.
- 16.2.2 Executive Order No. 4 (29 January 2010), “Delegation of Governor's Authority to Declare a State of Emergency and to Call the Virginia National Guard to Active Service for Emergencies or Disasters When the Governor is Out of the Commonwealth of Virginia and Cannot Be Reached”
- 16.2.3 Executive Order II (14 January 2006), “Community Integration for Virginians with Disabilities”
- 16.2.4 Executive Order No. 41 (30 September 2011), Continuing Preparedness Initiatives in State Government and Affirmation of the Commonwealth of Virginia Emergency Operations Plan
- 16.2.5 Commonwealth of Virginia Emergency Operations Plan
- 16.2.6 Virginia Department of Health, Emergency Response Plan, Annex H, Mass Care Plan
- 16.2.7 Commonwealth of Virginia State Managed Pet Shelter Plan
- 16.2.8 State Managed Shelter Operations Section Registration and Intake Services Standard Operating Procedures
- 16.2.9 State Managed Shelter Operations Section Human Shelter Services Standard Operating Procedures
- 16.2.10 State Managed Shelter Planning Section Standard Operating Procedures
- 16.2.11 State Managed Shelter Logistics Section Standard Operating Procedures
- 16.2.12 State Managed Shelter Multi-Year Training and Exercise Plan

## State Managed Shelter Plan

Host Institution		COV State Managed Shelter Plan	COV State Managed Pet Shelter Plan	VDH Emergency Response Plan, Annex H, Mass Care Plan	VSP Site Security & Traffic Management Plan
		Annex			
Christopher Newport University	CNU	D		D	✓
George Mason University	GMU	E	E	E	✓
James Madison University	JMU	F	F	F	✓
Longwood University	LU	N		N	✓
Northern Virginia Community College	NVCC	H	D	H	✓
Patrick Henry Community College	PHCC	M		M	✓
Paul D. Camp Community College	PDCCC	O		O	✓
Richard Bland College	RBC	K		K	✓
University of Virginia	UVA	B	C	B	✓
Virginia Commonwealth University	VCU	A	B	A	✓
Virginia Military Institute	VMI	I	H	I	✓
Virginia School for the Deaf and Blind	VSDB	L	I	L	✓
Virginia State University	VSU	J	A	J	✓
Virginia Tech	VT	G	G	G	✓
William & Mary, College of	CWM	C		C	✓

# **State Managed Shelter Plan**

## **Appendix 1 Shelter Positions and Position Descriptions**

## State Managed Shelter Plan

Position Description	Agency	Duties	KSA
<b>SMS Site Management Team</b>			
<b>Shelter Manager</b>			
Shelter Manager	VDSS	Ultimately responsible for all matters pertaining to the SMS. Coordinates with the Deputy Shelter Manager and the Assistant Shelter Managers supporting the shelter operations.	VDSS employee with experience in problem-solving and decision-making; Knowledge of human behavior and performance; Skill in motivating and directing people; Ability to effectively convey information, interpret data and draw conclusions.
Deputy Shelter Manager	Site	Ultimately responsible for all site related matters pertaining to the SMS. Coordinates with the Shelter Manager and Assistant Shelter Managers supporting the shelter operations.	Site employee with experience in problem-solving and has decision-making capability for the site; Knowledge of human behavior and performance; Skill in motivating and directing people; Ability to effectively convey information, interpret data and draw conclusions.
<b>Command Staff – reports directly to the SMS Incident Management Organization</b>			
Assistant Liaison Officer (assigned as needed)	VDSS/Locality	Provides immediate interaction between the SMS, its support agencies and the surrounding jurisdictions. Ensures that all interested governmental and support agencies remain informed of actions within the SMS and have a single point of contact within the shelter that can respond quickly. Does NOT interact with the media and/or public, but does interact closely with the PIO to ensure that the information that is shared with the LO constituents is consistent with information being released to the public.	Has superlative interpersonal skills, great communications capabilities, highly developed problem solving skills, and is unshakable in high stress situations.
Assistant Public Information Officer	Site	Coordinates mission messaging with the Joint Information Center at the Virginia Emergency Operations Center. Manages on-site media. Facilitates interviews. Provides scheduled and unscheduled mission updates (briefings) and emergency or critical information announcements (flash reports) to both media and evacuees. Handles unscheduled briefing requests (VIP and stakeholder updates)	A trained Public Information Officer or person with a Public Relations background. Has relationships with local media and is knowledgeable in emergency information coordination. Has superlative interpersonal skills, great communications capabilities, and is unshakable in high stress situations.
Assistant Safety Officer	Site	Monitors the safety and environmental (or risk management) conditions within the shelter site to include staff, evacuees and accompanying animals. Develops and implements safety plans and measures.	Experience regarding workplace health and safety issues, compensation Certifications in line with first aid training, safety professional and risk management.
Assistant Volunteer and Donations Coordinator	VDEM	Manages and coordinates affiliated and non-affiliated, solicited and unsolicited volunteers and donations for the State Managed Shelter. They manage and coordinate those on-site and are the conduit through which additional volunteers may be requested after approval of the Unified Command.	VDEM appointed individual with superlative interpersonal skills and experience in problem-solving and decision-making. Extensive knowledge in volunteer management and/or donation coordination. Able to function in a high stress environment.
<b>Shelter Management Team</b>			
Planning			

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Position Description	Agency	Duties	KSA
Assistant Shelter Manager for Planning	VDSS	Oversees all incident-related data gathering and analysis regarding incident operations and assigned resources. Collects, processes, and organizes on-going situation information. Submits the information to the SMS Incident Management Organization Planning Section for development of situation reports and incident action plans. Maintains accurate and complete incident files including an accurate account of SMS staff and volunteer time.	Knowledge in Incident Command System protocol and procedures. Ability to compile, organize, and analyze narrative and statistical information. Ability to work as team member. Skill in the use of personal computer, Microsoft Office and internet. Ability to motivate and direct. Ability to communicate both verbally and in writing to effectively convey information. Sensitivity in human interactions to diversity and inclusiveness. Ability to organize work activities, delegate work and directly supervise a diverse work unit.
Check-in Status and Time Recorder	VDSS	Ensures all personnel are appropriately in- and out- processed throughout the incident utilizing EWA Phoenix, coordinates with Logistics to issue equipment and supplies necessary to staff upon entry, and maintains copies of completed and signed employee time sheets. These time sheets will be checked for accuracy against the EWA Phoenix data system.	Ability to compile, organize, and analyze narrative and statistical information. Ability to work as team member. Skill in the use of personal computer, Microsoft Office, internet, and EWA Phoenix. Ability to communicate both verbally and in writing to effectively convey information. Sensitivity in human interactions to diversity and inclusiveness.
Field Observer	VDSS	Collect, process, and organize on-going situation information. Submits the information to the SMS Incident Management Organization Planning Section for development of situation reports and incident action plans.	Ability to compile, organize, and analyze narrative and statistical information. Ability to work as team member. Skill in the use of personal computer, Microsoft Office and internet. Ability to communicate both verbally and in writing to effectively convey information. Sensitivity in human interactions to diversity and inclusiveness.
<b>Operations</b>			
Assistant Shelter Manager for Operations	VDSS	Oversees all operational activities across all shelter facilities at a SMS site including all activities and services to shelter residents: Determines staffing, conducts briefings, prepares reports, troubleshoots and solves problems, supervises Operations. Be knowledgeable in how to fulfill needs of staff and residents of the shelter.	Experience in problem-solving and decision-making; Knowledge of human behavior and performance; Skill in motivating and directing people; Ability to effectively convey information, interpret data and draw conclusions.
Registration and Intake Group Supervisor	VDSS	Oversees the entire registration process affecting all staff and evacuees at the SMS site. Ensures that all entry points and reception areas are staffed at all times. Ensures the reception areas have appropriate equipment, supplies and refreshments; re-stocks when necessary. Monitors performance of Registrars and Greeters to assess the need for possible rest or rotation. Is knowledgeable in the registration and intake process and can assist in problem-solving as necessary. Is knowledgeable to answer staff and/or evacuee questions or direct evacuees to the appropriate source. Be knowledgeable in how to fulfill needs of staff and residents of the shelter.	Strong leadership in a team environment. Ability to manage multiple priorities and tasks simultaneously. Organize work activities, delegate work and directly supervise a diverse work unit. Maintain a high standard of ethics required of State employees that is consistent with COV core values. Strong communication skills including effective listening. Competently use computer resources required to support the task (EWA Phoenix). Sensitivity in human interactions to diversity and inclusiveness. Establish an effective rapport with individuals who are initially difficult, emotional, or distressed. Relate effectively to people from varied backgrounds and different situations.
Registration and Intake Team Leader – Human Services	VDSS	Oversees the non-medical human registration process of evacuees at a specific SMS building. Ensures that all entry points and reception areas are staffed at all times. Ensures the reception areas have appropriate equipment, supplies and refreshments; re-stocks when necessary. Monitors performance of Registrars to assess the need for possible rest or rotation. Is knowledgeable in the registration and intake process and can assist in problem-solving as necessary. Is knowledgeable to answer staff and/or evacuee	Strong leadership in a team environment. Ability to manage multiple priorities and tasks simultaneously. Organize work activities, delegate work and directly supervise a diverse work unit. Maintain a high standard of ethics required of State employees that is consistent with COV core values. Strong communication skills including effective listening. Competently use computer resources required to support the task (EWA Phoenix). Sensitivity in human interactions to diversity and inclusiveness. Establish an effective

## State Managed Shelter Plan

Position Description	Agency	Duties	KSA
		questions or direct evacuees to the appropriate source. Be knowledgeable in how to fulfill needs of staff and residents of the shelter.	rapport with individuals who are initially difficult, emotional, or distressed. Relate effectively to people from varied backgrounds and different situations
Greeter	VDSS	Must be familiar with the shelter site layout and the shelter's policies and rules. Their primary responsibilities are greeting evacuees, staff and guests and informing and directing them to the appropriate reception and registration/intake service areas. Ensure that evacuee's immediate personal needs are addressed. Once initial registration is complete, roam the shelter to assist residents as needed.	Ability to effectively listen, understand and communicate information. Skill in working with or willingness to work with diverse groups of people.
Registrar	VDSS	Process evacuees upon arrival at the shelter. Maintain movement of evacuees as necessary within and external to the shelter.	Skill in use of personal computer, Microsoft Office and internet. Ability to use off the shelf software packages including EWA Phoenix. Skill in effectively communicating with diverse groups of people. Must be effective listener and detail oriented.
Human Shelter Services Group Supervisor	VDSS	Supervise Human Shelter Services operations. Ensure that all stations are staffed at all times. Ensure all stations have appropriate equipment; re-stock as necessary. Provide clear direction, assignments, and guidance to effectively structure and organize work activities, maximize productivity, and conform to incident objectives. Monitor and inspect progress and make changes as necessary. Resolve problems reported by subordinates. Be knowledgeable in how to fulfill needs of staff and residents of the shelter. Be knowledgeable to answer evacuee questions or direct evacuees to the appropriate source.	Strong leadership in a team environment with the ability to motivate and direct. Ability to communicate clearly and effectively convey information. Sensitivity in human interactions to diversity and inclusiveness. Ability to organize work activities delegate work and directly supervise a diverse work unit.
Hospitality-Dormitory Team Leader	VDSS	Ensure that all dormitory stations are staffed at all times. Provide clear direction, assignments, and guidance to effectively structure and organize work activities, maximize productivity, and conform to incident objectives. Ensure all stations have appropriate equipment; re-stock equipment as necessary. Monitor performance of Coordinators to assess the need for possible rest or rotation. Resolve staff and evacuee conflicts and/or recognize when a conflict must be referred to a higher level. Be knowledgeable to answer evacuee questions or direct evacuees to the appropriate source. Communicate emergency procedures that are consistent with the safety and security plans in a timely manner. Be knowledgeable in how to fulfill needs of staff and residents of the shelter.	Strong leadership in a team environment Ability to manage multiple priorities and tasks simultaneously, organize work activities, delegate work and directly supervise a diverse work unit. Maintain a high standard of ethics required of State employees that is consistent with COV core values. Strong communication skills including effective listening. Competently use resources required to support the task. Sensitivity in human interactions to diversity and inclusiveness. Establish an effective rapport with individuals who are initially difficult, emotional, or distressed. Relate effectively to people from varied backgrounds and different situations.
Hospitality-Dormitory Coordinator	VDSS	Monitor and oversee dormitory and feeding areas. Identify and troubleshoot problems. Assist residents by answering questions, providing directions, updating information, and helping with personal needs. Monitor resident movement within the shelter.	Ability to multi-task and work as a team member. Ability to effectively listen, understand and communicate information. Skill in working with or willingness to work with diverse groups of people.
Resident Activities Team Leader	VDSS	Coordinate with the Human Shelter Services Group Supervisor to determine the recreation needs of the shelter population. Plan, implement, coordinate and supervise structured activities open to Shelter clients.	Strong leadership in a team environment Ability to manage multiple priorities and tasks simultaneously, organize work activities, delegate work and directly supervise a diverse work unit. Maintain a high standard of ethics required of State employees that is consistent with COV core values. Strong communication skills including effective listening. Competently use resources required to support the task. Sensitivity in human interactions to diversity and



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Position Description	Agency	Duties	KSA
			inclusiveness. Establish an effective rapport with individuals who are initially difficult, emotional, or distressed. Relate effectively to people from varied backgrounds and different situations.
Children's Activities Coordinator	VDSS	Support the Resident Activities Team Leader through coordinating children's activities and recreation. Identify and troubleshoot problems. Process check-in and check-out of activities and supplies. Assist residents by answering questions, providing directions, updating information, and helping with personal needs.	Ability to multi-task and work as team member. Ability to effectively listen, understand and communicate information. Skill in working with or willingness to work with diverse groups of people.
Children's Issues Coordinator	VDSS	Coordinate with the local Department of Social Services to manage unaccompanied minors that present at the SMS. Provide supervision to unaccompanied minors until local Social Services can take custody of unaccompanied minors.	A VDSS employee with knowledge of child welfare law, policy and procedures.
Assistance Program Team Leader	VDSS	Ensure that all Assistance Program Counselor stations are staffed at all times. Provide clear direction, assignments, and guidance to effectively structure and organize work activities, maximize productivity, and conform to incident objectives. Ensure all stations have appropriate equipment; re-stock equipment and supplies as necessary. Monitor performance of Counselors to assess the need for possible rest or rotation. Resolve staff conflicts and/or recognize when a conflict must be referred to a higher level. Be knowledgeable to answer evacuee and/or staff questions or direct evacuees to the appropriate source.	Knowledge, training or experience within disaster and/or non-disaster individual assistance programs. Strong leadership in a team environment. Ability to manage multiple priorities and tasks simultaneously. Organize work activities, delegate work and directly supervise a diverse work unit. Maintain a high standard of ethics required of State employees that is consistent with COV core values. Strong communication (written and verbal) skills including effective listening. Competently use computer resources required to support the task. Sensitivity in human interactions to diversity and inclusiveness. Demonstrate sensitivity to cultural diversity, race, gender, disabilities, and other individual differences in accordance with the COV's nondiscrimination policy. Must be flexible and adaptable in various situations and work settings, including weather conditions, cultures, and geographic areas for extended periods of time. Establish an effective rapport with individuals who are initially difficult, emotional, or distressed. Relate effectively to people from varied backgrounds and different situations.
Assistance Program Counselor	VDSS	Coordinate information and assist residents in applying for eligible disaster and non-disaster assistance programs. Identify and troubleshoot problems. Assist residents by answering questions, providing directions, updating information, and helping with personal needs.	Knowledge, training or experience within disaster and/or non-disaster assistance programs. Ability to multi-task and work as team member. Ability to effectively listen, understand and communicate information. Skill in working with or willingness to work with diverse groups of people.
Behavioral Health Team Leader	DBHDS	Provide mental/behavioral health services, e.g., crisis, bereavement and traumatic grief counseling services, to shelter residents. Make rounds watching for signs of agitation, depression, or confusion, and resolve potential problems. Assist the staff in promoting diversions and activities, conversation, and time orientation. Work with the residents who are experiencing mental health problems and guide the staff on how to be most therapeutic in the situation. Report current problems and potential problems that may need additional intervention to the Nurse Manager.	Licensed mental health/crisis counselor.

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Position Description	Agency	Duties	KSA
Behavioral Health Specialist	DBHDS	Provide mental/behavioral health services, e.g., crisis, bereavement and traumatic grief counseling services, to shelter residents. Make rounds watching for signs of agitation, depression, or confusion, and resolve potential problems. Assist the staff in promoting diversions and activities, conversation, and time orientation. Work with the residents who are experiencing mental health problems and guide the staff on how to be most therapeutic in the situation. Report current problems and potential problems that may need additional intervention to the Nurse Manager.	Licensed mental health/crisis counselor.
Medical Needs Services (MNS) Group Supervisor	VDH	Direct administration, coordination and delivery of health/medical services in the shelter. Provide direction to MSN group shelter staff. Approve standard nursing protocols for the MSN staff. Approve all medical procedures performed at the MSN that are not covered by existing protocols, recommendations or procedures. Provide diagnosis and treatment orders for acute illnesses that occur among residents of the MSN. (These are to be provided after attempts by nursing staff to contact the primary care physician are unsuccessful.)	Physician or Nurse Practitioner
MNS Administrative Assistant	VDH	Performs administrative duties as assigned and provides general support services for and with SMNS staff. Initiate and maintain log of events and key actions. Manage staff check-in and disseminate job action sheets. Provide safe, secure location to maintain all documentation that is collected.	
Environmental Health Officer (off-site)	VDH	Ensure the safety of the shelters' food and water supplies, and the appropriate disposal of waste. Direct and coordinate environmental sampling, specimen collection, and other actions as needed. Monitor food safety, and sanitation.	Environmental Health Specialist or Epidemiologist with understanding of environmental health
Surveillance Officer (off-site)	VDH	Monitor the health status of the general and special medical needs shelter populations, identify occurrence of communicable disease and make appropriate recommendations for intervention and/or prophylaxis. Coordinate with public health nurses and medical staff on prevention strategies and anticipated disease control measures. Develop standardized interview tool (questionnaire) or other data collection tool, for the surveillance of diseases/conditions of epidemiologic significance. Recommend and implement prevention strategies and disease control measures.	Epidemiologist or Communicable Disease Nurse or Environmental Health Specialist with experience in outbreak investigations.
Medical Needs Services Registrar	VDH	Oversee the registration and tracking of SMN Shelter clients and visitors. Register individuals as they come into the SMNS. Give residents brief orientation to the SMNS. Keep registration records organized and maintain count of all persons in the SMNS. Safeguard privacy of client records. Pack up all records for removal and storage upon closure of the shelter.	

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Position Description	Agency	Duties	KSA
Medical Screener	VDH	Screen clients to determine acute and chronic medical needs. Interview clients in conjunction with DSS staff and complete appropriate registration and intake procedures. Conduct visual evaluation of registrants. Refer client to acute/primary care as deemed necessary. Determine and assign appropriate dormitory assignment based on medical or functional needs.	RN or Nurse Practitioner
Nursing Team Leader	VDH	Provide oversight for all nursing services. Ensure nursing staff performs only those activities consistent with his or her level of expertise. Oversee activation of the health/medical operation of the SMNS, including first aid/treatment areas. Supervise the health care delivery services of the nursing staff. Continue to assess the needs of the clients; confer with Medical Director; refer clients out to hospitals or skilled nursing facilities as needed	RN
Nurse	VDH	Deliver appropriate health/medical services within the SMNS under the direction of the Nurse Manager. Supervise and assist in the administration of medications to the residents. Deliver care and assistance to residents as required following approved protocols, procedures, and recommendations. Assess the physical condition of the residents on an on-going basis. Maintain the resident's medical update form and advise the Nurse Manager of any adverse change in the condition. Refer persons who need immediate medical attention to EMS.	RN or LPN
Caregiver	VDH	Deliver appropriate health/medical services within the SMNS under the direction of the Nurse Manager. Assist residents with mobility impairments in ambulation and transfer. Assist the nursing staff as requested. Assist in ambulating, toileting, transfers and personal hygiene.	Certified Nursing Assistant or other Caregivers (nurse aid, home health aid, nursing students, etc )
Respiratory Therapist	VDH	Provide respiratory therapy services to residents requiring breathing/oxygen supply assistance. Respiratory therapy services to residents as required. Request oxygen supplies and/or refill capability through EMS support or Nurse Manager to the Operations Section Chief, as needed.	
EMS Unit	VDH	Provide assistance to the facility as it relates to the administration of resident first aid and emergency medical treatment needs, and transportation of patients to medical provider facilities when transportation services are required.	Local EMS support will be requested from the VEOC to the locality (EMAC); If local EMS support is unavailable, VEOC ESF #8 will request activation of EMS task forces
Pharmacy Services Team Leader	VDH	Arrange for and administer pharmacy services to the Special Medical Needs Shelter. Identify prescription refill needs of shelter clients (including clients in the general shelter). Work with local pharmacy chains to fill prescriptions. Work with medical director to assist clients with lost prescriptions. Verify appropriate secured space for supplies, as needed, including items requiring refrigeration.	

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Position Description	Agency	Duties	KSA
Pet Shelter Services Group Supervisor	VDACS	Work directly for Assistant Shelter Manager for Operations. Oversee the mobilization/demobilization team assigned to the pet shelter. Conduct the Initial Staff Meeting. Manage and oversee all the operational activities at the pet shelter. Conduct a shift change briefing every 12 hours. Supervise Group Coordinators. Review assignments within the shelter and report status. Monitor and inspect progress and make changes as necessary. Resolve issues reported by subordinates.	
Pet Shelter Deputy Group Supervisor	VDACS	Act as back up to the Group Supervisor. Assign specific work tasks to Unit Coordinators. Recommend the number of staff when decision is based on current/expected volume of pets Volunteer coordination: Oversee the check in and orientation of all volunteers, Coordinate the efforts and care of volunteers, Oversee that all volunteer paperwork and timesheets are complete and current.	
Pet Care Team Leader	VDACS	Schedule Site Pet Care Team for shelter coverage. Project group staffing and other support requirements for the operation. Oversee just in time training of Site Pet Care Teams (volunteers). Ensure pet care standards met. Institute precautions to prevent the spread of disease. Ensure the housing areas have appropriate equipment and supplies. Provide for the safety and welfare of pets during the entire period of supervision. Report accidents and medical emergencies.	Preferably licensed veterinarian and/or individual experienced in animal housing
Pet Care Coordinator	VDACS	The Pet Care Team is responsible for the nutrition, welfare, handling, and routine needs of the pets in the shelter. They move pets in and out of cages/runs as they arrive and depart; transport pets to and from triage or anywhere they need to go; escort owner or caretaker to their pets crate if necessary; monitor the health and behavior of the pets and report any concerns to the Pet Care Coordinator; feed and water pets on schedule; prepare food including special diet needs; clean and disinfects cages; clean food and water containers; maintain accurate pet care documentation.	
Pet Registration and Intake Team Leader	VDACS	Schedule registrars for shelter coverage. Coordinate registration of all pets and owners. Monitor the intake and outtake of pets from the shelter area. Ensure that all paperwork is completed correctly, filed correctly and that the pets are being processed correctly. Manage the volunteer coordination if requested by Branch Director/Deputy Branch Director. Ensure all pet owners understand shelter expectations, services, and regulations.	
Pet Registrars	VDACS	Register head of household and his/her pets upon arrival at the shelter. Enter information into the EWA-Phoenix system to track pets and owners. Photograph all incoming pets for identification purposes. Process, file, and maintain the paperwork and photographs generated in the intake area. Maintain daily unit log. Monitor the intake and outtake of pets from the shelter area. Provide data reports from EWA Phoenix to Shelter Manager or other designated individual. Interact with people who call for pet sheltering information. Explain shelter expectations, services, and regulations to all owners.	

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Position Description	Agency	Duties	KSA
Veterinary Care Team Members	VDACS	The Veterinary Care Group is responsible for the medical care of pets in the shelter. As needed they: provide triage during intake and registration; provide medical care, evaluation, and treatment of shelter pets; give daily medications; coordinate all medical documentation.	Licensed Veterinarian/Licensed Veterinary Technician
Assistant Shelter Manager for Security and Traffic Management	VSP		
Logistics Section			
Assistant Shelter Manager for Logistics	VDSS	Manage the shelter resource requirements: Facility, maintenance, supplies, information systems, telecommunications, parking and transportation. Oversee all incident-related data gathering and analysis regarding incident assigned resources. Prepare reports regarding supply and service needs for the shelter. Ensure adequate supplies within the shelter. Inventory all supplies; process requests for additional resources through proper procedures. Forecast ground support needs and ensure ground support is available for use by the shelter. Coordinate with Finance and Administration Section as needed to assist in maintaining appropriate paperwork for received resources.	Advanced knowledge in Federal and State Procurement protocol, regulations and guidance protocol and procedures. Ability to compile, organize, and analyze narrative and statistical information. Ability to work as team member. Skill in the use of personal computer, Microsoft Office and internet. Ability to motivate and direct. Ability to communicate both verbally and in writing. Ability to organize work activities delegate work and directly supervise a diverse work unit. Ability to effectively convey information.
State Logistics Group Supervisor	DMA	Assist the Logistics Section Chief as the subject matter expert in regards to Logistics that the specific SMS site.	Knowledge in logistics management and detailed knowledge of the site-specific Logistics Plan for the individual SMS site.
Facilities Manager	Site	Ensure that the facilities and grounds are safe and sanitary for SMS staff and residents.	
Communications Group Supervisor	VITA/Site	Ensure SMS staff and residents have sufficient communications internally and externally to allow for safety and security and to give and receive information as needed.	
Contractor Logistics Group Supervisor	Contractor		
Supply Unit Leader	Contractor	Responsible for maintaining the Logistics Supply Unit to include planning for the overall organization of the Supply Unit, assign staff to positions within unit to conduct the duties of the Supply Unit, assist SMS Incident Management Team in Logistics planning activities, support resource needs of the SMS functional areas based on current commodity inventory, work through the SMS Site Logistics Chief to obtain resources needed for SMS operations, work with the SMS Host Facility Point of Contact for storage/warehouse resources and needs, be the primary distribution point of contact for all acquired resources, supplies, and	

## State Managed Shelter Plan

Position Description	Agency	Duties	KSA
		<p>commodities, maintain a current inventory of resources, supplies, and commodities at the SMS site and ensure that amounts are adequate to meet the needs of the SMS operations, complete a final inventory of SMS resources, commodities, and supplies and work with VEST Logistics Section on Final Disposition Plan for unused, stocked, or items owned by the Commonwealth of Virginia, plan and execute demobilization of Supply Unit as outlined in the SMS Demobilization Plan, ensure safety and welfare of the Supply Unit personnel, ensure all necessary documentation is completed throughout the Supply Unit processes. unloading of deliveries and all movement coordination of resources and/or commodities between any/all operational areas of the SMS Site.</p>	
<p>Logistics Mobilization Team Leader</p>	<p>Contractor</p>	<p>Responsible for the assembly, setup, and establishing of all supplies and service capabilities to include but not limited to setup of blankets, cots, pillows, setup and preparation of all food service areas, establishment of supply unit and internal/external storage areas, establishment of all Contractor based operational requirements (administration, etc). Ensure the initial setup of the SMS site and its ability to begin operations as outlined by the SMS Incident Management Team.</p>	
<p>Logistics Demobilization Unit Leader</p>	<p>Contractor</p>	<p>Responsible for the demobilization of all Contractor equipment, trash, temporary ground cover or fill upon deactivation of the complex, and will leave the site clean and in reasonably the same or better condition than when the complex was developed. Ensure that those areas used in SMS operations are returned to as reasonable as possible, pre-existing conditions. This will require internal cleaning of areas to include horizontal surfaces, floors, carpet runners, rest room facilities, ceilings, trash, and products and equipment. Work with the SMS Unified Incident Command Team and the VEST Logistics Section on Final Disposition Plan for unused, stocked items, or those items remaining as property of the Commonwealth of Virginia.</p>	
<p>Staging Area Unit Leader</p>	<p>Contractor</p>	<p>Responsible for maintaining the Logistics Staging Area for the SMS site to include planning for the overall organization and staffing of the Staging Area, assign staff to positions within unit to conduct the duties of the Staging Area, assist SMS Incident Management Team in Logistics planning activities, consult with Supply Unit Leader to ensure accurate commodity inventory is maintained, work through the SMS Site Logistics Chief to obtain resources needed for SMS operations, work with resource providers for movement coordination of resources to the SMS location, be the initial receiving point of contact for all acquired resources, supplies, and commodities, work with resource providers for movement coordination of resources to the SMS location, be the primary receiving point of contact for all acquired resources, supplies, and commodities, work with the SMS Host Facility Point of Contact for storage/warehouse resources and needs, be able to provide a current inventory of resources, supplies,</p>	

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Position Description	Agency	Duties	KSA
		and commodities in the staging area, work with the Supply Unit Leader and Logistics Section Chief to ensure that amounts are adequate to meet the needs of the SMS operations, complete a final inventory of SMS resources, commodities, and supplies and work with VEST Logistics Section on Final Disposition Plan for unused, stocked, or items owned by the Commonwealth of Virginia, plan and execute demobilization of SMS Staging Area as outlined in the SMS Demobilization Plan, ensure safety and welfare of the Staging Area personnel, ensure all necessary documentation is completed throughout Staging Area processes. Unloading of deliveries and all movement coordination of resources and/or commodities between any/all operational areas of the SMS Site.	
Shuttle Service Team Leader		Responsible for the provision of shuttle services on a 24 hour basis (24 hours being 1 day of service) to include an applicable number of drivers for the amount of service requested in the RFP. Responsible to ensure that a ratio of one for every ten requested shuttles is ADA compliant with a minimum of one per site to achieve this requirement and all applicable licensures, safety inspections, and equipment certifications are in place.	
Food Services Manager	Site/Contractor	<p>Responsible for maintaining the Food Services Unit to include planning for the overall organization of the Food Service Unit, assign staff to positions within unit to conduct the duties of the Food Service Unit, be responsible for all Food Service Operations when designated as a requirement of the SMS Site. Food service operations includes but is not limited to storage (to be considered as storage capabilities for dry goods, refrigeration based goods, and frozen goods), preparation facilities (fixed or mobile), and serving areas/equipment/utensils, to include preparation and cleanup (spill cleanup, wiping of surfaces, general cleanliness, and waste and refuse removal) of all food service and dining areas. All Food Service components must meet all required public health code requirements and appropriate government inspectors for compliance will regularly inspect facilities.</p> <p>Responsible for accounting for the meals(using the Food Services Coordinators to access EWA Phoenix) and is required to provide procedures for meal distribution management related. Accountability for meals will be provided daily to the Logistics Section Chief and Supply Unit Leader for review and planning considerations.</p>	Ability to compile, organize, and analyze narrative and statistical information. Ability to work as team member. Skill in the use of personal computer, Microsoft Office and internet. Ability to communicate both verbally and in writing. Sensitivity in human interactions to diversity and inclusiveness. Ability to organize work activities delegate work and directly supervise a diverse work unit. Ability to effectively convey information.
Food Services Coordinator	VDSS	Prepare reports regarding food service needs for shelter population assuring special diets and food allergies are included and accounted for and deliver to the Food Services Unit Leader as requested. Use the digital registration system (or paper system if digital system is unavailable) to track meal distribution.	Skill in use of personal computer, Microsoft Office and internet. Ability to use off the shelf software packages including EWA Phoenix. Skill in effectively communicating with diverse groups of people. Must be effective listener and detail oriented.

## State Managed Shelter Plan



# **State Managed Shelter Plan**

## **Appendix 2**

### **Expectations of Incident Management Organization Members**

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### I. Incident Commander (IC)

#### A. Incident Commander's expectations of all Command & General (C&G) Staff members

1. Attend all meetings and briefings on time and fully prepared.
2. Resolve all disputes and misunderstandings of the proposed plan PRIOR to the Planning Meeting. In other words, all IMT members should be able to support the plan as proposed by Operations at the planning meeting.
3. Essential Elements of Information (EEI): Thorough, constant and effective sharing of information as taught in the 420 class.
4. No matter how bad things may be, maintain the planning process and present a positive and professional demeanor that leaves others with the knowledge that we are in control and will overcome the adversity.
5. Take every opportunity to promote the ICS process and teach others how to use it.
6. Be an exemplary model of behavior and performance, and take decisive and immediate action when others in your functional area are not performing to expected standards.
7. Always remember that the IMT exists to support the tactical operations. Keep them foremost in your thoughts and actions.
8. Take care of yourself; get adequate rest and nourishment.
9. Don't let setbacks or failure get you down. You didn't cause the incident; you are here to work with everyone else to bring order out of chaos, sometimes that takes a while.
10. Take care of each other. Watch for signs of stress or unusual fatigue in your team members. Help each other out when needed.

#### B. Incident Commander's expectations of Safety Officer (SO)

1. Be fully engaged in the planning process, and provide an appropriate and timely feedback.
2. Identify, manage, instruct and mitigate all hazards on the incident.
3. Keeps IC informed on trends/causes of accidents and illnesses.
4. Promote an attitude of 100% compliance with safety rules throughout the entire organization.
5. Provide a relevant and effective safety message in each IAP.

#### C. Incident Commander's expectations of Public Information Officer (PIO)

1. Keep incident personnel up-to-date on major current affairs, both on and off the incident.
2. Coordinate with Liaison Officer in relations with Stakeholders.
3. Identify and keep IC informed of emerging issues concerning the incident in the political and public arenas.
4. Coordinate and represent the IC in off-site PIO activities such as the JIC or other agency information outlets.
5. Promote a positive impression of all information and interviews about the incident among any incident personnel who may encounter the public or media.

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6. Ensure that the IC is appropriately prepared (not only mentally, but in appearance) when going in front of the camera.

### D. Incident Commander's expectations of Liaison Officer (LO)

1. Address cooperating agency/stakeholder concerns and issues in a positive manner.
2. Track down, identify, and coordinate with all involved agencies and nongovernmental organizations.
3. Provide a positive impression of incident to other agencies/stakeholders.
4. Exercise effective leadership and coordination of the Agency Representatives.
5. Coordinate with the PIO in relations with stakeholders.
6. Keep other IMT members constantly aware of issues of cooperating/assisting agencies.

### E. Incident Commander's expectations of Logistics Section Chief

1. Manage the ordering process to ensure all incident needs are met.
2. Whenever possible, anticipate and maintain supplies ahead of the need.
3. Coordinate with supporting EOC to ensure effective and cordial relations.
4. Work closely with Operations to ensure complete logistical support and coordination with tactical operations.
5. Ensure the IC has the best facilities, equipment, and resources to manage the incident.
6. Do it all in a timely manner.

### F. Incident Commander's expectations of Finance Section Chief

1. Advise and counsel all C&G staff about fiscal, contract, and other administrative matters.
2. Be prepared to provide cost analysis if requested by IC or responsible agency.
3. Attend all briefing and strategy sessions; provide input.
4. Coordinate with all staff members and cooperating agency representatives.
5. Possess good knowledge and ability to operate Finance Section effectively.
6. Coordinate with all responsible agencies to ensure their administrative requirements are met.

### G. Incident Commander's expectations of Operations Section Chief

1. Recommend strategies to reach objectives.
2. Keep IC and other C&G members informed on planned tactics to ensure timely input and support by entire IMT.
3. Resource ordering within boundaries of fiscal, environmental, and other constraints.
4. Report unusual events, activities, as well as provide daily updates on the situation.
5. Insist that all known safety procedures be followed in all tactical planning and execution.
6. Maintain effective communication with all cooperating agencies and ensure that their input is solicited, respected, and given due consideration.

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### H. Incident Commander's expectations of Planning Section Chief

1. Exercise effective leadership and organization of all incident meetings and briefing.
2. Ensure that the entire organization follows the established planning process, on time and accurately.
3. Maintain a thorough overview of all incident activities to ensure that complete information is provided for the planning process.

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### II. Safety Officer

#### A. Safety Officer's expectations of Incident Commander

1. Emphasize safety in all communications and actions.
2. Support recommendations for changes in tactics for safety reasons.

#### B. Safety Officer's expectations of Public Information Officer

1. Be sensitive to any accidents or other safety problems on the incident.
2. Coordinate what is released to public, both media and locals.

#### C. Safety Officer's expectations of Liaison Officer

1. Provide specific information regarding problems with assisting and coordinating agencies.
2. Identify potential safety problems regarding above.

#### D. Safety Officer's expectations of Logistics Section Chief

1. Supply personnel/equipment needs.
2. Coordinate with Medical Unit.

#### E. Safety Officer's expectations of Finance Section Chief

1. Process accident reports in a timely manner.
2. Maintain constant exchange of information concerning safety matters such as excessive work hours or contract violations.
3. Coordinate accident/injury information from Compensation/Claims Unit.

#### F. Safety Officer's expectations of Operations Section Chief

1. Maintain a close working relationship in development of tactics.
2. Understand of possible hazards.
3. Be flexible enough to change tactics that cannot be mitigated.
4. Provide information on unusual hazards occurring in field.
5. No surprises.

#### G. Safety Officer's expectations of Planning Section Chief

1. Be included in strategy and tactics meetings.
2. Provide briefings on situation, critical/sensitive areas, resource types and status.
3. Be included in briefings.
4. Provide updates/feedback on safety responses.
5. Provide information on personnel/resources availability.

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### III. Public Information Officer

#### A. Public Information Officer's expectations of IC

1. Approve press releases in a timely manner.
2. Cooperate with media requests.
3. Cooperate with public information meetings.
4. Provide direction on his/her media expectations.

#### B. Public Information Officer's expectations of Safety Officer

1. Summarize safety issues.
2. Provide a daily report of any accidents/injuries.

#### C. Public Information Officer's expectations of Liaison Officer

1. Identify key agencies, their roles, and any issues.
2. Provide communications materials to cooperating and assisting agencies as well as outside interested organizations, as appropriate.
3. Help with communication strategy.

#### D. Public Information Officer's expectations of Logistics Section Chief

1. Review Communication Plan.
2. Provide transportation.
3. Provide facilities and communication equipment for information office, both at ICP and other locales.

#### E. Public Information Officer's expectations of Finance Section Chief

1. Provide current incident costs.
2. Provide press-worthy items.

#### F. Public Information Officer's expectations of Operations Section Chief

1. Provide information on resources, special activities, status of incident.
2. Be open to allowing media access.
3. Provide press-worthy items.

#### G. Public Information Officer's expectations of Planning Section Chief

1. Summarize development of incident.
2. Provide information on resource status.
3. Help with communication strategy.
4. Provide press-worthy items.

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### IV. Liaison Officer

#### A. Liaison Officer's expectations of Incident Commander

1. Advise and counsel on issues presented by assisting and cooperating agencies.
2. Provide overall mission and direction.
3. Show willingness to engage with stakeholders when necessary.

#### B. Liaison Officer's expectations of Safety Officer

1. Provide advice on hazards and issues particularly affecting cooperating and assisting agencies and organizations.
2. Provide input on "safety readiness" of above.

#### C. Liaison Officer's expectations of Public Information Officer

1. Mention cooperating and assisting agencies and organization in press releases.
2. Distribute information material so it can be given to above.
3. Provide coordination/notification of public meetings and press conferences.

#### D. Liaison Officer's expectations of Logistics Section Chief

1. Provide transportation, facilities, and communication equipment.
2. Provide status of ordered resources.
3. Provide medical status of any personnel injured or ill from cooperating and assisting agencies.

#### E. Liaison Officer's expectations of Finance Section Chief

1. Report excessive hours.
2. Report injuries and/or accidents to non-agency personnel.
3. Provide information on agency specific pay-offs.

#### F. Liaison Officer's expectations of Operations Section Chief

1. Ensure safety and welfare of all personnel.
2. Share information and rationale on use of other agency personnel.
3. Establish availability of special resources that may be available from cooperators for Operations utilization.

#### G. Liaison Officer's expectations of Planning Section Chief

1. Ensure that IAP accurately reflects all cooperating and assisting agencies and organizations.
2. Coordinate with status of above resources, e.g. planned demobilization.

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### V. Planning Section Chief

#### A. Planning Section Chief's expectations of IC

1. Provide incident objectives.
2. Provide Planning Meeting schedules/operational periods.
3. Provide deadlines for IAP.
4. Review and approve IAP.

#### B. Planning Section Chief's expectations of Safety Officer

1. Participate in Strategy/Tactics Meetings and preparation of 215A.
2. Continually update team on safety issues.
3. Participate in IAP (Safety message and 204's).
4. Participate in Operational briefings.

#### C. Planning Section Chief's expectations of Public Information Officer

1. Provide times of press briefings.
2. Coordinate with information on ICS Form 209.
3. Review information in press releases for accuracy.

#### D. Planning Section Chief's expectations of Liaison Officer

1. Review status of cooperating and assisting agency resources for accuracy.
2. Provide information regarding any issues of above.

#### E. Planning Section Chief's expectations of Logistics Section Chief

1. Confirm status of all resource orders.
2. Provide feedback on resource availability.
3. Timely submit Communication, Medical, Facility and Transportation Plans.
4. Provide adequate facilities and equipment for all Planning Units and preparation of the IAP.

#### F. Planning Section Chief's expectation of Finance Section Chief

1. Provide fiscal input to the Incident Action Plan.
2. Provide daily cost estimates.
3. Provide financial/cost benefit analysis information.

#### G. Planning Section Chief's expectation of Operations Section Chief

1. Provide strategy and tactics.
2. Provide timely notification of resource needs.
3. Provide necessary info for maps, etc.
4. Provide information needed to complete 204s.
5. Provide debriefing from field at end of shift.
6. Be on time and prepared for meetings.



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### VI. Logistics Section Chief

#### A. Logistics Section Chief's expectations of Incident Commander

1. Provide priorities for ordering personnel, supplies, and equipment.
2. Provide support for logistics activities.
3. Keep in loop for planned direction of incident.

#### B. Logistics Section Chief's expectations of Safety Officer

1. Coordinate/cooperate with Medical Unit.
2. Provide notification of hazards in facilities, transportation, etc.
3. Provide input to Medical Plan and medivac procedures.
4. Coordinate/cooperate with Security in accident investigation.

#### C. Logistics Section Chief's expectations of Public Information Officer

1. Order communication and facility needs in a timely manner.

#### D. Logistics Section Chief's expectations of Liaison Officer

1. Communicate assisting/cooperating agency personnel special needs.
2. Provide information as to ability of above to assist in Logistics.

#### E. Logistics Section Chief's expectations of Finance Section Chief

1. Provide written orders for resources or supplies.
2. Provide close coordination between Supply Unit, Procurement Unit, Ground Support Unit, and Time Unit.
3. Provide information of time and/or procurement problems.
4. Provide cost saving information.

#### F. Logistics Section Chief's expectations of Operations Section Chief

1. Provide timely requests for all needs.
2. Provide timely notification of demobilization, pre-advisement of resources that may come available for use by Logistics (e.g. heavy equipment).
3. Provide coordination and information sharing up front.
4. Show an understanding for impossible time requests.

#### G. Logistics Section Chief's expectations of Planning Section Chief

1. Timely ordering of resources.
2. Close coordination on check in and demobilization of resources.
3. Information sharing as to planned direction of incident.
4. Accurate information as to number of resources on incident.

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### VII. Operations Section Chief

#### A. Operations Section Chief's expectations of Incident Commander

1. Supply Objectives.
2. Point out any constraints on strategy/tactics. These may include environmental, political, financial.

#### B. Operations Section Chief's expectations of Safety Officer

1. Have a close working relationship in development of tactics.
2. Provide notification of any hazards or safety problems.
3. Provide mitigations and ramifications for tactics.
4. Provide close scrutiny of operations in field.
5. Order enough resources to ensure safety in field.

#### C. Operations Section Chief's expectations of Public Information Officer

1. Provide correct information to the public.
2. Request permission to bring media out to incident (away from ICP).
3. Ensure media are properly prepared (protective clothing, briefings) to go out to incident.

#### D. Operations Section Chief's expectations of Liaison Officer

1. Provide information on special circumstances of other agency employees.
2. Coordination with other agency needs or problems and identification of resources available through cooperators.
3. Be the point of contact for above.

#### E. Operations Section Chief's expectations of Logistics Section Chief

1. Provide adequate transportation.
2. Provide adequate, high-quality food.
3. Provide facilities for eating, sleeping, and OSC's work.
4. Provide needed equipment and supplies to perform work.
5. Arrange for medical care and emergency transport and medical plan.
6. Demonstrate flexibility in changing requests.

#### F. Operations Section Chief's expectations of Finance Section Chief

1. Provide efficient processing of time and pay documents so there is no interference with the IAP, or demobilization process.
2. Report excessive work hours.
3. Provide adequate commissary as necessary.
4. Keep Operations informed of any fiscal constraints that may influence tactics.

#### G. Operations Section Chief's expectations of Planning Section Chief

1. Have a close working relationship in preparing the IAP.
2. Provide resources requested.
3. Provide input in strategy meeting.

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4. Provide complete, accurate IAP, including maps and all plans (with adequate numbers of copies).
5. Provide concise, accurate briefings.
6. Provide completed ICS Form 215s for Planning Meeting.

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### VIII. Finance Section Chief

#### A. Finance Section Chief's expectations of Incident Commander

1. Provide general advice and counsel.
2. Provide financial and political constraints.
3. Provide feedback on performance and evaluation.
4. Provide approval of excess duty time.

#### B. Finance Section Chief's expectations of Safety Officer

1. Be an advisor.
2. Provide information on accidents or injuries.
3. Coordinate with Compensation/Claims Unit Leader.
4. Ensure that all accident or injury reports are submitted to Finance in a timely manner.

#### C. Finance Section Chief's expectations of Information Officer

1. Prepare initial information summary as soon as possible after arrival.
2. Ensure incident personnel are kept up to date on news and incident information.
3. Provide coordination in event of injury or death on incident.

#### D. Finance Section Chief's expectations of Liaison Officer

1. Provide a contact for assisting/cooperating agency representatives.
2. Provide a single contact for private organizations.
3. Coordinate meetings to facilitate information exchange.

#### E. Finance Section Chief's expectations of Logistics Section Chief

1. Ensure that hired equipment time records up to date.
2. Provide facilities for Finance Section.
3. Coordinate between Supply Unit and Procurement Unit.
4. Coordinate between Ground Support Unit and Procurement Unit.
5. Coordinate between Medical Unit and Compensation/Claims Unit Leader.
6. Provide property accountability.

#### F. Finance Section Chief's expectations of Operations Section Chief

1. Verify time worked by crews and equipment on incident.
2. Conform to required work/rest cycles.
3. Provide information on property damage or equipment loss or damage in order to start a potential claims file.
4. Provide information on equipment on the incident, especially for the initial operational periods.

# **State Managed Shelter Plan**

## **Appendix 3 Glossary**

## State Managed Shelter Plan

**Adjunct Emergency Workforce:** A program for eligible state employees to support the Commonwealth during an emergency.

**Advanced Readiness Contracting:** A type of contracting that ensures contracts are in place before an incident for commonly needed commodities and services such as ice, water, plastic sheeting, temporary power, and debris removal.

**Area Command:** An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged. An agency administrator/executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

**Cache:** A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

**Catastrophic Incident:** Any natural or manmade incident, including acts of terrorism that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions.

**Command:** The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

**Command Staff:** In an incident management organization, consists of the Incident Commander and the special staff positions of the Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander.

**Common Operating Picture (COP):** A continuously updated overview of an incident compiled throughout an incident's life cycle from data shared between integrated systems for communication, information management, and intelligence and information sharing. The common operating picture allows incident managers at all levels to make effective, consistent, and timely decisions. The common operating picture also helps ensure consistency at all levels of incident management across jurisdictions, as well as between various governmental jurisdictions and private-sector and nongovernmental entities that are engaged. A broad view of the overall situation as reflected by situation reports, aerial photography and other information or intelligence.

**COVEOP:** The Commonwealth of Virginia Emergency Operations Plan. The Code of Virginia authorizes the Governor to adopt and implement the COVEOP which provides state-level emergency response to any type of disaster affecting Virginia and provides the framework for more detailed plans and procedures.

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**Demobilization:** The orderly, safe, and efficient return of a resource to its original location and status.

**Disaster Recovery Center (DRC):** A facility established in a centralized location within or near the disaster area at which disaster survivors (individuals, families, or businesses) apply for disaster aid.

**Emergency:** Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States. As defined by the Code of Virginia, “any occurrence, or threat thereof, whether natural or man-made, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property or natural resources”.

**Emergency Management:** As subset of incident management, the coordination and integration of all activities necessary to build, sustain, and improve the capability to prepare for, protect against, respond to, recover from, or mitigate against threatened or actual natural disasters, acts of terrorism, or other manmade disasters. The coordination of efforts to prepare for and carry out the functions to prevent, minimize, respond to and recover from incidents caused by natural hazards, man-made hazards and acts of terrorism.

**Emergency Manager:** The person who has the day-to-day responsibility for emergency management programs and activities. The role is one of coordinating all aspects of a jurisdiction's mitigation, preparedness, response, and recovery capabilities.

**Emergency Operations Center (EOC):** The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or some combination thereof.

**Emergency Public Information:** Information that is disseminated to the public primarily in anticipation of an emergency or during an emergency. It provides situational information and also frequently provides directive actions required to be taken by the general public.

**Emergency Support Functions (ESFs):** Used by the Federal Government and many State and Local governments as the primary mechanism at the operational level to organize and provide assistance. ESFs align categories of resources and provide strategic objectives for their use. ESFs utilize standardized resource management concepts such as typing, inventorying, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during, and after an incident.

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**Emergency Support Function (ESF) Annexes:** Present the missions, policies, structures, and responsibilities of Federal agencies for coordinating resource and programmatic support to States, tribes, and other Federal agencies or other jurisdictions and entities when activated to provide coordinated Federal support during an incident.

**Emergency Support Function (ESF) Coordinator:** The entity with management oversight for that particular ESF. The coordinator has ongoing responsibilities throughout the preparedness, response, and recovery phases of incident management.

**Emergency Support Function (ESF) Primary Agency:** An agency with significant authorities, roles, resources, or capabilities for a particular function within an ESF. An agency designated as an ESF primary agency serves as an executive agent to accomplish the ESF mission.

**Emergency Support Function (ESF) Support Agency:** An entity with specific capabilities or resources that support the primary agencies in executing the mission of the ESF.

**Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of people from dangerous or threatened areas, and their reception and care in safe areas.

**FEMA:** Federal Emergency Management Agency – A component of the U.S. Department of Homeland Security responsible for providing technical support to states and local governments to respond to and recover from emergencies and disasters caused by any hazard.

### **Finance/Administration Section:**

(1) Incident Command: Section responsible for all administrative and financial considerations surrounding an incident.

(2) Joint Field Office (JFO): Section responsible for the financial management, monitoring, and tracking of all Federal costs relating to the incident and the functioning of the JFO while adhering to all Federal laws and regulations.

**Function:** One of the five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved (e.g., the planning function). A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs.

**Functional Needs Support Services:** Services that enable individuals to maintain their independence in a general population shelter. FNSS includes:

- reasonable modification to policies, practices, and procedures
- durable medical equipment (DME)
- consumable medical supplies (CMS)
- personal assistance services (PAS)
- other goods and services as needed

Children and adults requiring FNSS may have physical, sensory, mental health, and cognitive and/or intellectual disabilities affecting their ability to function independently without assistance.



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Others that may benefit from FNSS include women in late stages of pregnancy, elders, and people needing bariatric equipment.

**General Population Shelter Resident:** A self-sufficient person capable of performing his/her own daily care routines while in a public shelter.

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

**Household Pet:** A domesticated pet such as a dog, cat, bird, rabbit, rodent, or turtle that is traditionally kept in the home for pleasure rather than commercial purposes and can travel in commercial carriers and be housed in temporary facilities. Household pets do not include reptiles (with the exception of turtles), amphibians, fish, insects/arachnids, farm animals (including horses), and animals kept for racing purposes.”

**Incident:** An occurrence or event, natural or human-caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan (IAP):** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**Incident Annexes:** Describe the concept of operations to address specific contingency or hazard situations or an element of an incident requiring specialized application of the National Response Framework.

**Incident Command:** Entity responsible for overall management of the incident; includes the Incident Commander, either single or unified command, and any assigned supporting staff.

**Incident Command Post (ICP):** The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

**Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is

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applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Commander:** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident Management:** Refers to how incidents are managed across all homeland security activities, including prevention, protection, and response and recovery.

**Incident Management Team (IMT):** The Incident Commander and appropriate command and general staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining the “type,” or level, of IMT. IMTs are generally grouped in five types. Types I and II are national teams, Type III are State or regional, Type IV are discipline- or large jurisdiction-specific, and Type V are ad hoc incident command organizations typically used by smaller jurisdictions.

**Joint Field Office (JFO):** A temporary federal facility established near a declared disaster area to provide a central point for the coordination of federal, state, tribal, and local governments and private-sector and nongovernmental organizations with primary responsibility for response and recovery. The JFO structure is organized, staffed, and managed in a manner consistent with National Incident Management System principles and is led by the Unified Coordination Group. Although the JFO uses an Incident Command System structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene efforts and conducting broader support operations that may extend beyond the incident site.

**Joint Information Center (JIC):** An interagency entity established to coordinate and disseminate information for the public and media concerning an incident. JICs may be established locally, regionally, or nationally depending on the size and magnitude of the incident. A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media for information related to the incident. Public information officials from all participating federal and state agencies will collocate at the JIC.

**Jurisdiction:** A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, State, tribal, and local boundary lines) or functional (e.g., law enforcement, public health).

**Jurisdictional Agency:** The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

**Liaison Officer:** A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

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### **Logistics Section:**

- (1) Incident Command: Section responsible for providing facilities, services, and material support for the incident.
- (2) Joint Field Office (JFO): Section that coordinates logistics support to include control of and accountability for Federal supplies and equipment; resource ordering; delivery of equipment, supplies, and services to the JFO and other field locations; facility location, setup, space management, building services, and general facility operations; transportation coordination and fleet management services; information and technology systems services; administrative services such as mail management and reproduction; and customer assistance.

**Long-Term Recovery:** A process of recovery that may continue for a number of months or years, depending on the severity and extent of the damage sustained. For example, long-term recovery may include the complete redevelopment of damaged areas.

**Major Disaster:** Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion in any part of the United States that, in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance under the Stafford Act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

**Medical Needs Shelter Resident:** An individual who is unable to make sheltering arrangements on their own and is not acutely ill and has one or more medical and/or psychiatric conditions that require a level of medical care or assistance that exceeds what a general shelter is able to provide.

**Mission Assignment:** The method used by the Virginia Emergency Operations Center (VEOC) and Federal Government to respond to requests for assistance by local governments. The VEOC directs state agencies to provide immediate, short-term emergency response assistance when applicable.

**Mobilization:** The process and procedures used by all organizations—Federal, State, tribal, and local—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**Multi-jurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of the incident. In the Incident Command System, these incidents will be managed under Unified Command.

**National Incident Management System (NIMS):** A system mandated by the federal Homeland Security Presidential Directive (HSPD) #5 that provides a consistent, nationwide approach for governments (federal, state and local), voluntary agencies and the private sector to work effectively and efficiently together to prepare for, respond to, and recover from incidents,

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regardless of cause, size, or complexity. NIMS uses a core set of concepts, principles and terminology.

**National Response Framework (NRF):** Is a guide to how the Nation conducts all-hazards response. It is built upon scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities across the Nation, linking all levels of government, nongovernmental organizations, and the private sector. It is intended to capture specific authorities and best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

**National Voluntary Organizations Active in Disaster (National VOAD):** A consortium of more than 30 recognized national organizations active in disaster relief. Their organizations provide capabilities to incident management and response efforts at all levels. During major incidents, National VOAD typically sends representatives to the National Response Coordination Center to represent the voluntary organizations and assist in response coordination.

**Non-governmental Organization (NGO):** A nonprofit entity that is based on interests of its members, individuals, or institutions. It is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs are members of the Virginia VOAD – Voluntary Organizations Active in Disasters. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster survivors. Often these groups provide specialized services that help individuals with disabilities. NGOs play a major role in assisting emergency managers before, during, and after an emergency.

### **Operations Section:**

- (1) Incident Command: Responsible for all tactical incident operations and implementation of the Incident Action Plan. In the Incident Command System, it normally includes subordinate Branches, Divisions, and/or Groups.
- (2) Joint Field Office: Coordinates operational support with on-scene incident management efforts. Branches, divisions, and groups may be added or deleted as required, depending on the nature of the incident. The Operations Section is also responsible for coordinating with other Federal facilities that may be established to support incident management activities.

### **Planning Section:**

- (1) Incident Command: Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.
- (2) Joint Field Office: Section that collects, evaluates, disseminates, and uses information regarding the threat or incident and the status of Federal resources. The Planning Section prepares and documents Federal support actions and develops unified action, contingency, long-term, and other plans.

**Preparedness:** As defined in the NRF, preparedness is the range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect

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against, respond to and recover from incidents. Preparedness is a continuous process involving efforts by and among governments and other organizations and by the general public.

**Pre-Positioned Resources:** Resources moved to an area near the expected incident site in response to anticipated resource needs.

**Pre-Scripted Mission Assignment:** A mechanism used by the Federal Government to facilitate rapid Federal resource response. Pre-scripted mission assignments identify resources or capabilities that Federal departments and agencies, through various Emergency Support Functions (ESFs), are commonly called upon to provide during incident response. Pre-scripted mission assignments allow primary and supporting ESF agencies to organize resources that will be deployed during incident response. ,

**Public Information Officer (PIO):** A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

**Recovery:** Activities that address the short-term and long-term needs and resources to assist, restore, strengthen and rebuild affected individuals and communities. Specifically, the development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

**Registered Sex Offender:** Any individual listed in the Virginia Sex Offender and Crimes Against Minors Registry and/or listed in the National Registry for Sex Offenders.

**Resource Management:** A system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management includes mutual aid and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Under the National Incident Management System, resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency operations center.

**Response:** Immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery.

## **State Managed Shelter Plan**

**Self-Sustaining:** Able to live or function without help or support from others. For this plan, this would include but may not be limited to: food, toiletries, clothing and work support documentation and supplies.

**Short-Term Recovery:** A process of recovery that is immediate and overlaps with response. It includes such actions as providing essential public health and safety services, restoring interrupted utility and other essential services, reestablishing transportation routes, and providing food and shelter for those displaced by a disaster. Although called "short term," some of these activities may last for weeks.

**Situation Report:** Document that contains confirmed or verified information and explicit details (who, what, where, and how) relating to an incident.

**Situational Awareness:** The ability to identify, process, and comprehend the critical elements of information about an incident.

**Span of Control:** The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under the National Incident Management System, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)

**State Coordinating Officer (SCO):** The state official appointed by the Governor to join the FCO in managing joint state-federal disaster assistance activities related to the Stafford Act.

**State Emergency Management Coordinator:** The official responsible for ensuring that the State is prepared to deal with large-scale emergencies and for coordinating the State response in any incident. This includes supporting local governments as needed or requested and coordinating assistance with other States and/or the Federal Government.

**State Homeland Security Advisor:** Person who serves as counsel to the Governor on homeland security issues and may serve as a liaison between the Governor's office, the State homeland security structure, the Department of Homeland Security, and other organizations both inside and outside of the State.

**Status Report:** Relays information specifically related to the status of resources (e.g., the availability or assignment of resources).

**Strategy:** The general plan or direction selected to accomplish incident objectives.

**Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

**Unified Area Command:** Command system established when incidents under an Area Command are multijurisdictional. See Area Command.

## **State Managed Shelter Plan**

**Unified Command (UC):** An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

**Unified Coordination Group:** Provides leadership within the Joint Field Office. The Unified Coordination Group is comprised of specified senior leaders representing State and Federal interests, and in certain circumstances tribal governments, local jurisdictions, the private sector, or nongovernmental organizations. The Unified Coordination Group typically consists of the Principal Federal Official (if designated), Federal Coordinating Officer, State Coordinating Officer, and senior officials from other entities with primary statutory or jurisdictional responsibility and significant operational responsibility for an aspect of an incident (e.g., the Senior Health Official, Department of Defense representative, or Senior Federal Law Enforcement Official if assigned). Within the Unified Coordination Group, the Federal Coordinating Officer is the primary Federal official responsible for coordinating, integrating, and synchronizing Federal response activities.

**Unity of Command:** Principle of management stating that each individual involved in incident operations will be assigned to only one supervisor.

**Virginia Emergency Support Team (VEST):** The group of designated state agencies and associated voluntary and private sector organizations responsible for acting on behalf of the governor to assist local governments in responding to and recovering from emergencies or disasters.

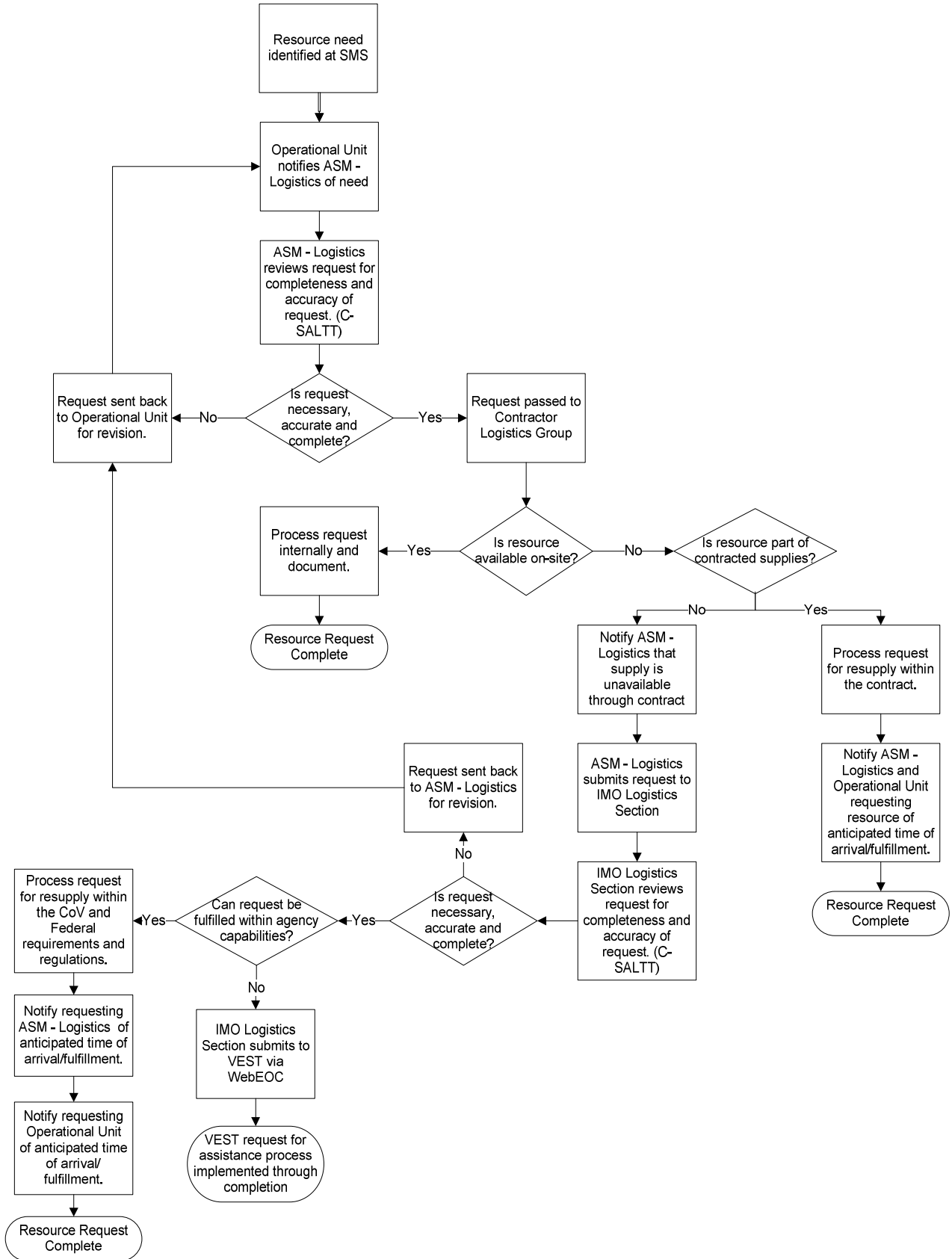
**Virginia Voluntary Organizations Active in Disasters (VAVOAD):** A statewide organization, affiliated with the National VOAD, composed of voluntary organizations, faith-based and sectarian, that have developed specific disaster response and/or recovery programs as part of their overall mission. Examples of VOAD-member programs include clean-up and repair teams, feeding operations, counseling, childcare facilities and long-term home construction teams.

# **State Managed Shelter Plan**

## **Appendix 4 State Managed Shelter Request Process**



# State Managed Shelter Plan



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## **Appendix 5 Fire Watch Documentation**

## State Managed Shelter Plan

### *Virginia Department of Fire Programs State Fire Marshal's Office*

#### **FIRE WATCH**

When a fire watch is required by the Virginia Statewide Fire Prevention Code (SFPC) and/or the fire code official in an existing structure(s) or portions thereof, or for a fire alarm or sprinkler system that is out of service, or other fire hazard situation, it shall be in accordance with the following.

#### **DEFINITIONS**

**Fire Watch** (SFPC Section 202). A temporary measure intended to ensure continuous and systematic surveillance of a building or portion thereof by one or more qualified individuals for the purposes of identifying and controlling fire hazards, detecting early signs of unwanted fire, raising an alarm of fire and notifying the fire department.

**Fire Watch** (NFPA). The assignment of a person or persons to an area for the express purpose of notifying the fire department and/or building occupants of an emergency, preventing a fire from occurring, extinguishing small fires, or protecting the public from fire or life safety dangers.

#### **IMPLEMENTATION**

1. Preplanned or emergency impairment of fire alarm or sprinkler systems.
2. During hot work. Operations including cutting, welding, Thermit welding, brazing, soldering, grinding, thermal spraying, thawing pipe, installation of torch-applied roof systems, producing sparks or any other similar activity. \*NOTE – Applicable “requirements” are a Hot Work Program, including fire watch, as described in Chapter 26 of the SFPC.
3. During demolition, renovation, or construction operations that involve open-flame or heat producing devices.

#### **NOTIFICATION**

Where a required fire protection system is out of service, the fire department and the fire code official shall be notified immediately.

#### **REQUIREMENTS**

A fire watch shall have all of the elements listed in this section.

1. Dedicated person(s). At least one dedicated person is required to conduct patrols. Persons assigned to fire watch shall not have any other responsibilities but to perform the fire watch. Additional personnel shall be added as necessary to meet the interval requirements. All personnel shall meet the following criteria and be:
  - a. At least 18 years of age.
  - b. Competent to identify fire hazards.
  - c. Knowledgeable of the property's address and be capable of effectively communicating the need for a fire department response.
  - d. Physically capable to perform patrols and self-preservation.
  - e. Familiar with the structure and the emergency plan for the structure.
2. Patrol intervals. The structure or portions thereof shall be checked for fire hazards every 30 minutes or as required by the fire code official.

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3. Communication device(s). Fire watch personnel shall have a cellular phone or other means of communication acceptable to the fire code official immediately available to initiate a fire department response. In the event of a fire, fire watch personnel shall alert occupants and take appropriate action.
4. Fire watch log sheet is required to document the activities of the fire watch. The log shall list the following:
  - a. Building name.
  - b. Building address.
  - c. Name(s) of personnel conducting the fire watch.
  - d. Date.
  - e. Patrol start and end time.
  - f. Any circumstances prompting Fire Department notification.
5. Termination. A fire watch shall continue until all of the following are met.
  - a. The initiating circumstances have been addressed or abated.
  - b. The fire code official has been notified.
  - c. The fire code official has approved the fire watch to be discontinued.
  - d. The fire department has been notified.

### **PROHIBITED OPERATIONS**

1. The use of open flames such as from candles, lanterns, heaters, portable open-flame devices, or other open-flame decorative devices is prohibited in areas where a sprinkler or fire alarm system is impaired.
2. Smoking or carrying of a lighted pipe, cigar, cigarette or any other type of smoking paraphernalia or material is prohibited in areas where a sprinkler or fire alarm system is impaired.



# **State Managed Shelter Plan**

## **Appendix 6 Basic Shelter Schedule**

## State Managed Shelter Plan

### First Shift

0630	Change of Shift Briefing
0700	Breakfast
0800	Shelter Management Team Meeting
1030	Residents Information Meeting
1200	Lunch
1430	Residents Information Meeting
1700	Situation Status Report to IMO Planning Section <i>(subject to change based on VEST SitRep schedule)</i>
1830	Dinner
	Change of Shift Briefing

### Second Shift

1830	Change of Shift Briefing
2000	Shelter Management Team Meeting
2200	Lights Out
0000	Staff Midnight Meal
0500	Situation Status Report to IMO Planning Section <i>(subject to change based on VEST SitRep schedule)</i>
0630	Change of Shift Briefing

# **State Managed Shelter Plan**

## **Appendix 7 Meals and Breaks Guidance**



## **STATE MANAGED SHELTER MEALS AND BREAKS GUIDANCE**

### Policy Overview

The Virginia Department of Human Resource Management (DHRM) has provided guidance to all Commonwealth staff in regards to lunch period and break. This guidance lies within the *DHRM Policy and Procedures Manual* – Policy 1.25.

Due to the extenuating circumstances of the emergency event and the workload of maintaining a State Managed Shelter, being able to allow actual lunch breaks will be difficult especially during the initial onset of the event. Policy 1.25 states:

- *Employees who work at least six consecutive hours shall be afforded a lunch period (meal break) of at least 30 minutes except in situations where shift coverage precludes such lunch breaks.*
- *Employees who work a second consecutive shift shall be afforded a meal break after working four hours during the second shift.*
- *The lunch period shall not be included in the count of hours worked per day, except when the agency head or designee has designated the lunch break as part of the work schedule. When employees are required to work during their lunch, that period shall be counted as time worked.*
  - Example: When necessary to provide staffing for client (patient or inmate) services and care, the lunch period shall be considered time worked.*

Meals (breakfast, lunch, dinner, and a midnight meal) will be provided on-site to all staff while working at the SMS. Because staff will not be leaving the SMS site and will not be guaranteed complete removal of all work duties, SMS staff lunches, whether eaten at duty-site or eaten on-site away from their duty-site) will be considered time worked. If a staff member is allowed to go off-site for a meal or meals, this time should be recorded on their time sheet as a lunch period and should not exceed 30 minutes. Any person who leaves the shelter site should also be certain to check-out accordingly within EWA Phoenix and check-in upon return.

Due to the stressful nature of the SMS, supervisors should also do their best to assure short breaks for their staff between meals. Policy 1.25 states:

- *Agency managers may grant employees who work an eight-hour day or longer a maximum of one 15-minute rest break before and one 15-minute rest break after the required lunch period.*
- *Rest breaks are included in the required hours of work per day.*

## State Managed Shelter Plan

### Meal and Break Scheduling

To ensure adequate coverage for essential shelter tasks, supervisors will need to be diligent in scheduling breaks. Supervisors will also need to be aware of the rest and personal needs of each of their staff members. This will be a delicate balance and making your staff aware of their break schedules will eliminate many concerns and disputes. A simple suggestion would be to address the break schedule and how you, as the supervisor, will implement it during your shift change briefing daily.

The SMS plan indicates the following meal schedule:

*0700 Breakfast*

*1200 Lunch*

*1830 Dinner*

*0000 Midnight Meal (Staff Only)*

An example break schedule for a team could be:

Shift change briefing at 0700. Staff will be requested to assure meal times are kept at NO more than 30 minutes and break times kept to NO more than 15 minutes.

	<b>Supervisor</b>	<b>Staff 1</b>	<b>Staff 2</b>	<b>Staff 3</b>	<b>Staff 4</b>	<b>Staff 5</b>	<b>Staff 6</b>	<b>Staff 7</b>	<b>Staff 8</b>
<b>Breakfast</b>	<i>Flexible</i>	0715	0730	0745	0715	0730	0745	0715	0730
<b>Break</b>	<i>Flexible</i>	0930	0945	1000	1015	0930	0945	1000	1015
<b>Lunch</b>	<i>Flexible</i>	1200	1215	1230	1245	1200	1215	1230	1245
<b>Break</b>	<i>Flexible</i>	1530	1545	1600	1615	1530	1545	1600	1615

**State Managed Shelter Plan**

**Appendix 8**  
**Pre-Event Walkthrough Form**



## COMMONWEALTH OF VIRGINIA STATE MANAGED SHELTER

**Purpose and Scope:** The purpose of the State Managed Shelter Building Assessment is to record pre-existing facility conditions prior to use of the site for support of or use as a State Managed Shelter. Each building to be used in support of the State Managed Shelter on the site will be reviewed by a team consisting of at a minimum a representative of the site and a representative of the Virginia Department of Social Services (either the Assistant Shelter Manager for Logistics or the Shelter Manager).

### BUILDING ASSESSMENT

#### SECTION A

<b>Building Name:</b> Click here to enter text.	<b>Date:</b> Click here to enter a date.	
<b>Address:</b> Click here to enter text.		
Click here to enter text.		
<b>City:</b> Click here to enter text.	<b>State:</b> Virginia	<b>Zip Code:</b> Click here to enter text.

#### SECTION B

**Assessment performed by:**

NAME	TITLE	AGENCY
Click here to enter text.	Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.	Click here to enter text.

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**SECTION C**

**Additional System Inspections:**

Fire Alarm	Sprinkler	HVAC	Plumbing	Other
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments (other):</b> <a href="#">Click here to enter text.</a>				

**SECTION D**

**Acknowledgement statement:** [Click here to enter text.](#)

PRINTED NAME or SIGNATURE*	Check	TITLE	AGENCY	Date
<a href="#">Click here to enter text.</a>	<input type="checkbox"/>	<a href="#">Click here to enter text.</a>	<a href="#">Click here to enter text.</a>	<a href="#">Click here to enter a date.</a>
<a href="#">Click here to enter text.</a>	<input type="checkbox"/>	<a href="#">Click here to enter text.</a>	<a href="#">Click here to enter text.</a>	<a href="#">Click here to enter a date.</a>
<a href="#">Click here to enter text.</a>	<input type="checkbox"/>	<a href="#">Click here to enter text.</a>	<a href="#">Click here to enter text.</a>	<a href="#">Click here to enter a date.</a>
<a href="#">Click here to enter text.</a>	<input type="checkbox"/>	<a href="#">Click here to enter text.</a>	<a href="#">Click here to enter text.</a>	<a href="#">Click here to enter a date.</a>

**SECTION E**

Additional property assessment reports:

Property Assessment Attachment(s)	<input type="checkbox"/>	Number of sheets: <a href="#">Click here to enter text.</a>
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**PROPERTY ASSESSMENT ATTACHMENT**

Room #: <a href="#">Click here to enter text.</a>	Date: <a href="#">Click here to enter a date.</a>
Room type (designed usage): <a href="#">Click here to enter text.</a>	
Video taken: <input type="checkbox"/>	Pictures of Damage: <input type="checkbox"/>

FOCUSED ASSESSMENT	CONDITION				
	Good	Fair	Poor	Missing	N/A
Walls	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ceiling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Floor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Windows	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Doors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Furniture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Blinds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outlets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Assessment - Comments / Notes: [Click here to enter text.](#)

**Appendix 9**  
**Visitor Protocol**

## **STATE MANAGED SHELTER VISITOR PROTOCOL**

*The State Managed Shelters must ensure a safe and secure environment for shelter residents, staff, volunteers and authorized guests. Elected officials, media, and unrequested volunteers are likely to visit to the shelter; although less likely, shelter residents may also have visitors (family, friends, insurance agents/adjustors, etc.). Unauthorized persons may pose physical or security risks, therefore it is critical that strict access is imposed and maintained. Elected officials, media, and unrequested volunteers are likely to visit to the shelter; although less likely, shelter residents may also have visitors (family, friends, insurance agents/adjustors, etc.).*

### **Unauthorized Presence**

During the initial registration influx of people, it will be challenging to differentiate between staff, evacuees and visitors; however, it is incumbent upon the Registration and Intake (R&I) staff to ascertain the reason for each person's presence, e.g, scheduled staff (confirm with staffing roster), incoming evacuee, or visitor.

The following steps will be taken in regard to all visitors.

1. All visitors will remain outside the shelter entrance or in an identified, secure shelter space until approved for admission into the shelter.
2. When identified as a visitor at registration and intake, the R&I staff should signal for a Greeter to escort the visitor(s) outside of the shelter entrance or in an identified, secure shelter space until approved or denied admission.
3. Any SMS staff member who notices a person without an ID band or visitor's badge should approach the individual(s) and bring him/her/them to the R&I team for formal visitor processing. SMS staff members have first line responsibility for enforcing the visitor management protocol.
4. All requests for visits by media, government officials, etc. will be referred immediately to the Shelter Public Information Officer.

A Shelter Manager may adjust these steps to fit the needs of a SMS as long as the intent of the process remains intact.

### **Visitor Authorization**

The approval process requires:

1. Registration and Intake (R&I) staff notify the R&I Group Supervisor of the presence of the visitor(s);
2. R&I Group Supervisor speaks with the visitor(s) to determine reason for visit, completes a Visitor Authorization Request Form, and forwards Form to the Shelter Manager for approval.
3. The Shelter Manager will either approve or deny the Request and



## State Managed Shelter Plan

- a. forward a copy of the Form to the R&I Group Supervisor and
  - b. forward the original to the Assistant Shelter Manager for Planning to archive.
4. If approved, the R&I Group Supervisor will notify the R&I staff to register the visitor in accordance with registration procedures.
5. If denied, the R&I Group Supervisor will
  - a. advise the requesting visitor of decision and options, if any, either
    - i. update the Request for reconsideration and restart the request process or
    - ii. close the Request if no further action is needed and ensure the requestor is escorted outside of the shelter building.
  - b. notify security staff if the requestor becomes unruly or disruptive.

## Registration and Check out

Each visitor must be registered into EWA Phoenix (or shelter paper registration if EWA Phoenix is unavailable) as a “Visitor” to distinguish status from shelter residents and staff. Visitors will not receive ID bands, therefore when inputting an ID number (which typically comes from the band), use the following code:

[SMSIdentifier]VIS[GuestFirstNameInitial][GuestLastNameInitial]MMDDYY

(example: [Paul D. Camp]VIS[Mary][Beane]09/12/2016 displays as PDCVISMB091216)

SMS Site Identifier	
UVA	University of Virginia
GMU	George Mason University
CNU	Christopher Newport University
WM	William & Mary
VSU	Virginia State University
VCU	Virginia Commonwealth University
RBC	Richard Bland College
JMU	James Madison University
VMI	Virginia Military Institute
SDB	Virginia School for the Deaf and Blind
VT	Virginia Tech
PDC	Paul D Camp Community College – Franklin Campus
NV	Northern Virginia Community College – Annandale
LU	Longwood University
PH	Patrick Henry Community College

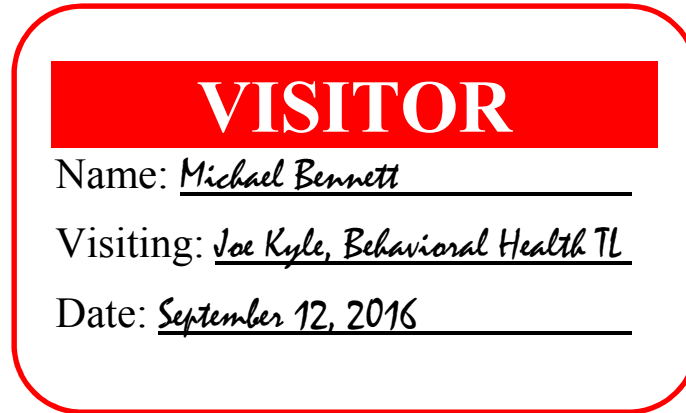
## Visitor Identification

Upon registration, the visitor will receive a handwritten guest badge (included in the shelter supplies) that displays the visitor’s name, visit date, and responsible SMS staff member. A visitor’s badge is good for ONE day only. Badges may only be distributed for the date/time

## State Managed Shelter Plan

approved on the SMS Shelter Visitor Access Request Form signed by the Shelter Manager. A new badge must be issued daily if a visitor is approved for more than one day.

Example:



**VISITOR**  
Name: Michael Bennett  
Visiting: Joe Kyle, Behavioral Health TL  
Date: September 12, 2016

## Visitor Conduct

While on site, all visitors including media and government officials:

1. must wear badges at all times and **MUST** return badges to the R&I team prior to departing.
2. must be accompanied by the SMS staff member being visited. Example: A media team must be accompanied throughout the visit by the Public Information Officer.
3. may not photograph, video, or record any activity or conversations without prior approval from the Shelter Manager in coordination with the Public Information Officer.

## State Managed Shelter Visitor Access Request Form

*(form must be completed for each person requesting access)*

<b>Completed By SMS Staff Member Receiving Request</b>	
<b>Name</b>	
<b>Affiliation</b>	
<b>Contact Information</b>	Phone Number: E-mail: Street Address:
<b>Reason for Visit</b>	
<b>Visit Date/Time Requested</b>	
<b>Request Submitted By</b>	Date/Time:
<b>Completed By Shelter Manager or Designee</b>	
<b>Status</b> <i>(circle one)</i>	Approved* <span style="margin-left: 150px;">Denied**</span>
<b>Reason (if denied)</b>	
<b>SMS Staff Member Visiting/Assigned</b>	
<b>Signature/Date</b>	Date/Time:

*\*If approved, forward copy of form to the Registration and Intake Group Supervisor and the Assigned SMS Staff Member.*

*\*\*If denied, forward copy of form to submitting staff member such that contact can be made to requesting visitor.*