

Joyce Emergency Shelter: Operations Manual

March 2022

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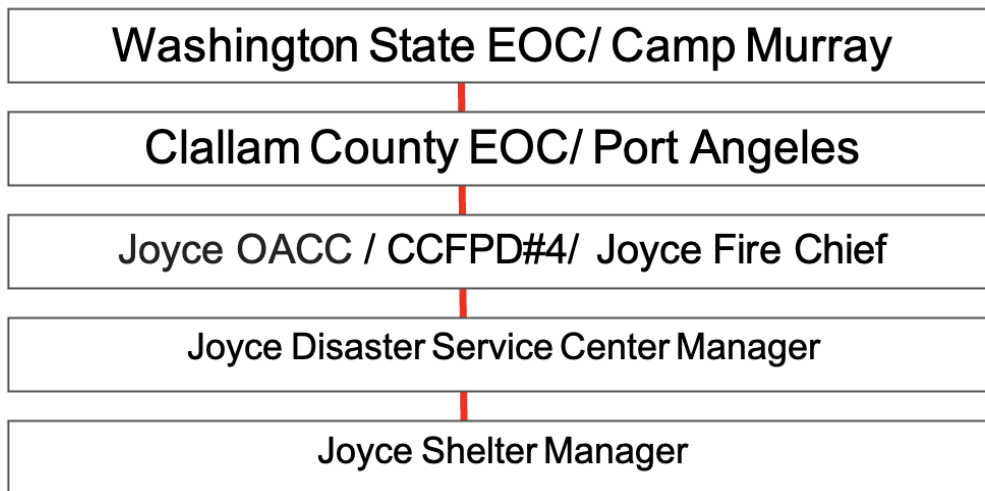
ORGANIZING TO RESPOND TO A DISASTER

Incident Command System (ICS)

The Incident Command System (ICS) is a management system designed to enable effective and efficient domestic incident management. By integrating a combination of facilities, equipment, personnel, procedures, and communications, incident managers can identify the key concerns associated with the incident without sacrificing attention to any component of the command system. ICS is structured to facilitate activities in five major functional areas: operations, planning, logistics, finance, and administration.

ICS is interdisciplinary and organizationally flexible to meet the following management challenges:

- Meets the needs of a jurisdiction to cope with incidents of any kind or complexity
- Allows personnel from a wide variety of agencies to meld rapidly into a common management structure with common terminology
- Provides logistical and administrative support to operational staff
- Is cost effective by avoiding duplication of efforts, and continuing overhead
- Provides a unified, centrally authorized emergency organization



The Joyce Operational Area

Clallam County Emergency Management expects the Cascadia Subduction Zone Earthquake (CSZE), to isolate Joyce on the east by the collapse of the Elwha River Bridges. Slides, tsunami debris, and broken bridges will prevent travel west of the Twin Rivers and south across Piedmont Road to Lake Crescent. After the CSZE, we will be forced to survive with the materials and personnel we have on hand for as long as one month.

The area bounded by these obstructions and the Strait has been designated as the Joyce Operational Area by Clallam County Emergency Management Office (EOC). The estimated population is 3,800 people. We will be on a micro-island cut off from services for up to three weeks.

Clallam County's Comprehensive Emergency Management Plan (CEMP) calls for the Joyce community to establish a Joyce Operations Area Command Center (Joyce OACC). The Joyce OACC will be set up in the office of the Joyce mini-storage located on HWY 112. The Joyce

OACC will become the emergency operations center for the community between the Elwha River and Fairholm Summit on HWY 101 and the Elwha River and the Pysht River on HWY 112. It may also house a secure responder base camp.

The Joyce OACC will include Clallam County Fire Protection Department #4 (CCFPD#4), law enforcement resources, and a helicopter landing zone on the Crescent School football field.

JEPP will oversee the running of the Disaster Service Center (DSC), the Joyce Emergency Shelter (JES), a Community Point of Distribution (CPOD), and share a HAM radio communications center with Joyce OACC.

Joyce OACC will be the communications link between state and county operations and all emergency response activities occurring on the Joyce, Indian Valley, and Pillar Point micro-islands and the Clallam County Emergency Operations Center.

Joyce Emergency Planning and Preparation (JEPP)

The Joyce community developed a plan to respond as it became clear that in the event of a disaster the size of the CSZE, emergency response to isolated rural areas would not be coming for weeks. JEPP (Joyce Emergency Planning and Preparation) Group was formed. JEPP is made up of members of the Joyce community who came together to organize medical supplies, food, and equipment to provide for those in need after the disaster. JEPP now has two storage caches filled with enough food to feed 300+ people for one month. The caches also store cots, sleeping bags, sanitation supplies, and medical supplies.

Joyce Emergency Shelter

Along with raising money through grants and donations to buy supplies, JEPP members developed plans for managing an emergency shelter for those who might become homeless as a result of the disaster. JEPP held a Red Cross training on managing emergency shelters and shelter management training specific to the Joyce Shelter. The JEPP shelter will be a secure, limited entry facility after the CSZE. Activities in support of the shelter will require the full attention of its staff and volunteers.

If a disaster is declared, the shelter will be housed at the Joyce Bible Church if the buildings are still usable. JEPP, Red Cross, and property owners, the Joyce Bible Church, have signed a Memorandum of Understanding (MOU) regarding the use of the property for a shelter. The American Red Cross has a Statement of Understanding (same as MOU) that can be used for this purpose. It establishes understanding about the following points of operation.

- Authorization for use of the facility and procedures for notification.
- Describes terms of use for equipment at the facility -- radios, fax machines, televisions, computers, etc. Also, describes any reimbursement or arrangements for use of utilities (gas, water, electricity, and telephones).
- Discusses the length of use (use for as short a period as possible; continued use of the facility will be based on the mutual decision of both parties).
- Emphasizes return of the facility to its original condition, including the replacement or reimbursement for any damage or materials/supplies consumed during the sheltering operation.
- Defends, holds harmless, and indemnifies the facility against any legal liability for actions that occur during the sheltering operation.

The Joyce Disaster Service Center

A Disaster Service Center (DSC) is a place residents can visit to get access to information about recovery services and disaster assistance. The DSC provides residents with a central location where they can go to get assistance with their needs. The DSC provides the Area Command with a central point from which to coordinate care, shelter repairs, and distribution of relief supplies. The center can operate jointly with other local community groups.

The Joyce Disaster Service Center (DSC) is intended to be the “Help Desk” for the Joyce OACC when the community is isolated after a disaster. Joyce Emergency Planning and Preparation (JEPP) group volunteered to staff and run the DSC for the Joyce OACC. This will permit the public to access services at a central location without jamming the Joyce OACC.

The majority of people in the area will be reluctant to leave their property, even if they have sustained damage to their home, or are without electricity or water. If possible, most people will want to shelter in place with their possessions. In many cases, residents may simply end up camping in their homes or on their property. These people will require support services not related to the shelter. To prevent them from overwhelming JEPP shelter staff, it will be necessary to set up the Joyce Disaster Service Center. This section will outline how JEPP can support community members who choose not to stay in the shelter.

The Joyce Disaster Service Center will be set up in the old sanctuary of the Joyce Bible Church (JBC) as soon as the building is determined to be safe and essential repairs and cleaning are completed. The A-frame building is expected to survive the quake. It will have to be re-evaluated for safety and cleanliness following each aftershock. It provides a secure place to get people out of the weather and it has bathroom facilities. It can be isolated from the rest of JBC complex to comply with shelter security requirements.

When The Joyce Disaster Service Center first opens, its mission will be limited to providing weather protection, basic first aid, security, and water during the first hours. As conditions improve, it may be possible to provide a limited number of warm drinks and soup.

The DSC mission will change when JEPP is able to begin shelter registration for shelter admission. When registration begins, those who need shelter will be transferred to a secure area. The second mission of the Joyce Disaster Service Center will be to serve as the Community Help Desk for the Joyce OACC. It is not intended to be a FEMA Disaster Recovery Center which may be set up in Port Angeles at a future date.

It is expected that the Joyce Disaster service center will help with the following

◆ **Communications and Information Dispersal**

- ✦ Coordinates with CCFD#4 and Joyce OACC for fire protection, law enforcement and security
- ✦ The Area Command public meeting place.
- ✦ Provide a community bulletin board for the collection and distribution of timely and accurate news and information on all aspects of relief and recovery services.
- ✦ Message center for those who want to contact others such as family or friends.
- ✦ Coordinate area Lost and Found.

◆ **Water Distribution**

- ✦ Provide potable water trucks so residents can come to sites to fill large containers if their water source is damaged.

◆ **Community Point of Distribution (CPOD)**

- ✧ Distribute food, water, and supplies from the command center as they become available.
- ✧ Distribute relief supplies to locations with easy access from main roads after they are delivered to the Area Command Center. This will limit non-essential travel and conserve fuel.

◆ **Medical Resources**

- ✧ Refer the sick or injured to a first aid station
- ✧ Be a clearinghouse for public information on available disaster health care services
- ✧ Refer persons needing emotional or mental health support to shelter first aid station.

◆ **Sheltering**

- ✧ Provide public announcements on sheltering options.
- ✧ Encourage displaced residents to stay with family or friends if possible.
- ✧ Stress that residents should shelter-in-place, if possible
- ✧ Stress that persons going to shelters bring a go-kit with blanket or sleeping bag, change of clothes, personal hygiene items, and prescription medications.

◆ **Disaster Welfare Inquiry**

- ✧ Serve as the focal point for tracking and updating information on missing persons
- ✧ Family reunification and health and welfare emergency contact center.

◆ **Transportation Services**

- ✧ Serve as a central clearinghouse for requests for transportation.
- ✧ Provide or coordinate transportation resources.

◆ **Volunteer Management Services**

- ✧ Serves as volunteer recruitment and mobilization center.
- ✧ Coordinate opportunities for volunteers to the various needs: including food services, shelter services, health care, translation, home repairs and clean up, supporting special populations, animal care.

◆ **CERT Coordination**

- ✧ Coordinate any disaster volunteer initiatives with local neighborhood emergency response team programs.

◆ **Animal Services**

- ✧ Assist in reuniting lost pets with their owners.
- ✧ Provide information about temporary pet shelter.

◆ **Transition to a Long-Term Recovery Support Center**

- ✧ Long-term recovery support services will have to be handled by county resources.

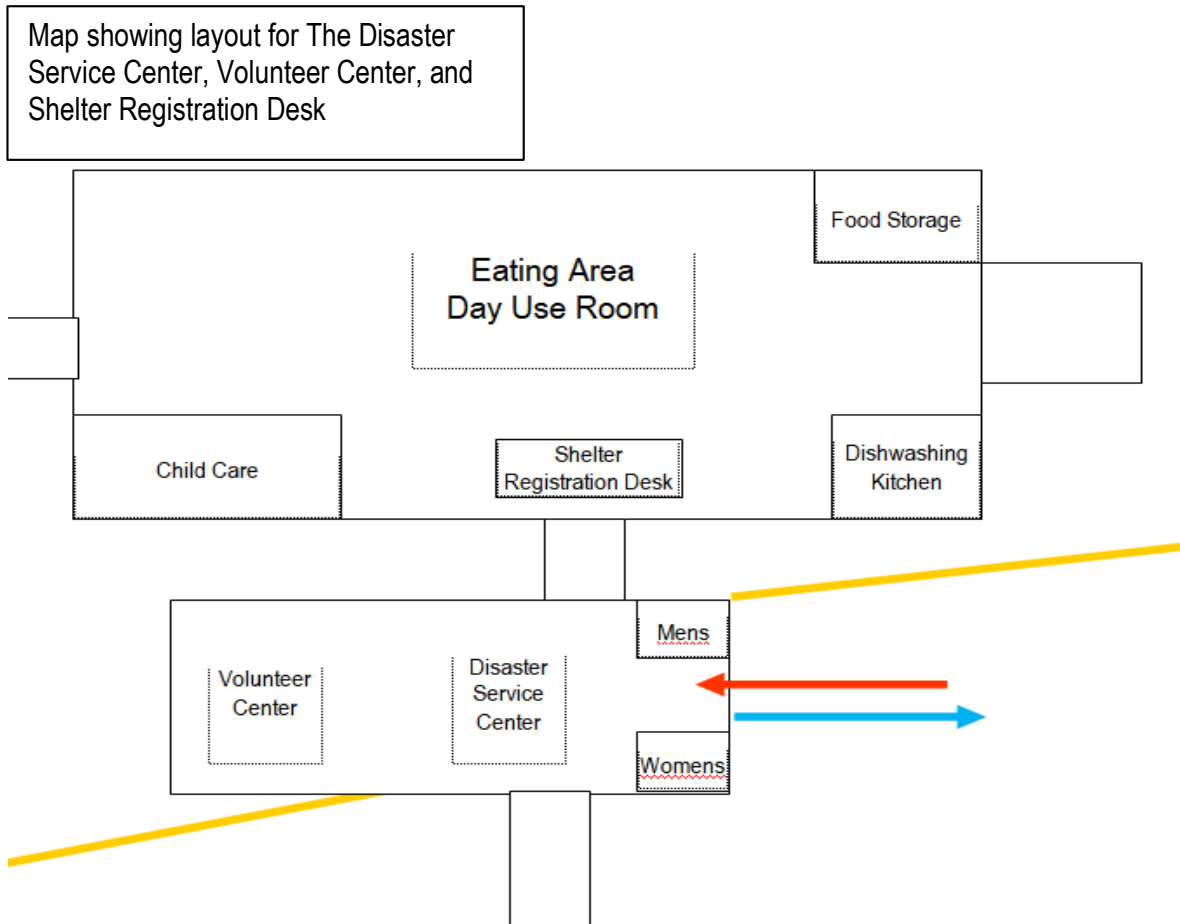
Volunteer Service Center

The Joyce Volunteer Service Center (VSC) is intended to be the “Volunteer Mobilization Center” for the Joyce Emergency Shelter (JES) and the Joyce OACC. JEPP volunteered to staff and run the VSC for the Joyce OACC as part of the Disaster Service Center. This permits the public to volunteer at a central location without jamming the Command Center or the Shelter Registration Desk.

The Volunteer Service Center will be set up in the old JBC sanctuary near the Disaster Service Center. The VSC’s first mission is to document the arrival of members of JEPP and Joyce Bible Church. The staff will need assistance to be sure they and their crews have signed in properly. Since all staff are volunteers, they will be subject to the same registration forms, liability releases, and safety briefings as spontaneous unaffiliated volunteers.

Joyce OACC will appoint a Shelter Manager as soon as possible. The Shelter Manager will take over the training and management of all shelter volunteers. The VSC will still assign volunteers into the shelter crews as needed.

All other volunteers for community deployment will continue to be managed by VSC and assigned jobs through them. The volunteer coordinator must keep an organization chart for each crew so vacancies can be identified and filled. Joyce OACC may request that the VSC provide it with volunteers for rescue and response missions within the Joyce OACC.



MANAGING THE JOYCE EMERGENCY SHELTER

Organizing the Shelter

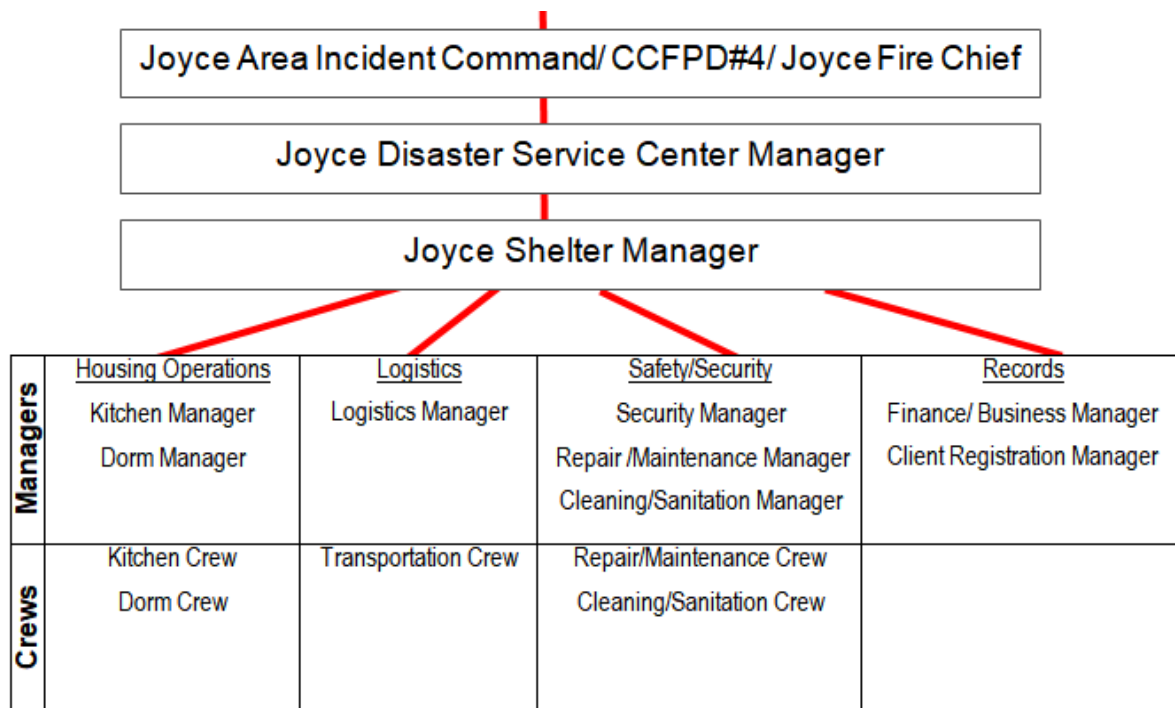
“CARE and SHELTER” is a term used by the Red Cross to describe the provision of temporary emergency relief to disaster victims. CARE involves care for victims of the disaster who do not need admission to a shelter and are able to shelter-in-place. SHELTER, involves the provision of temporary emergency human services including but not limited to shelter, food, water, health care, mental health support, and safety. The Disaster Service Center will provide the Care and the Joyce Emergency Shelter will provide the shelter.

The management and operation of the DSC will use volunteers who have some training in communications, radio operations, and finding solutions for people who need help. The management and operation of the shelter will depend on local volunteers who may have little training in running such an undertaking.

The rest of this book will supply the information needed to begin shelter operations. It will all be set in motion by the appointment of a Shelter Manger by the Incident Command and not end until the closing of the shelter after all clients are housed elsewhere. There will be many jobs to undertake.

- staffing the shelter
- setting up the rooms to function as a dorm, feeding area, or reception area
- making sure the shelter is a clean, safe space
- managing the logistics of supplies, transportation, and security
- keeping records

Here is a chart showing the organizational structure of shelter volunteers. The Shelter Manager is responsible for supervising all the other managers who in turn manage their crew. Who will fill these positions? That will be the first job of the Shelter Manager.



Overview of Shelter Operations

◆ **Staffing the Shelter**

- ✧ Local volunteers will be opening and managing shelter operations.
- ✧ Jobs that will need to be staffed have been identified and defined in the next section.
- ✧ Job cards have been written to describe the work to be done by each job.
- ✧ Job bins with equipment and supplies needed to carry out each job are packed and stored in Conex#2.

◆ **Registration**

- ✧ Register all shelter occupants upon their arrival at the shelter
- ✧ Establish a sign-in/sign-out policy when shelter residents leave for any period.

◆ **Sleeping Area/ Dorm**

- ✧ Dorm area can sleep up to 200 people with beds spaced 10 ft apart.
- ✧ Critical shelter supplies for the dorm are stored in Conex #1 and #2.
- ✧ Cots, blankets, first aid kits, and personal hygiene items will be provided to clients upon registration.

◆ **Food Services**

- ✧ JEPP has stockpiled food in the Joyce Cache.
- ✧ Menus and ingredients for each meal have been prepared in advance.
- ✧ Recipes for feeding large groups are found in a booklet provided for the Kitchen Manager
- ✧ **The Central Kitchen-** A military field kitchen is in the storage building behind JBC. It will be the main kitchen to prepare and provide meals for the shelter.
- ✧ Instructions for opening and operating the kitchen are in a binder found in the file cabinet in Conex 1.
- ✧ **Water Filtration Trailer-** A trailer with processing and storage tanks capable of providing the shelter with enough potable water to run the shelter kitchen and provide drinking water to residents is stored in the metal storage shed.
- ✧ Instructions for operating the filtration trailer are found in a binder found in the file cabinet in Conex 1.

◆ **Safety and Security**

- ✧ Joyce Emergency Shelter personnel must operate shelter facilities in a manner that promotes the safety and security of each resident within the shelter. This includes establishing and posting clearly understood rules, so all shelter occupants understand what is expected of them.

◆ **Shelter Maintenance and Equipment**

- ✧ Shelter Managers must plan for the daily upkeep of the facility.
- ✧ Maintenance supplies and equipment have been stockpiled and are stored in the Conexes.
- ✧ Garbage/waste must be disposed of everyday.

◆ **Health Care Center**

- ✧ The shelter will strive to protect the health of residents, prevent disease, and provide first aid as needed.
- ✧ The staff at the center will be volunteers. They will need to keep records on all health incidents and related actions taken.

◆ **Transportation**

- ✧ The Logistics Manager will coordinate with the Disaster Service Center for transporting shelter residents, movement of shelter supplies, water, waste, personnel, and resources within the Area Command

◆ **Communication and Information Services**

- ✧ Staff in the Disaster Service Center will coordinate with the Shelter Manager. The DSC will collect and distribute information about the disaster, rescue and response operations, relief services available to shelter residents, and information to help reunite separated family members.

◆ **Animal Services**

- ✧ Other than service animals, which legally must remain with their owner at all times, the shelter will not allow animals inside due to health and safety concerns for other shelter occupants.

◆ **Shelter Shutdown at the Conclusion of the Event**

- ✧ Make sure shelterees know that the shelter is temporary.
- ✧ Coordinate the transition of shelter operations through the Joyce OACC.
- ✧ Return the facility to its original condition upon closing. Document any damages

Staffing the Shelter -Who Will Work at the Shelter

There is no way to know who will be available when an emergency strikes that would cause the opening of the Joyce Emergency Shelter. JEPP has held several shelter trainings workshops in order to make sure that wide varieties of people from the Joyce area know the basics about how the shelter needs to work. By training people in advance and making sure jobs are clearly explained via the Job Cards, things should fall into place and volunteers will rise to the occasion to manage the shelter. A successful shelter will be dependent on the volunteers that show up to manage it and by making sure volunteers are supplied with “need-to-know” instructions and the necessary gear.

The Incident Commander will appoint the Shelter Managers, Logistics Managers, and the Disaster Service Center Manager. In turn, those managers will appoint those who will work under their direction. Time will be of the essence, and it will most likely be whoever shows up gets selected for any job that needs to be filled. Hopefully we will find folks who can think on their feet and rise to the occasion. The learning curve will be steep. But it will all work out because our community is full of resourceful people.

These groups have had training in managing the shelter.

- school district personnel
- local congregation members
- other residents who have taken a Shelter Training Class conducted by the Red Cross

Managing the Volunteers

Since the shelter will be staffed with volunteers who have probably never been in or worked at an emergency shelter before, JEPP developed plans in order to get them started on the job of running the shelter as quickly as possible. We made a list of the work that needs to be done and organized the jobs into categories.

Organizing the Managers

Here is a list of the managers’ responsibilities. Good shelter management is key to successful shelter operations. Each of the managers will need a crew to work with them.

The Shelter Managers job and attributes include

- Managing all aspects of the shelter from scheduling workers, registering clients, and keeping records.

- Inspecting the shelter facilities to see if they are safe to occupy. (This must be done after each aftershock). Have an evacuation plan in place if needed.
- Documenting the condition of the facility before setup and after each aftershock.
- Willingness to work as a team, has good supervisory or management skills and an ability to delegate.
- Ability to handle stressful conditions and effectively address shelter problems.

The Logistics Managers job and attributes includes

- Managing all aspects of procuring supplies needed by the shelter, transporting supplies, dealing with waste, moving people as needed, and keeping records of logistic activities.
- Keep records.
- Manage time.
- Plan ahead and anticipate problems.

The Disaster Service Center Manager job and attributes includes

- Interacting with the community to resolve problems.
- manage the communications systems
- Keep records.
- Manage time
- Plan ahead and anticipate problems

The Kitchen Manager job and attributes includes

- Feeding and watering with MREs and bottled water until generator, field kitchen and water trailers are working
- Order food from cache
- Manage the kitchen crew
- Cook enough to feed up to 300 per meal
- Keep records
- Manage time
- Plan ahead and anticipate problems

The Cleaning and Sanitation Manager job and attributes includes

- Clean the building before clients arrive
- Train Cleaning Crew in good sanitation practice and use of PPE.
- Maintain the cleanliness of all shelter spaces in order keep everyone healthy.
- Keep records.
- Manage time
- Plan ahead and anticipate problems

The Repair/Set-up and Maintenance Manager job and attributes includes

- Inspecting and repairing all shelter buildings and equipment.
- Setting up the shelter rest rooms, dispensary, dormitories, quiet rooms, and cafeteria according to the “Layout Plan”.
- Carrying out needed repairs and maintenance of the reception area according to the layout plan
- Manage the Repair Crew
- Keep records.
- Manage time
- Plan ahead and anticipate problems

The Security Manager job and attributes includes

- Ensure the safety of all volunteers and clients.
- Enforce the Shelter Rules

- Manage the Security Teams
- Schedule duty times
- Keep records.
- Manage time
- Plan ahead and anticipate problems

Training the Managers and Crew

Job Cards provide *just-in-time training* for those that need to learn a job quickly. Since most of the volunteers will need training in how to carry out the specific shelter job, we wrote out Job Cards that list the duties for each. In addition, we created Job Bins with all the equipment and supplies that people doing that job are likely to need. The Job Bins with cards inside are stored in Conex#2.

Appendix J includes all the job cards. The Job Cards are also found in each Job Bin. Appendix S shows lists of the Job Bins and the supplies included in them.

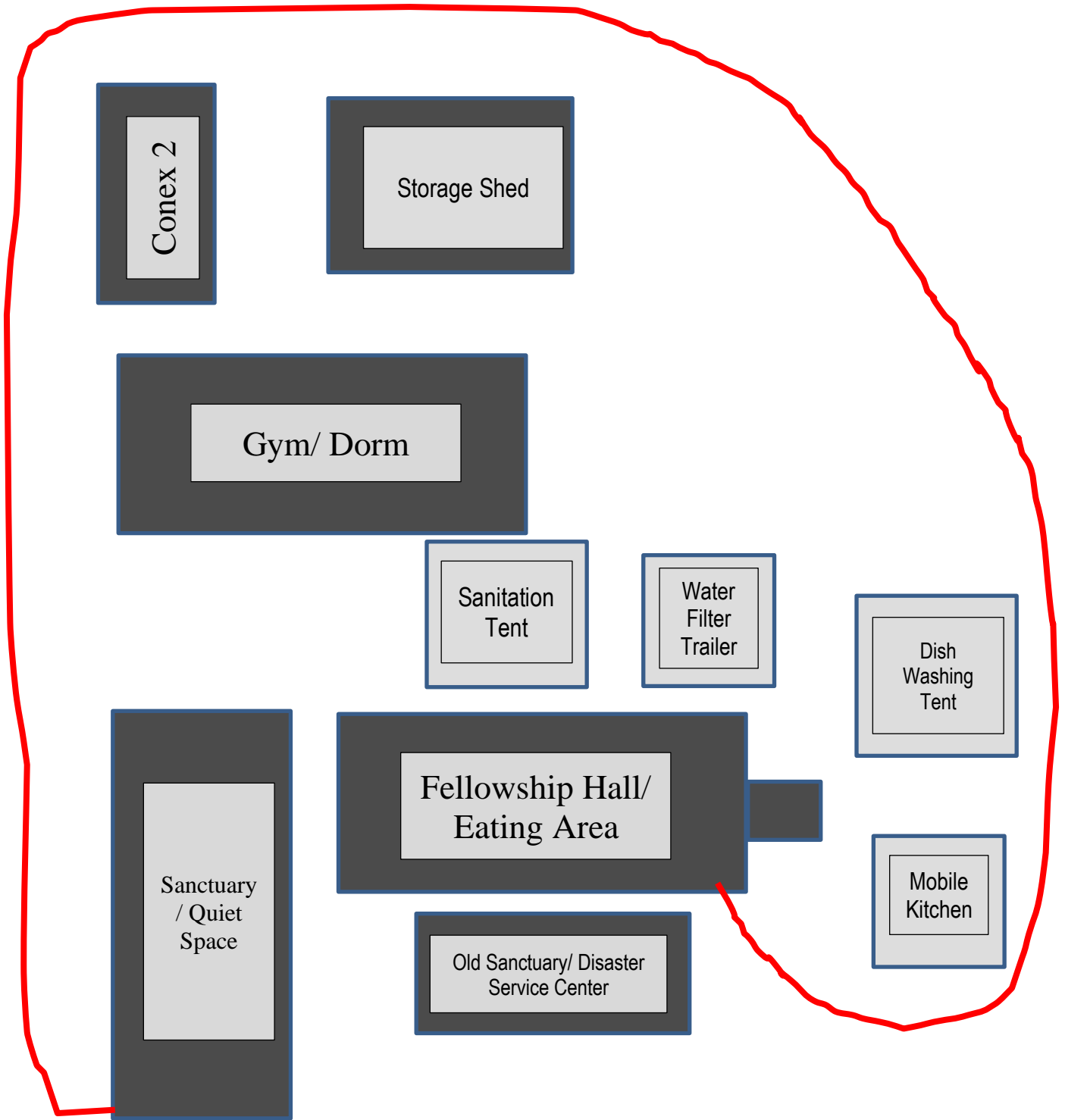
Spontaneous Unaffiliated Volunteers (SUVs)

Spontaneous volunteers are volunteers that show up at the door and want to help in some way. They may come from the community or from the shelter population. They may help with shelter functions in any aspect of shelter operations for which they are qualified. An orientation and just-in-time training should be provided.

SHELTER MAPS

The old sanctuary will house the Disaster Service Center and Volunteer Center. The public will have access to these areas. If applicants are accepted into the shelter, they will then be shown to the Shelter Registration Desk. Only those who have no other options for housing will be admitted to the shelter.





— Shelter Boundary Fencing Tape

SETTING UP THE SHELTER

This section covers the work required to prepare the shelter (Set-up) for occupation after an emergency occurs.

When will the Joyce Emergency Shelter deploy?

The following delineates the order of procedures that will happen to cause JEPP to open the shelter.

1. The CSZE Strikes the Pacific Northwest, the area is declared a disaster, and we are cut off from surrounding towns.
2. JEPP, CERT, and other community volunteers self-deploy and begin to organize the Disaster Service Center and the inspection of the buildings at JBC.
3. Shelter Manager is appointed. Volunteer staff arrive at the shelter site. An inspection of the building is conducted by Incident Command, Shelter Manager, and shelter owner to determine if the shelter can be occupied.
 - a. JBC facilities are inspected to see if safe to occupy. IF yes – begin occupation. IF NO – check school, the Grange Hall, and Family Kitchen.
 - b. Document condition of all facilities in writing and with pictures.
 - c. REDO if aftershocks cause more damage. **DETERMINE JBC IS SAFE** (If not use same procedure to set up alternate facility).
4. The Shelter Manager sets shelter perimeter and entrance to old JBC sanctuary.
5. The Shelter Manager begins preliminary operations.
 - Sets up Disaster Service Center in old sanctuary to handle inquiries while shelter is being set up.
 - Establishes communication with CCFD#4 until the Joyce OACC is set up (Use runners if HAM or CB is unavailable).
 - Sets up temporary warming area in old sanctuary.
 - Provides emergency first aid. Calls CCFD#4 for life support situations.
6. The Shelter Manager begins shelter set-up procedures by arranging for:
 - Building repairs as required for safe occupancy (In priority order – old sanctuary, fellowship hall, gym, field kitchen, new sanctuary)
 - Rubble removal and building cleaning
 - Emergency heating and lighting to start
 - Set up equipment, supplies, and job bins for each area.

Shelter Layout

Areas of the shelter need to be set up to provide space to meet the following needs:

- A community help desk at the Disaster Service Center
- Manager's Office
- Shelter reception and registration at the shelter entrance
- A sleeping area or dorm
- Feeding and cooking area
- Cleaning and Washing area for dishes and clothes
- Storage for Food and Supplies
- Trash Collection Area
- Storage for Personal Belongings for volunteers
- Emergency Medical Care
- Counseling/Interviewing Space
- Quiet Room for Staff
- Child Care
- Recreation

Additional Shelter Layout Tips (from the American Red Cross):

- Shelterees will first proceed to the registration desk before going to the dorm area.
- A bulletin board is set-up near the registration table to post news, messages received for shelter residents, shelter rules, and relief information.
- Set-up the sleeping area, so each person (cot) has 40 square feet of space (5'x8') and adequate ventilation. Arrange cots or bedding to allow access for people with mobility disabilities if necessary. Ensure clear paths to all fire exits. If space permits, set-up separate sleeping areas for the elderly, people who are ill, and families with small children.
- Provide adequate space for a shelter manager and associated staff to function 24 hours per day. This includes space for staff meetings, administrative functions, communications, and volunteer coordination.
- Organize the space so that it is accessible for people with visual or mobility disabilities if necessary.
- Locate medical and health services in a well-lighted room or area that is away from public view. If possible, keep medications and medical equipment in a lockable storage compartment.
- Create an additional quiet area for counseling or interviewing persons.
- The food storage area should be secure and accessible by truck.
- Ensure that garbage is stored away from food storage and occupied shelter areas.
- Designate an outdoor smoking area away from air intake vents and flammable materials.
- Create an area outside for the handling of pets.
- Ensure that the shelter address is clearly visible from the nearby street; post a sign that clearly marks the building as a disaster shelter. (All signage is found in Conex #2)

Where to find Supplies

JEPP has stocked two CONEX storage containers. One is found behind the fire station and the other is behind the Joyce Bible Church. There is also a large storage shed behind the church and a fenced area in between the CONEX and the shed. A complete inventory of all JEPP supplies can be found in a binder in the file cabinet in CONEX #1.

- ◆ CONEX #1 is humidity and temperature controlled. It contains the following-
 - ✦ food supplies packed in airtight containers
 - ✦ first aid and other medical supplies
 - ✦ bottled water
 - ✦ large tarps
 - ✦ a file cabinet with a computer, administrative binders, and cooking recipes and information
- ◆ CONEX #2 is for storage of nonperishable equipment. It contains the following-
 - ✦ all the volunteer job bins with job cards explaining the job and the basic supplies needed
 - ✦ bins of supplies for the Shelter Manager, the clean-up crews, the sanitation crews, and kitchen crews
 - ✦ kitchen utensils and cooking equipment
 - ✦ propane cookers with large pots
 - ✦ lights, heaters, candles, flashlights
 - ✦ cots and sleeping bags
 - ✦ tools and equipment for repair and maintenance
- ◆ Storage Building contains the following-
 - ✦ the military field kitchen
 - ✦ water filtration trailer
 - ✦ toilet paper in 50-gallon drums
 - ✦ two generators
 - ✦ barrels of diesel fuel
 - ✦ kerosene for lanterns
 - ✦ lumber
- ◆ Fenced area between the storage shed and CONEX #2 has-
 - ✦ three portable toilets
 - ✦ wire cage with propane tanks

Getting supplies from storage

- ◆ **Inventory Lists**
 - A list of all available equipment, materials, and supplies and where each can be found can be found in a binder found in the file cabinet in Conex 1 as well as in the Shelter Managers' and Logistic Managers' Bins.
- ◆ **Logistics manager instructions**
 - See this person for instructions for how to obtain supplies.
 - The logistic managers will have forms to fill out to request supplies.
 - The logistics manager will arrange for the distribution of all supplies and access to the conexes.
- ◆ **Kitchen manager**
 - The kitchen managers will have forms to fill out to request food and cooking supplies.
 - The logistics manager will arrange for the distribution of all food supplies and access to the conexes.

Set Up for Shelter Area

Each of the main rooms will need to be set up before clients are admitted. These are just general suggestions. Do what works for the situation.

Outside areas

- Emergency Shelter Signs hung at the front of JBC.
- Yellow fencing tape set up around shelter boundaries.

Inside Signage

- Tape to the walls according to the signage map.

Registration Desk

- One table set in the fellowship hall near the door from the old sanctuary.
- Registration supplies bin is placed on the table.

Dorm Entry

- Table and chair.
- Dorm Manager Job Bin on the table

Mobile Kitchen (found in storage building behind the gym)

- See instruction manual found in a binder found located in the file cabinet in Conex 1.
- Several local people have been trained to set this up. The list is found at the front of the manual. See if you can locate one.

Water Filtration Trailer (found in storage building behind the gym)

- See instruction manual found in a binder found in the file cabinet in Conex 1 and also attached to the trailer.
- Several local people have been trained to set this up. The list of people is found at the front of the manual. See if you can locate one.

Toilets / Latrines

- See instruction found in Sanitation Manager's Binder.

Dishwashing Tent

- Three tables
- Garbage Can.
- Wash tubs
- Cleaning supplies

Clothes Washing Tent

- Three Wash tubs
- Cleaning supplies

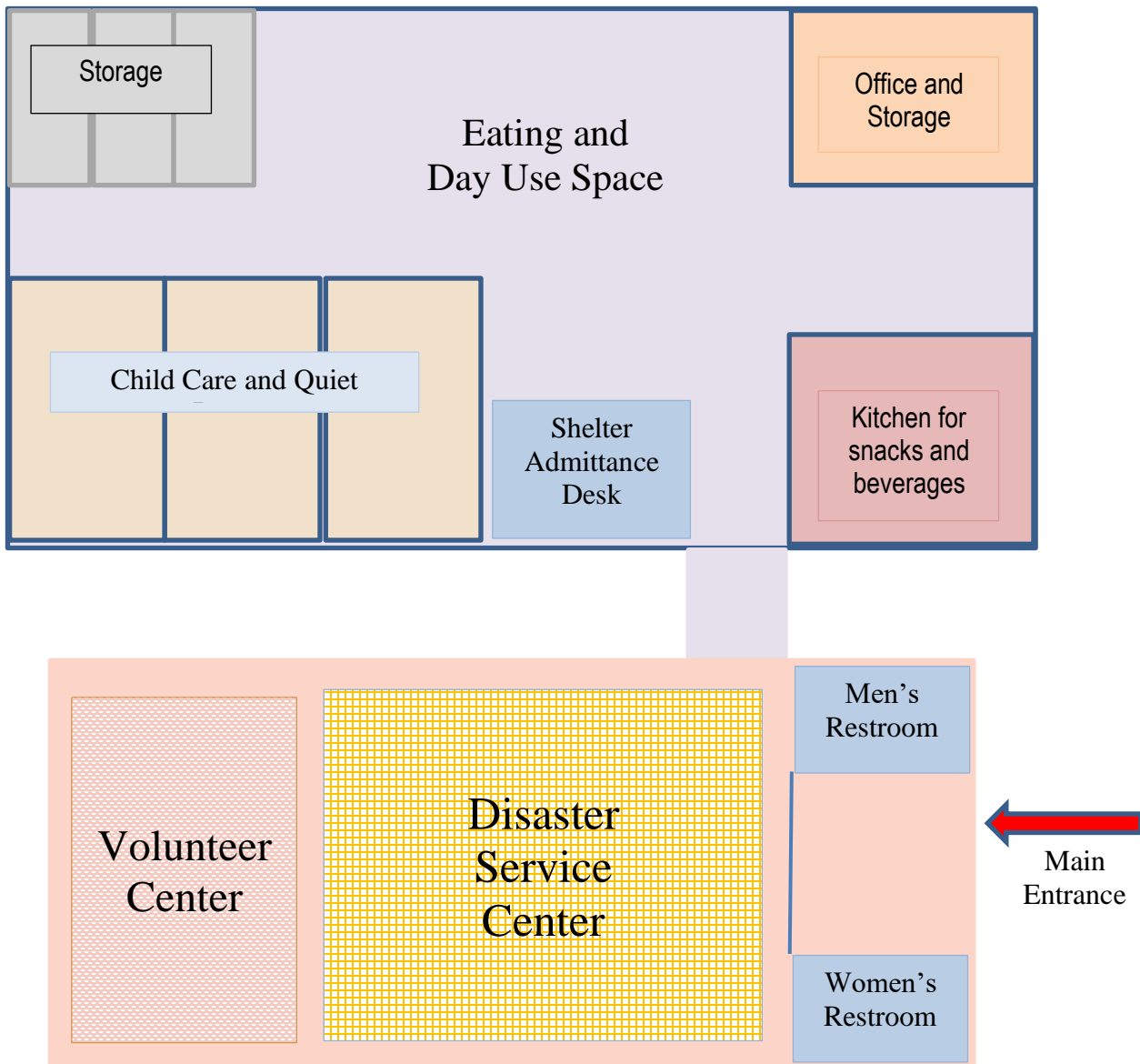
Sanitation Tent

- Three Wash tubs
- Garbage Can.
- Cleaning supplies
- Drying Rack

Garbage storage

- Garbage Cans
- Fenced off area

Map of Shelter (including Disaster Service Center and Eating Space)



Setting Up the Disaster Service Center/ Help Desk

Disaster Service Center in old sanctuary

- Pews moved against the north and south walls.
- Long tables (5-6) set out with chairs. Long tables are found in the church fellowship hall and at the Grange Hall
- Two bulletin boards placed near entrance. Bulletin boards are found in the gym and in storage rooms at the church.
- DSC Supplies Bin is placed on one of the tables.
- DSC Instruction Binder/Job Cards

Set up Cooking, Feeding, and Clean-up Areas Outside

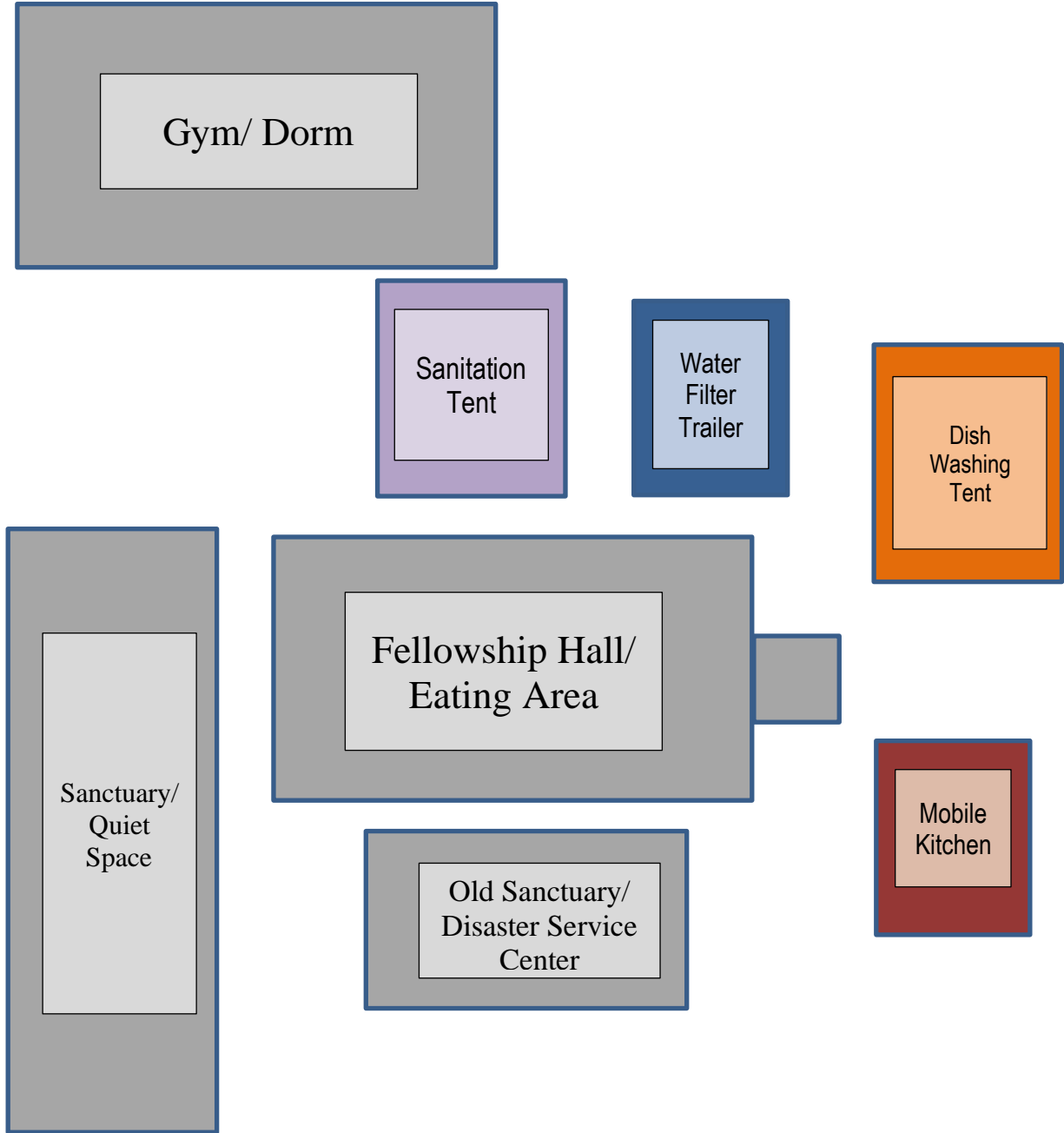
Eating Area/ Day Use Room in Fellowship Hall

- The church fellowship hall will be set-up as a place to eat during scheduled mealtimes.
 - ✧ Determine mealtimes and share with workers who are responsible for providing information to clients.
 - ✧ Tables and chairs are already there. Make sure there is space for people to move about safely.
 - ✧ Food serving tables need to be set up near the kitchen.
 - ✧ Make sure tables are sanitized after each meal.

Cooking and Cleaning Stations

- The military field kitchen is housed in the storage building behind the JBC gym. Instructions for setting it up are found in a file cabinet in Conex 1.
- The water filtration system may be needed if water systems are not working. Instructions for setting it up and operating it are in Conex 1 in the file cabinet as well as attached to the trailer stored behind JBC in the JEPP storage shed.
- A cleaning station needs to be set up for clients to clean their own dishes. Instructions for the clean-up station are in the Set-up Manager's Binder. Tents and equipment are found in Conex 2.

Map Showing Outside Stations and Equipment Locations



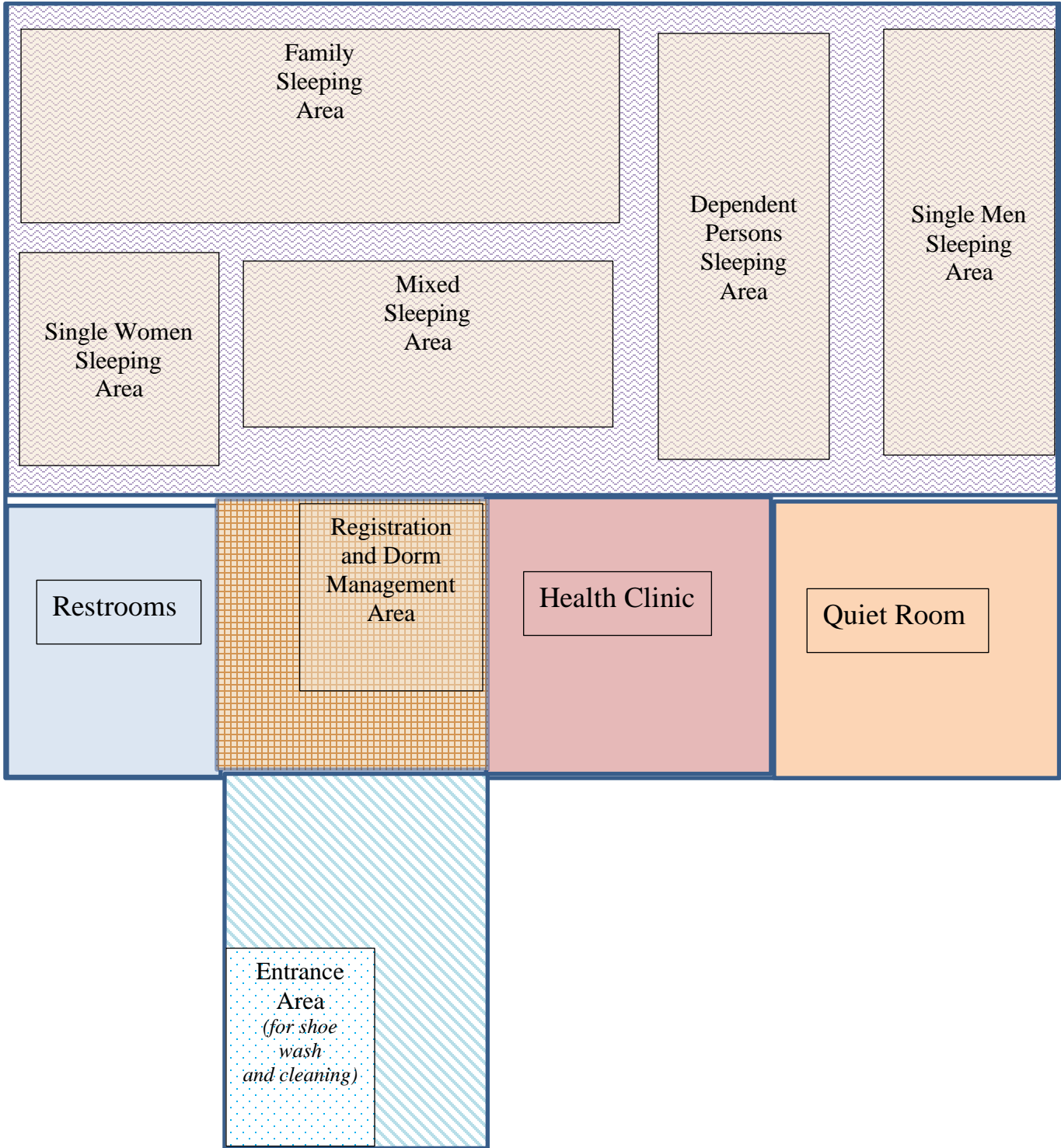
Setting Up the Dorm

Dormitory in the big gym

- Work with Logistics Manager to requisition cots, blankets, comfort kits and sanitation supplies.
- Work with the Set-up Manager and Crew to see that dorm is cleaned and set up.
- Set up cots and place two blankets on each cot. Allow 40–60 square feet of sleeping space per person. One chair per cot.
- Allocate separate space for families with small children, single men and women, the elderly.
- Include wide accessible aisles between cots.
- Arrange cots to allow access for people with disabilities and/or functional or access needs. Plan as much as 100 square feet for people with functional/access needs who require lift equipment, mobility devices and service animals.
- Ensure the registration tables are set up with all office supplies and paperwork needed.
- Work with the Sanitation Manger to make sure toilet areas are set up as is necessary according to the functionality of the systems
- Post signage in the dormitory.



Suggested Dormitory Layout



OPENING THE SHELTER

Once all the clean-up, repairs and set-up tasks are complete, the Shelter Manager will notify the Joyce OACC that the shelter is ready to open and take in clients. The Public Information Officer at the CCEOC will inform the public of the shelter location and when it will be open. Media announcements will encourage people to shelter in place.

Operating the Shelter

This section covers the work required to receive and care for occupants. Volunteers may need to shift hats from set-up mode to managing the day-to-day tasks of running a shelter.

Shelter Operations/Maintenance includes but is not limited to:

- Operating the Disaster Service Center.
 - Communications with Joyce OACC and others as required.
- Logistics distribution and tracking
 - Shelter related transportation
- Dormitory Management
 - Registration, in-processing, maintenance of registration forms and reports
- Feeding- Accessing food, cooking, and clean-up
- Sanitation
- Maintenance
- Water treatment
- Medical and mental health facility
- Security of the shelter facilities.
- Demobilization

Shelter Job Responsibilities

The Shelter Manager and Assistant Shelter Manager will

- Erect a high visibility sign to identify the entrance to the Disaster Service Center and shelter.
- Establish formal communications with the Joyce OACC.
 - Maintain ongoing contact with the Joyce OACC with info to be forwarded to the CCEOC. Report (1) the number of people being sheltered, and number of meals served, (2) the status of supplies and (3) any problem areas.
- Arranging for individual and family support services
- Organize available human resources as a shelter operations team
 - Utilize spontaneous volunteers and shelter residents to help run the shelter.
- Sets up and run the water purification trailers.
- Manage shelter registration
 - Ensure that all persons sheltered are registered. Document the names, keep records on all activities and expenses incurred by shelter operations for future FEMA reimbursement.
 - Established rules and routines within the shelter which will be better for the adjustment of shelter residents.
 - See that regular meal service begins as soon as possible
- Oversee the movement of supplies as needed from cache to shelter.
 - Make sure supplies are used wisely. What is on the Area Command at the time of the event is all we will have to work with for several weeks.

NOTE: See Appendix for detailed job cards describing the scope of work for all Shelter Operations Management Jobs: Shelter Manager, Registration Manager and Team, Dorm Manager, Kitchen Manager, Maintenance Manager, Health Center Manager, Logistics Manager, Security Manager, Administration and Finance Manager and other services that might be needed.

Assisting Persons with Special Needs

This section only includes information that will apply to the Joyce Emergency Shelter. We will have limited supplies and people able to care for those with special needs. We will strive to do the best we can.

Seniors and People with Disabilities

When disasters occur, older and disabled persons are the most likely to suffer its direct impact. Physical or mental disabilities may limit their capacity to respond, or to seek help. Many older and disabled persons require community support services to live independently. Some of the more critical services for seniors and people with disabilities include the following.

- ◆ **Identify Special Needs Persons as they Register** -- Use shelter registration to identify special needs that older or disabled persons may have for special assistance. For example:
 - Prescription Medications -- Use shelter registration to identify people who arrive at shelters without medications or medical supplies. Refer these people to the aid station to see if there is an emergency medication replacement. Consider arrangements for someone to assist them in retrieving their medications and medical supplies.
 - Personal Care Attendants -- Use shelter registration to identify people requiring a personal attendant. Those may be accompanied by a family member or a personal attendant. Those without a family member or personal attendant may be assigned a volunteer if available.
 - Dietary Needs -- Use shelter registration to identify special people with special dietary needs. Preparation of special diet meals will be limited to the food on hand, availability of fuel and personnel to prepare it.
 - People with Visual Disabilities -- Volunteers may help as sighted guides or readers.
 - People with Mobility Disabilities -- Volunteers can help with some support services such as transferring the person from their chair to a cot. Ask the person with a disability for advice on safe methods before lifting or moving them.
 - People with Developmental or Cognitive Disabilities -- Use shelter registration to identify those with developmental or cognitive disabilities. Those may be accompanied by a family member or a personal attendant. Those without a family member or personal attendant may be assigned a volunteer if available. Volunteers should establish a buddy system to provide calm reassuring explanations and attention to the needs of person.
 - People Who Are Deaf or Hearing Impaired -- Volunteers can help with basic communication needs -- writing or slowly repeating instructions.
- ◆ **Individualized Shelter Orientations** -- Shelter orientations serve to help persons with visual or cognitive disabilities or older persons who are very disoriented from the disaster with their adjustment to the shelter environment. Volunteers should be chosen to perform this task.

- Provide a walk-through of areas within the shelter (i.e., bathrooms, sleeping and eating areas) to help with shelter familiarization; explain shelter schedule and rules; introduce to shelter staff.
- Provide a verbal mapping of the shelter facility and a walk through the facility for people with visual disabilities; verbally explain any signage or written rules.
- ◆ **Basic Communication** – Ensure that persons who are deaf or hearing impaired or who seem disoriented receive/understand all shelter announcements. Have note pads, pens, and pencils available at the shelter for staff or volunteers to use in communicating with deaf or hearing-impaired persons. Keep language simple and draw pictures if necessary.
- ◆ **Medications, Supplies and Equipment** -- Physically disabled persons may have less opportunity to access their personal items and emergency medical supplies before evacuating their home to disaster shelters.
 - JEPP has stockpiled disability specific supplies ranging from colostomy bags, diapers, air mattresses, catheters and hearing aids.
- ◆ **Privacy Area** -- Create a section of the shelter that is separate from the other shelter residents for use as a “privacy room”. Some persons with disabilities must change catheter bags and attend to other personal hygiene needs. In addition, some elderly persons, persons with psychiatric disabilities, and even parents with very young children may benefit from a quieter space.

People who are Medically Fragile or Dependent

Includes people who live at home with the help of life support systems such as dialysis or respirators, as well as persons who are severely ill and require home health care. Many persons in this situation cannot be self-sufficient longer than 3 to 5 days following a major disaster. In extreme cases, if electrical power is out for an extended period, or if care providers are unavailable, medically fragile persons may need to evacuate from their home to an environment with backup, electric power or supervised personal or medical care.

- ◆ **Caregivers and Equipment** -- Persons dependent on life-support equipment or home health care, will need to bring the equipment, and/or the personal support they receive at home, with them to the shelter. If necessary, an area of the shelter may be sectioned-off to provide for more privacy.
- ◆ **Generators** –Back-up power will be limited and subject to fuel availability.
- ◆ **Shelter Isolation Area** – Special isolation areas will probably be unavailable for several days.
- ◆ **Transportation** – During the first days after the CSZE, the movement to shelters will utilize any vehicle available that can negotiate the damaged road system. Limited helicopter evacuation may be available after day 7.

Options for Medical Support:

- ◆ CCFD#4 Support – CCFD#4 medics and paramedics will be the only organized medical support on the Area Command. These will be committed to rescue operations for several days following the CSZE.
- ◆ Qualified Area Command Residents – Doctors, medical professionals, or nurses within the shelter population can provide support if a need for supervised or skilled medical care is necessary.

- ◆ Qualified Shelter Occupants – Doctors, medical professionals, or nurses within the shelter population can provide interim support if a need for supervised or skilled medical care is necessary.
- ◆ Outside Medical Assistance – Outside medical assistance may be requested through the CCEOC. It may not be available for several weeks.

Unaccompanied Minors

Unaccompanied or unsupervised children because of single-parent or two-working parent households, may leave children unsupervised at the time of the disaster. All facilities that have some temporary responsibility for children -- day care centers, schools and after school programs -- are accountable for the child's safety and welfare following a disaster, until released to a parent or guardian.

Care and Shelter Planning Tips for Unaccompanied / Unsupervised Children:

- ◆ **Reunification of Children with Parents** – Help with the reunification of families who are separated during the disaster will be available through the Disaster Service Center.
 - Shelter Registration -- Use the registration form if a child arrives at the shelter without a parent. Get the parent's name and try to locate the parent. Plan for a qualified staff person to supervise the child, until such a time as a parent or authorized guardian of the child arrives.
 - Central Database – DSC will establish a central collection point for tracking information on missing persons.

CLOSING THE SHELTER

Once transportation links are reestablished with Port Angeles, the process to relocate all shelter clients to another shelter or to a home will begin. The Shelter Manager will notify the Joyce OACC when all clients have been relocated. The shelter will then be closed. The Public Information Officer at the CCEOC will inform the public that the shelter is closed.

Closing the shelter

- Return all supplies
- Clean the facility
- Do a walk thorough with facility owners to note any damage or problems.
- Owner, Incident Command, and Shelter Manager sign a document noting the condition of the facility upon leaving.
- Full accounting of supplies is completed
- Full journal record of daily life at shelter is completed.
- All logistics, book-keeping, and manager journals are filed with the Incident Command.