



KENTON COUNTY EOP SUPPORT PLAN VOLUNTEER MANAGEMENT PLAN

VOLUNTEER MANAGEMENT PLAN

PURPOSE

This plan is a supporting document to the Kenton County Emergency Operations Plan and has been created to provide structure and guidance to the public safety agencies and local government to help manage volunteer aid during a significant event or incident. This plan specifically addresses both organized volunteer agencies and spontaneous (unaffiliated) volunteers.

Volunteer assistance can be utilized during any phase of the emergency management cycle. This plan will focus primarily on the Response and Recovery phases.

SITUATION AND ASSUMPTIONS

NOTE: For the purposes of this plan, “Spontaneous” and “Unaffiliated” volunteers are to be considered the same and the terms may be used interchangeably.

In the event the Kenton County Emergency Operations Plan is put into effect, there may be a need to utilize volunteer organizations such as the Citizen Corps (Volunteers in Police Service, Community Emergency Response Team, Medical Reserve Corps, Neighborhood Watch and Fire Corps), American Red Cross, Salvation Army, Civil Air Patrol and other Voluntary Organizations Active in Disasters (VOAD's).

Volunteers who respond to disasters spontaneously and without appropriate training and qualifications can easily overwhelm the capabilities of local government and other agencies. This may require the appointment of a Volunteer Coordinator and / or establishment of a Volunteer Reception Center (VRC) to review, organize, and manage individuals who wish to volunteer.

The first priority in an emergency or disaster is to utilize volunteers that are already affiliated with a recognized disaster response organization or with the local jurisdiction.

Many volunteer organizations and individuals will self-deploy to emergency incidents, especially large-scale events that attract a lot of attention.

It is essential to properly screen and evaluate spontaneous volunteers in order to identify those with the valuable and necessary skills needed to assist recovery.

Spontaneous volunteers strain available resources and impose burdens at the most inopportune times. The most effective response comes from volunteers that have affiliated themselves with established response organizations before the disaster strikes.

All spontaneous volunteers, regardless of capability, must be appropriately received, processed, and (if possible) utilized. Failure to do so may result in the loss of valuable volunteer resources and lead to long term public relations setbacks for involved organizations.



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Dissemination of information to the public near the onset of a disaster about volunteer opportunities and procedures is critical to successful management of volunteers. In the absence of such messages, people may converge at inappropriate sites and / or engage in activities that place themselves and others at risk.

DIRECTION AND CONTROL

Individual volunteer organizations are responsible for establishing, implementing and coordinating their assistance to state and local government. Each Volunteer Organization shall coordinate their response through the Emergency Operations Center (EOC) and should have a representative available at the EOC if requested. All volunteer agencies are responsible for their own internal support.

Within the EOC structure, management of spontaneous volunteers falls under the Personnel Unit of the Logistics Section. The EOC may choose to designate a Volunteer Coordinator to manage spontaneous volunteers that wish to donate their time and / or talents to the response effort. More specific details of their duties are provided later in this plan.

Depending on the size and scope of the incident, a Volunteer Reception Center (VRC) may be needed to handle a large number of volunteers. The Volunteer Coordinator will be responsible for establishment, operation, and demobilization of the VRC.

CONCEPT OF OPERATIONS

Requests for assistance are received and / or made through the Logistics Section of the EOC. The Logistics Section will provide the Volunteer Coordinator or the VRC with a list of resource requests that may be able to be filled with the assistance of volunteers. The "Request For Volunteers" form found in Appendix G can be used by the Logistics Section or can be filled out by the requesting agency.

The Volunteer Coordinator will work with ESF 2 – Communications to establish a "Volunteer Hotline" telephone number, and may also establish an on-line method to help with incoming requests and inquiries about volunteering. Many functions of the Volunteer Coordinator and VRC can be accomplished via telephone or on-line communications.

The EOC, in conjunction with Kenton County Homeland Security Emergency Management (KCHSEM), may request assistance from any number of volunteer organizations before, during, or after an emergency incident or significant event. KCHSEM will maintain an up-to-date contact list of agencies that may be requested along with a list of services they can provide or assist with. Kenton County Citizen Corps volunteers include Community Emergency Response Team (CERT), Neighborhood Watch, Volunteers in Police Service (VIPS) and Medical Reserve Corps (MRC) trained citizens. Additional assistance may be available through Kentucky Citizen Corps by contacting the Kentucky Office of Homeland Security.



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Some typical activities associated with the use of volunteers during the Response phase are:

- Donations management activities (receiving, sorting, distributing)
- Clean-up and debris removal activities
- Supporting administrative and clerical functions at disaster operations centers
- Assist with fund-raising activities in support of the disaster response

Some typical activities associated with the use of volunteers during the Recovery phase are:

- Participating in repairing and rebuilding projects
- Organizing or participating in community cleanup efforts
- Assist with fund-raising activities in support of the disaster recovery

Volunteer agencies such as the Civil Air Patrol (CAP) can provide aerial or ground search and rescue equipment and personnel to conduct aerial surveillance and reconnaissance, light transport and courier service, and air traffic control communications facilities.

Volunteer organizations such as the American Red Cross and Salvation Army may extend assistance to individuals and families in need (examples include food, clothing, shelter, medical care, mental health, registration and identification) as well as emergency responders.

The efforts of volunteer groups should be coordinated with the EOC and, after the EOC is demobilized, with KCHSEM and other groups that oversee elements of a recovery operation.

There are numerous other volunteer organizations that offer services which could be utilized. Such aid can be extremely valuable due to the organization's knowledge and expertise in their special interest areas.

Volunteer Coordinator

The primary responsibility of the Volunteer Coordinator is to manage spontaneous volunteers. However, they may also be asked to assist with management and documentation of affiliated volunteers and their organizations. Established volunteer organizations will report their activities to the Coordinator but are responsible for managing their own personnel.

For spontaneous volunteers, the Coordinator will ensure that the following tasks are performed:

- Identify and vet potential volunteer(s)
- Provide for registration and tracking
- Arrange for association with existing volunteer organizations (when possible) or assignment to appropriate response or recovery duties



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- Assist in the delivery of training as needed
- Issue credentials to volunteers as they are approved
- Document assignments, locations, and hours worked

Telephone or on-line processes may be used in lieu of or in conjunction with in-person activities whenever it is possible. Availability of these services will vary depending on the type of incident and amount of disruption to communication capabilities.

For smaller incidents or events, the Volunteer Coordinator may be able to perform their duties with little or no assistance. When large numbers of volunteers respond (or are expected to respond), the Coordinator should establish a Volunteer Reception Center (VRC) with staffing that is adequate for expected operations.

VOLUNTEER REGISTRATION AND ASSIGNMENT PROCESS

This section describes the steps that will occur in order to manage spontaneous volunteers during a disaster or significant event.

Intake And Registration

All spontaneous volunteers will fill out the following forms:

- Volunteer Intake Form (See Appendix A) – used to collect information needed to screen them for suitability and place them in appropriate roles. Information obtained on these forms will be protected from disclosure in accordance all applicable privacy laws and regulations.
- KYEM Form 50 (see Appendix B) – used to register disaster volunteers that are not affiliated with another agency for temporary Worker’s Compensation coverage.
- Professional License Verification And Background Check Authorization (See Appendix C) – used to obtain consent for information gathering needed for conducting necessary checks and verifications.

At a minimum, spontaneous volunteers should provide their name, address, phone number, email, and date of birth. A valid photo ID is also required. Information on licenses, certifications, or other qualifications should also be obtained.

Interviews

Once the volunteer has completed the necessary forms, they will be interviewed by the Volunteer Coordinator or VRC staff. Purposes of this interview are:

- Verify and / or correct responses on the registration forms
- Gather more information or details about their training, experience, interests, and qualifications
- Determine their skill level and physical abilities to complete job functions
- Judge their ability to handle pressure and stress



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The interviewer should use the “Volunteer Interview Form” found in Appendix D to document the interview. They should make any necessary notes and / or comments regarding the information they obtained and the judgements they made, and attach them to the Volunteer Intake Form. These notes will help with determination of the volunteer’s suitability for various assignments.

In addition, the interviewer should make copies of the Driver License (or other appropriate ID) and any licenses, certifications, or qualification documents to be included in the file.

Assignment To Positions / Duties

Some volunteer functions may require verification of professional certifications / licenses or criminal background checks. All volunteers must fill out a Consent Form (See Appendix C) giving permission for Kenton County to conduct those checks. Assistance from ESF-13 Law Enforcement may be necessary to conduct some of these background checks. Volunteers may be asked to return to a waiting area while verifications and checks are conducted.

Typical disqualification items found on a background check would include registration as a sex offender, conviction of a felony or high-level misdemeanor, current Emergency Protective Order (EPO) or domestic violence charges, and similar findings. Disqualification of a potential volunteer will be at the discretion of the Volunteer Coordinator (or their designee), and other findings that are in conflict with a potential assignment may be considered as grounds for disqualification.

When possible, referral to a volunteer organization that is already operating as part of the response effort (such as the Red Cross, Salvation Army, etc.) is preferred. When this occurs, the Volunteer Coordinator does not have to verify identity or licenses, conduct background checks, or perform other types of screening. The receiving organization becomes responsible for those tasks and assumes responsibility for the volunteer.

When referral to another agency is not feasible, the Volunteer Coordinator or VRC will review the current list of requests from the Logistics Section and determine the best assignment for the volunteer(s). Kenton County HSEM will enroll volunteers for Worker’s Compensation coverage through the Commonwealth of Kentucky using Kentucky Division of Emergency Management Form 50 (See Appendix B) in case they are injured while performing disaster-related activities. The Volunteer Coordinator or VRC staff will provide regular updates to the EOC Logistics Section regarding needs that have been met with volunteers.

Once an assignment is made, the volunteer will given a Volunteer Assignment Form (See Appendix E) with information regarding their duties, who they will report to, location and time they need to report, and any other necessary information. They will be issued the credentials and / or access passes needed to fulfill their duties. They will be assigned to a supervisor who will be responsible for overseeing their activities, including scheduling, training, documentation of hours worked, and type of work done.



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Safety Briefing

Every volunteer is required to participate in a general safety briefing that is specific for the incident. The information in this briefing will be specific for the incident and associated hazards. General items that must be addressed are:

- Overview of the current situation and incident objectives
- Incident Command System and Chain Of Command basics
- Information on general hazards (weather, slips/trips/falls, lifting, violence, etc.) and safety requirements for them
- Information on incident-specific hazards (hazardous materials, respiratory hazards, possible infections, etc.) and safety requirements for them
- Instructions on how to use PPE
- Information on security and access control plan
- Information on Code Of Conduct, Ethics, and Privacy requirements
- Information on stress management, accessibility to mental health services, and Critical Incident Stress Debriefing
- Instructions on what to do if they are injured or become ill while volunteering

If available, appropriate PPE can be issued during or after the Safety Briefing. If it is not issued at this time, the volunteer's assigned supervisor will be responsible for making sure it is issued and any additional training on it's use.

Assistance from the Safety Officer or their staff may be requested by the Volunteer Coordinator through the EOC.

Attendance at the Safety Briefing will be documented by the Briefing Leader.

Training

The assigned supervisor of a volunteer will be responsible for ensuring that they are provided appropriate training, personal protective equipment (PPE), and instructions for the role they will be fulfilling. This training will vary depending on the role that the volunteer will be assigned to. The supervisor will also be responsible for documenting the training they receive.

Some or all of the training may be able to be delivered by the Volunteer Coordinator or VRC staff before the volunteer reports to their supervisor. This may be incorporated into the Safety Briefing, or may need to be a separate training session delivered only to applicable volunteer assignments.

Specific information regarding training requirements and information on topics that can be delivered at the VRC will be documented on the request forms submitted by the requesting agency.



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Finance

The Volunteer Coordinator and / or VRC manager are responsible for tracking all expenses associated with the operation of the center. He / She may have to coordinate with the Finance Section to establish an appropriate tracking system.

In the event the jurisdiction arranges for an outside agency to manage the VRC, that agency will be responsible for tracking all expenses and providing the information to the jurisdiction during demobilization.

Volunteer Reception Center (VRC)

When the size and scope of the incident have the potential to draw a significant number of spontaneous volunteers, the Volunteer Coordinator shall establish a location to receive, process, and coordinate their assignments. This Volunteer Reception Center (VRC) shall provide enough space to accomplish all the functions of the Volunteer Coordinator and sufficient staffing to assist. The Volunteer Coordinator may designate a VRC Manager to help oversee establishment and operation of the center.

Facilities used for the VRC should have adequate restrooms, break / lunch rooms, office space for the staff, and meet all fire and life safety requirements. If possible, the area should have a single point of entrance and a separate single point of exit to provide for a one-way traffic flow and to help maintain crowd control. Due to a potentially large volume of people in a single area, consideration should be made to position a uniformed presence (if available) in the VRC.

The VRC will use the following stations to maintain traffic flow and allow for all necessary functions to be completed. In addition to these stations, one or more waiting areas (number of areas will be dependent on the size and layout of the facility) and sufficient space for administration and management of the VRC are required. This includes private spaces for conducting background checks.

Station 1 – Intake And Registration Area

Located at the entrance to the VRC where volunteers are greeted, can ask questions, and can sign in. They will fill out and submit the Volunteer Intake Form (See Appendix A), KYEM Worker's Compensation Form (See Appendix B), and the Professional License Verification and Background Check Authorization Form (See Appendix C). They can be sent to a waiting area to complete these forms and await an interview at the next station.

Station 2 – Interview And Assignment Area

VRC staff will conduct individual interviews with the volunteer to determine possible placement / assignment options, verify the information on their forms, and / or clarify additional information. The staff member will make copies of identification documents, licenses / certifications, and any other appropriate information.



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First priority should be to refer them to a volunteer agency that is already operating on site. The volunteer should go directly to a representative of that agency and can then bypass the rest of the VRC. The agency referred to will become responsible for the volunteer at that time.

If referral is not possible, staff should refer to the current list of volunteer requests and attempt to find an assignment that matches their skills and abilities. The volunteer will be provided with maps, transportation options, and contact information for their supervisor and assignment before leaving this station.

If immediate assignment is not possible, the volunteer may be returned to the waiting area to await further information.

Once assignment is made, the volunteer will proceed to Station 3.

Station 3 – Processing And Credentialing Area

VRC staff will issue all necessary Volunteer ID cards and credentials needed for their assignment.

Station 4 – Training Area

All volunteers will attend a Safety Briefing regarding general safety messages for the incident. Job-specific training that can be performed at the VRC will also be presented in this area. Additional safety and job-specific training information for their assignment may have to be provided after they report to their supervisor. Once this is completed they will proceed to the exit.

Public Information

The Volunteer Coordinator should work with the EOC staff to establish one or more means to share information with the public about volunteer opportunities, how they can register, location of the VRC, and any other pertinent information. Common options are creating a website, setting up a telephone hotline, and using social media.

Once the VRC is established and operating, a public information release should be distributed to the media in coordination with the Public Information Officer. This should be done as soon as possible to prevent volunteers from showing up at inappropriate locations and causing potential for inadvertent harm. Public information messages may not entirely prevent such behavior but can provide an extremely useful service to those who wish to be helpful.

Demobilization

As the level of volunteer activity decreases, those in charge of the VRC should prepare to demobilize. The checklist found in *Appendix F – VRC Demobilization Checklist* should be used to make sure all activities are completed.



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An effort should be made to address all outstanding issues and transfer any unresolved issues to the appropriate staff or department within the jurisdiction prior to closing the VRC.

Lessons learned regarding volunteer management should be captured through debriefing of the VRC's staff and preparation of an after-action report. The lessons learned should be reviewed and evaluated for possible changes to the volunteer management plans.

Planning for recognition of volunteers once the incident concludes should be part of the demobilization process. This should include, at a minimum, those who rendered services to the jurisdiction, but ideally it should consider all who came forward to help.



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APPENDIX A – VOLUNTEER INTAKE FORM

NAME: _____ DATE OF BIRTH: ___/___/___

ADDRESS: _____

PHONE: (____) ____ - _____ EMAIL: _____

Please check any of the following areas that apply to you and return this survey to the Volunteer Coordinator. If possible, include any certifications or licenses that apply. Circle YES or NO where appropriate.

___ First Aid / CPR (current card
YES/NO)

___ Emergency Planning

___ EMS / Medical Care (current license
YES/NO)

___ Multi-lingual – List Language(s):

___ Fire / Rescue Services

___ Bus / Truck Driver (CDL YES/NO)

___ Search & Rescue

___ Shelter Management

___ Law Enforcement

___ Food Preparation

___ Emergency Management

___ Ham Radio Operator

___ Construction – Describe type
(electrical, plumbing, carpentry, etc.)

___ CB Radio

___ Journalism

___ Child Care

___ Mechanical Ability – Describe type
(automotive, industrial, etc.)

___ Animal Or Livestock Care

___ Waste Disposal

___ Recreational Leader

___ Structural Engineering

___ Survival Training & Techniques

DO YOU HAVE EQUIPMENT OR MATERIALS (OR ACCESS TO THEM) THAT COULD BE USED IN AN EMERGENCY? ___ YES ___ NO (If yes, what equipment and materials are available? _____

PLEASE LIST ANY ADDITIONAL COMMENTS YOU HAVE

SIGNATURE

_____/_____/_____
DATE SIGNED



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APPENDIX B – KYEM FORM 50

WORKERS' COMPENSATION ENROLLMENT FORM

[] New Member

[] Updated Enrollment

NAME: (Last) (First) (Middle)

ADDRESS: (Street / P.O. Box / Route #) (City) (Zip Code) (County)

LAST 4 OF SSN: DOB: / /

HOME PHONE: () - CELL PHONE: () -

WORK PHONE: () -

SEX (Check One): [] MALE [] FEMALE

HEIGHT: ___ FT ___ IN WEIGHT: ___ LBS

HAIR COLOR: EYE COLOR:

EMERGENCY SERVICES ORGANIZATION: Kenton County Emergency Management

DATE OF ENROLLMENT: / /

TRAINING: ARE YOU PRESENTLY A:

- 1. VOLUNTEER FIREFIGHTER: ___ YES ___ NO
2. AUXILIARY POLICEMAN: ___ YES ___ NO
3. WATER RESCUE MEMBER: ___ YES ___ NO
4. CAVE RESCUE MEMBER: ___ YES ___ NO

WRITE IN ANY OTHER SPECIAL TRAINING YOU HAVE:

SIGNATURE: DATE: / /

DO NOT WRITE BELOW THIS LINE

DATE RECEIVED IN AREA OFFICE: / /



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APPENDIX C – PROFESSIONAL LICENSE VERIFICATION AND BACKGROUND CHECK CONSENT FORM

It is the policy of Kenton County to complete criminal background checks (including Sex Offender Registry) and professional license verification checks on all volunteer applicants. Record check information is confidential.

NAME: _____
(Last) (First) (Middle)

ADDRESS: _____
(Street / P.O. Box / Route #)

(City) (Zip Code) (County)

DOB: ____/____/____

DRIVER LICENSE NUMBER: _____ **STATE:** _____

PROFESSIONAL LICENSE / CERTIFICATION: _____
LICENSE / CERTIFICATION NUMBER: _____

I hereby give consent for Kenton County to obtain information regarding myself for the following purposes:

- Verification of address
- Criminal background records / information
- Sex Offender Registry Checks
- Verifying the professional license noted above

I authorize this information to be obtained, either in writing or via telephone, in connection with my volunteer application. Any person, firm, or organization providing information or records in accordance with the authorization is released from any and all claims of liability for compliance. Such information will be held in confidence in accordance with the organizations guidelines.

SIGNATURE: _____ **DATE:** ____/____/____

Reviewed by (Print Name): _____	Date: ____/____/____
____ Approved – NO FINDINGS	
____ Conditional Approval: _____	
____ Denied: _____	
Signature Of Reviewer: _____	



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APPENDIX D – VOLUNTEER INTERVIEW FORM

VOLUNTEER NAME: _____ DATE: ___/___/___

INTERVIEWER NAME: _____

PART ONE: Review the registration forms for completeness, verify ID and licenses / certifications, clarify any other information and responses as needed.

PART TWO: Ask the following questions and record responses.

- 1) What is the primary reason you want to volunteer at this time?

- 2) What would you like to gain from volunteering?

- 3) Do you previous experience with volunteering? If so, what have you enjoyed most about your previous work? What have you enjoyed least?

- 4) Would you rather work by yourself, with a partner, or with a group? Why?

- 5) What kind of supervision do you prefer?

- 6) What questions can I answer for you?

PART THREE: Discuss potential volunteer positions and check how well interests, qualifications, and availability match the requirements. Ask if there are any physical limitations that would affect their ability to perform those requirements.



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PART FOUR (TO BE COMPLETED AFTER THE INTERVIEW): Record your assessment of the following items based on your observations and experience with the potential volunteer.

Appearance:

Disposition:

Interpersonal skills:

Reactions to questions:

Physical restrictions:

PART FIVE: What is your recommended action based on the interview?

___ Assignment to position of: _____

___ Consider / Hold in reserve for future assignment to the position of:

___ Further investigate needed (Reason: _____)

___ Refer to: _____

___ Not suitable for agency at this time (Reason: _____)

Signature Of Interviewer: _____

PART SIX: Notify volunteer of agency decision once an action has been decided.

METHOD OF NOTIFICATION: _____ DATE: ___/___/___

PERSON MAKING NOTIFICATION: _____

If assignment was made, complete "Volunteer Assignment Form" (Appendix E).



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APPENDIX E – VOLUNTEER ASSIGNMENT FORM

VOLUNTEER NAME: _____

ASSIGNMENT / DUTIES: _____

LOCATION OF ASSIGNMENT (WHERE TO REPORT): _____

DATE AND TIME TO REPORT: _____

NAME OF INDIVIDUAL TO REPORT TO: _____

PHONE: (____) ____-____ EMAIL: _____

EXPECTED LENGTH OF ASSIGNMENT: _____

EQUIPMENT, SUPPLIES, YOU WILL NEED TO BRING WITH YOU:

TRANSPORTATION ARRANGEMENTS: _____

ASSIGNMENT MADE BY (PRINT NAME): _____

DATE AND TIME: _____

SIGNATURE: _____

Volunteer Coordinator will retain original, copy to be given to volunteer



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APPENDIX F – VRC DEMOBILIZATION CHECKLIST

The following demobilizing / closing actions are the responsibility of the VRC Manager.

- ___ Coordinate with the Volunteer Coordinator, Logistics Section, facility manager, and any other necessary agencies to develop a Demobilization plan and schedule.
- ___ Coordinate with Public Information Officer to prepare messages regarding the closing of the VRC and where volunteer services will be handled once it is closed.
- ___ Communicate to staff the name of the agency where volunteer recruitment and referral will continue when the VRC site closes
- ___ Ensure that the following activities are accomplished and assign appropriate staff to coordinate them as needed:
 - Remove all VRC signage
 - Collect all paperwork and documentation, forward to Volunteer Coordinator
 - Inventory remaining supplies and forward inventory to Volunteer Coordinator; return supplies to their original location
 - Complete an inventory of any supplies that were owned by the facility but used by the VRC and forward to Volunteer Coordinator
 - Collect all receipts for reimbursement and forward information to Volunteer Coordinator
 - Return all rented or borrowed equipment
 - Arrange for cleaning of the facility and return furniture and equipment to pre-occupancy condition
 - Submit any pending invoices or financial commitments to Volunteer Coordinator; Request suppliers to send any future invoices directly to the Volunteer Coordinator
 - Prepare a list of staff, voluntary organizations, vendors, and any other names to be thanked or recognized; forward information to Volunteer Coordinator
- ___ Document (written description, photo, or drawing) any damage to the facility as clearly as possible.
- ___ Schedule and conduct a Hot Wash / debriefing with all VRC staff to collect information for an After Action Report, including “Lessons Learned”.
- ___ Prepare an After Action Report that reviews what went well, what needs improvement, and any challenges faced and how they were handled. Include information on position descriptions that worked well and what did not work well. Be sure to include staff recommendations obtained in the Hot Wash.
- ___ Schedule vacate/exit appointment with Logistics and facility’s manager to review and record any damage on Preliminary Site Checklist.



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APPENDIX G – REQUEST FOR VOLUNTEERS

Complete one form for EACH type of job description requested

Job Title Of Requested Volunteers: _____

Number Requested: _____ Volunteer Start Date: ____/____/____

Requesting Agency: _____ Request Date: ____/____/____

Agency Contact Name: _____

Contact Phone #: (____) ____-____ Email: _____

Job Description / Duties: _____

Physical Requirements: _____

Minimum Age Requirement: _____ Anticipated End Date: ____/____/____

Description Of Skills Needed For This Position:

Additional Notes Or Comments: _____

VOLUNTEERS REFERRED

NAME	DATE	NAME	DATE

Request Closed: ____/____/____ Completed ____ No Referrals Possible ____ No Longer Needed ____