Appendix C
Case Study 1 – Stand-Alone Community Safe Room (North Carolina)

Introduction

This appendix presents an example of a combined safe room that meets the most restrictive design requirements for both tornado and hurricane hazards. This example was from the FEMA response to Hurricane Floyd in North Carolina and background information on the project is included in the "Overview" section. Several additional items related to this project have been included in this appendix, including:

- Initial wind load calculations for the safe room.

- The initial budgetary cost estimate (which was originally prepared in 1999 and has been updated to 2008 dollars).

- A sample of the original conceptual design drawings for the North Carolina safe room project.

- A sample Community Safe Room Operations Plan (with attachments). The plan is provided as a template listing responsibilities and procedures for the operation of a safe room that may be used during a tornado or hurricane. The procedures shown in these attachments can be adapted to any safe room in the United States designed for the same hazards.

Overview

The severe flooding in the state of North Carolina produced by Hurricane Floyd caused substantial property damage, leaving many residents homeless. Temporary housing was provided by FEMA for the victims of the floods. Temporary manufactured home communities were set up to house those left homeless until such time that permanent homes would be available.

Conventional stick-built houses and manufactured homes are typically not designed to resist design wind speeds associated with tornadoes. In areas where extreme winds are common,

community safe rooms are needed to protect the great numbers of people living in FEMA-provided housing. A project for the design of dual-use safe rooms intended to function as both community centers and safe rooms for residential neighborhoods was initiated to meet this need. The safe room design drawings and specifications for this project were also intended for use as case studies to provide guidance for design professionals.

Efforts were made to involve design professionals from areas that experience extreme-wind events and require community safe rooms to protect the population from extreme-wind events. The safe rooms were required to provide near-absolute protection from extreme winds, comply with local building codes, and serve as a community center. Community safe rooms in hurricane-prone regions do not have to be designed for a tornado hazard as well, but it is recommended as hurricanes can spawn tornadoes upon landfall. This project was designed as a combined hazard safe room. Design guidance from ASCE 7-98 was used for the original structural design; however, calculations of wind loads used in the original design have been checked using the design criteria stated in Chapter 3 of this publication and ASCE 7-05, which yielded the same values for wind loads as the original calculations. Equations, figures, and tables from ASCE 7 have been referenced from both ASCE 7-98 and ASCE 7-05. Site evaluations were performed to assess natural hazard risks and parking capacity, and to ensure proper access. In addition, an operations plan was developed specifying procedures, public education, and signage. The wind load analysis on which the designs were based, the operations plan, and the design drawings are provided in this appendix. A summary of design parameters is presented on Sheet S1 of the plans.

> **NOTE**
>
> To design reinforced concrete safe rooms, designers may use either the main body of ACI 318, Building Code Requirements for Structural Concrete or the Alternate Design Method, Appendix A of ACI 318. For this case study, the designer chose to use the Alternate Design Method.

ASCE 7-98/7-05 Wind Load Analysis for Community Safe Room in North Carolina

Using Exposure C

General Data

$K_z = 0.85$ Velocity Pressure Exposure Coefficient (Table 6-5 of ASCE 7-98; Table 6-3 of ASCE 7-05)

$I = 1.00$ Importance Factor (see Chapter 6 of this publication)

$V = 200$ Wind Speed (mph) (Figure 3-2 in this publication). Note that the wind speed selected is for the tornado hazard, which has greater requirements of the two

hazards that the safe room is designed for (hurricane and tornado). For reference, the hurricane design wind speed for the state of North Carolina varies from 160 to 190 mph.

$K_{zt} = 1$ Topographic Factor (Figure 6-2 of ASCE 7-98; Figure 6-4 of ASCE 7-05)

$K_d = 1.00$ Wind Directionality Factor (see Chapter 3 of this publication)

$h = 11.75$ Building Height (ft)

$L = 72$ Building Length (ft)

$B = 50$ Building Width (ft)

Velocity Pressure (Section 6.5.10 of ASCE 7-98 and ASCE 7-05)

$q_z = (0.00256)(K_z)(K_{zt})(K_d)(V^2 I)$ $q_z = 87.04$ psf

$q_h = q_z$

$q_h = 87.04$ psf

External Pressure Coefficients for Walls (Figure 6-3 of ASCE 7-98; Figure 6-6 of ASCE 7-05)

$L/B = 1.44$ $C_{p1} = 0.8$ windward wall $B/L = 0.69$ $C_{p1} = 0.8$ windward wall

              $C_{p2a} = -0.412$ leeward wall $C_{p2b} = -0.5$ leeward wall

              $C_{p3} = -0.7$ side wall $C_{p3} = -0.7$ side wall

Roof Pressure Coefficients (Figure 6-3 of ASCE 7-98; Figure 6-6 of ASCE 7-05)

$h/L = 0.16$ $C_{p4a} = -0.9$ from 0 – 5.9 ft from windward edge

              $C_{p4b} = -0.9$ from 5.9 – 11.75 ft from windward edge

              $C_{p5} = -0.5$ from 11.75 – 23.5 ft from windward edge

              $C_{p6} = -0.3$ more than 23.5 ft from windward edge

(Note: Let $C_{p4} = C_{p4a} = C_{p4b}$ due to roof geometry)

Gust Factor

G = 0.85

Internal Pressure Coefficients for Buildings (Table 6-7 of ASCE 7-98; Figure 6-5 of ASCE 7-05)

GC_{pipos} = 0.55 for partially enclosed buildings

GC_{pineg} = -0.55 for partially enclosed buildings

ATMOSPHERIC PRESSURE CHANGE (APC)

The internal pressure coefficient, GC_{pi}, may be taken as ±0.18 (for fully enclosed buildings) when venting area of 1 square foot per 1,000 cubic feet of interior safe room volume is provided to account for APC. As an alternative to calculating the effects of APC, and designing an appropriate venting system for the safe room, the design may be completed using an internal pressure coefficient GC_{pi} = ±0.55 as a conservative means to account for APC.

Design Wind Pressure for Rigid Buildings of All Heights (Section 6.5.12.2.1 of ASCE 7-98 and ASCE 7-05)

(for positive internal pressures)

$p_{wi} = (q_z)(G)(C_{p1}) - (q_h)(GC_{pipos})$ p_{wi} = 11.32 windward wall

$p_{lee2a} = (q_z)(G)(C_{p2a}) - (q_h)(GC_{pipos})$ p_{lee2a} = -78.35 leeward wall (wind parallel to ridge)

$p_{lee2b} = (q_z)(G)(C_{p2b}) - (q_h)(GC_{pipos})$ p_{lee2b} = -84.86 leeward wall (perpendicular to ridge)

$p_{side} = (q_z)(G)(C_{p3}) - (q_h)(GC_{pipos})$ p_{side} = -99.66 side wall

$p_{roof1} = (q_z)(G)(C_{p4}) - (q_h)(GC_{pipos})$ p_{roof1} = -114.46 roof pressures (0 – 11.75 ft from windward edge)

$p_{roof2} = (q_z)(G)(C_{p5}) - (q_h)(GC_{pipos})$ p_{roof2} = -84.86 roof pressures (11.75 – 23.5 ft from windward edge)

$p_{roof3} = (q_z)(G)(C_{p6}) - (q_h)(GC_{pipos})$ p_{roof3} = -70.07 roof pressures (more than 23.5 ft from windward edge)

(for negative internal pressures)

$p_{wi} = (q_z)(G)(C_{p1}) - (q_h)(GC_{pineg})$ p_{wi} = 107.06 windward wall

$p_{lee2a} = (q_z)(G)(C_{p2a}) - (q_h)(GC_{pineg})$ p_{lee2a} = 17.39 leeward wall (wind parallel to ridge)

$p_{lee2b} = (q_z)(G)(C_{p2b}) - (q_h)(GC_{pineg})$ p_{lee2b} = 10.88 leeward wall (perpendicular to ridge)

$p_{side} = (q_z)(G)(C_{p3}) - (q_h)(GC_{pineg})$ p_{side} = -3.92 side wall
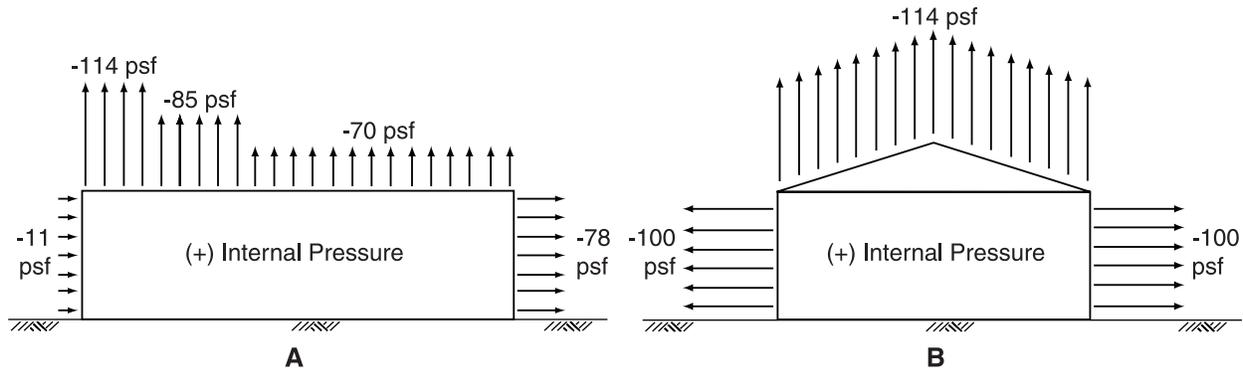
$p_{roof1} = (q_z)(G)(C_{p4}) - (q_h)(GC_{pineg})$ p_{roof1} = -18.71 roof pressures (0 – 11.75 ft from windward edge)

$p_{roof2} = (q_z)(G)(C_{p5}) - (q_h)(GC_{pineg})$ p_{roof2} = 10.88 roof pressures (11.75 – 23.5 ft from windward edge)

$p_{roof3} = (q_z)(G)(C_{p6}) - (q_h)(GC_{pineg})$ p_{roof3} = 25.68 roof pressures (more than 23.5 ft from windward edge)

Notes:
1. Positive pressure values act against the building surface.
2. Negative pressure values act away from the building surface.
3. Wind direction is from left to right in figure A, and going into the page in figure B.

Figure C-1   Design wind pressures when wind is parallel to ridge with positive internal pressures (community safe room in North Carolina)

BUDGETARY COST ESTIMATE FOR THE NORTH CAROLINA SAFE ROOM (IN 2008 DOLLARS)

ESTIMATED CONSTRUCTION COSTS (+/- 20%)
(SAFE ROOM AREA = 3,600 Square Feet)

Construction Item	Cost
Site work and general requirements	$47,000
Major structural system: footings, floors, columns, pilasters, beams, roof	$206,000
Interior partitions	$25,700
Doors and hardware	$12,000
Painting, floor seal, exterior waterproofing	$55,000
Roofing (EPDM) single ply	$22,000
Toilet partitions and accessories (ADA)	$6,600
Plumbing	$8,800
Electrical	$46,300
Mechanical	$44,000
Total Construction Costs	$473,400
Profit and Fees	$47,300
Total Estimated Construction Costs	$520,700
Unit Cost (per square foot [sf])	$145.00/sf

Community Safe Room (CSR)
Sample Standard Operating Procedures (SOP)

TABLE OF CONTENTS

1   INTRODUCTION

The term "safe room" is used by many emergency response and disaster assistance agencies and organizations to describe a place where assistance is provided before, during, and after a catastrophic event. What is most important to note is that few, if any safe rooms to where people are evacuating have been designed or constructed to provide life-safety protection during an extreme-wind event such as a tornado or hurricane. This sample Standard Operating Procedures (SOP) is being developed for a building, structure, or portion thereof that has been designed and constructed to function as a community safe room as defined by FEMA 361 *Design and Construction Guidance for Community Safe Rooms* (2008 Edition). For the purposes of this sample SOP, a "community safe room" is a building, structure, or portion thereof that has been designed and constructed to provide life-safety protection of its occupants in compliance with the design and construction criteria for community safe rooms as defined by FEMA 361. All other safe rooms are considered refuges of last resort intended to provide a place of refuge for the general population who live in an evacuation zone or in an unsafe structure, but only after the storm has passed or without the security of having been evaluated, certified, designed, or constructed to meet design criteria that provide "near-absolute protection" for the occupants. The focus of this SOP is to provide procedures for opening, managing, and closing down (or handing off) a community safe room in response to a hurricane; most aspects of this SOP are also relevant to the opening, managing, and closing down of a tornado community safe room.

1.1   Purpose of Community Safe Rooms

Community safe rooms are opened when an evacuation order has been issued in the community due to an impending hurricane, tornado, or other potential emergency. Community safe rooms are intended to save lives by providing a safe space that has been designed and constructed to resist the wind forces, wind-driven rain, and debris impacts from a storm or event; they are equipped to provide only the basic essentials in order to protect their occupants and to support their intended purpose (e.g., potable water, minimal food [snacks], basic sanitation, basic first aid, and some electricity). Since the purpose is life safety for a minimum specified duration, community safe rooms do not provide beyond these essentials.

As stated above, community safe rooms are generally intended to operate for a very limited time. In a scenario involving a tornado, a community safe room may function for only a matter of hours, whereas in a scenario of an approaching hurricane, a community safe room may function longer, typically up to 1 to 2 days (readers should be advised that the design criteria minimum safe room specifications are built around only 24-hour occupancy for hurricane safe rooms and 2 hours for tornado safe rooms). In most instances, evacuees should be able to return to their homes within a short time or relocate to other housing. If the community sustains damage from a hurricane or tornado and families cannot return home, then some community safe rooms may transition into more long-term safe rooms, providing more considerable mass care – more substantial meals, showers, and cots to displaced families. This publication is not intended to address long-term sheltering needs or issues.

Often, area public school districts permit the American Red Cross, faith-based organizations, homeowners associations, or other civic groups to use public schools or facilities as safe rooms prior to a potential emergency or post-disaster as mass care safe rooms. Local municipal law enforcement is often expected to maintain and safe guard these facilities. Safe room management staff typically receives support from the local Emergency Operations Center (EOC) in the form of supplemental equipment, supplies, and/or staff. The American Red Cross routinely makes arrangements for snacks and other supplies with local vendors for the operation of each safe room and, in some cases, the local EOC may augment these efforts by providing additional comfort supplies such as floor pads and blankets. However, it is very important to note that, although these safe rooms are the best-available building stock open to provide a refuge from an impending event, they have most likely not been designed or constructed to meet the design criteria of FEMA 361 or the ICC/NSSA *Standard on the Design and Construction of Storm Shelters* (ICC-500). Again, only buildings, structures, or portions thereof that have been designed and constructed to the FEMA 361 criteria may be considered FEMA "community safe rooms."

1.2   Scope

This publication is a guide, with tools such as checklists, for individuals responsible for opening and operating a school, public building, church, or other facility to be used as a community safe room for the reception and care of general population evacuees or displaced residents prior to, during, and immediately after a storm. The community safe rooms will most likely become operational under the directive of the local EOC and the facility owner (e.g., local school board superintendent) in the event an evacuation of certain populations becomes necessary. Community safe rooms are generally intended to operate for a limited time – 1 to 2 days. Due to the variation of needs for different types of disasters, these procedures may vary slightly. **Clearly, not every component of this manual needs to be fully implemented for every situation.** This publication was developed by compiling best practices, which may not be applicable in every situation. For example, in a situation with an impending storm with a short notice (e.g., a rapidly approaching tornado), it may not be feasible to register community safe room occupants, yet it is important to consider many of the other aspects of this publication such as alert and notification, security, and recovery (see Attachment 1: Quick Start-up Checklist for the Community Safe Room Manager). On the other hand, in situations where more advanced notice is likely (such as a hurricane), many, if not all, of the components of this manual can be fully implemented.

Individuals requiring specialized care due to health and medical concerns should be evacuated to special needs community safe rooms or hospitals, nursing homes, or other specially-equipped and staffed facilities. Additionally, to the degree possible, consideration should be given to evacuees with pets. Details of these facilities will not be covered in this document, but can be found in a variety of sources on the web or by contacting your local office of emergency management.

1.3   How to Use This SOP

This plan is divided into three sections: Introduction, Procedures, and Attachments. The Procedures Section will list the agencies tasked with either a lead role or supportive role and provide guidance for procedures ranging from preparation to recovery. This SOP is used to orient and familiarize agencies on the procedures and guidelines that govern operations at a hurricane community safe room.

2   PROCEDURES

2.1   Direction and Control

Table 1 illustrates a suggested staffing structure and chain of command once a community safe room has been opened:
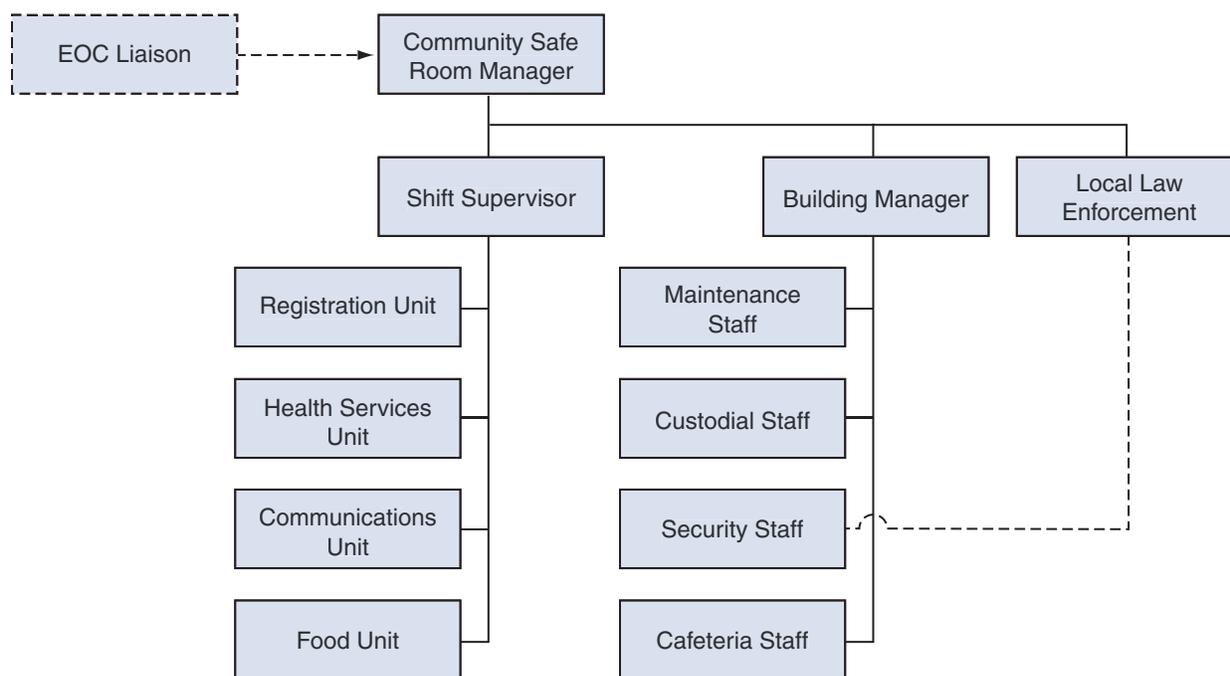
Table 1.   Staff Organization for a Community Safe Room

Due to the variation of needs and availability of resources for different types of disasters, these positions may vary. **Clearly, not every position needs to be fully implemented for every situation.** Should staffing resources be limited, roles and responsibilities may be combined. This staffing structure was developed by compiling best practices, which may not be applicable in every situation. The Community Safe Room Manager is responsible for the overall community safe room operations and works closely with the Building Manager (i.e., facility owner, school principal, etc.). The Building Manager makes final decisions concerning the use of space or

equipment, and oversees the repair of any appliances, equipment, etc., while the community safe room is operational. The Building Manager also collaborates with local law enforcement officials to ensure a secure facility. The Shift Supervisor is responsible for the operational elements of the safe room for his/her assigned shift, including staffing, ordering food and supplies, monitoring community safe room occupants, etc. The EOC Liaison assigned to each community safe room works as a trouble-shooter for the EOC and will work with the EOC to try to solve problems or issues that the Community Safe Room Manager or Building Manager is having difficulty resolving. The EOC Liaison can provide an "extra pair of hands" for the safe room management staff, especially for issues that are difficult to resolve.

2.2   Alert and Notification

Depending on the nature of the disaster, there may or may not be advance warning of an event. In situations where advanced warning is given, preparation for the event will begin with as much lead-time as possible. The local emergency management agency or EOC will send information for hurricane evacuations to agencies well in advance of the projected landfall. The local emergency management agency will provide information on the storm and a projected schedule to support agencies. A timetable of when the local EOC will activate should also be provided.

Roles during the Alert and Notification Phase:

The local emergency management agency will:

- Notify community agencies that will have representatives in the EOC, and all agencies involved in the operations and support of the community safe rooms in the possible threat area of an event

- Identify possible evacuation zones and affected populations

- Keep agencies updated on the status of the event, by phone calls, faxes, or meetings

- Determine which community safe room(s) will open

- Notify support agencies and personnel with estimated opening time and locations

Agencies that are notified by the local emergency management agency will:

- Notify their staff of the possible threat of an event

- Inspect, dispense, and/or relocate equipment and/or supplies

- Mobilize available resources

- Notify the local emergency management agency of any problems/deficiencies

- Provide representative, if designated, at the EOC at designated time

Staff that is expected to report to work during activation will implement their Personal Emergency Preparedness Plan by:

- Securing their homes

- Making arrangements for family members and pets

- Locating personal supplies

- Ensuring that they have supplied up-to-date emergency contact numbers to their agency or the person who will be notifying them

- Ensuring that any vehicles and/or equipment that they will need are operational and that needed supplies are on hand

- Reviewing the SOP manual and being aware of their roles

2.3   Response

2.3.1   Opening the Community Safe Room

The designated personnel from the facility (i.e., school, church, etc.) will meet the community safe room personnel at the facility to unlock it and prepare for the opening to the evacuees. Ideally, the Community Safe Room Manager and staff should arrive at the facility at least 2 hours prior to the opening time for the safe room (as applicable and appropriate) to perform a walkthrough and set up operations. Each facility or school should already be stocked with an existing Community Safe Room Manager's Kit (see Attachment 11 of this plan). Community Safe Room Managers should also be given an inventory of food items that should be on hand at the school or facility, if available, and a sample floor plan of the space that has been designated as safe and usable for occupants (see Attachment 10 of this plan).

Upon arriving at the facility/school, the Community Safe Room Manager should make contact with the Building Manager and do a walkthrough of the areas designated as safe and usable for community safe room occupants. Report any usable space disagreements with the Building Manager to the EOC immediately.

The survey should document the condition of the facility at the time of the opening and any equipment that will be utilized during the community safe room's operation. The survey should also address which areas of the school may be used and which will be off-limits while the community safe room is operational. Finally, the walkthrough should identify safety issues such as the location of all emergency exits, fire extinguishers, fire alarm pull boxes, etc.

The Community Safe Room Manager should work with the Building Manager to identify a location that has a telephone, which can be used as the community safe room's "Command Center." Once this is established, the Community Safe Room Manager should call the EOC and provide the telephone number to the Command Center so that the EOC can reach the Community Safe Room Manager, as needed.

After walking through the entire facility with the Building Manager, the Community Safe Room Manager should meet with the cafeteria staff, if applicable, to inventory the on-hand emergency

food and water stock. If the emergency food stock is not in place, the Community Safe Room Manager should notify the EOC immediately. While this is happening, the Shift Supervisor and assisting staff can make signs to label bathrooms, exit doors, feeding areas, and the registration desk. The community safe room areas should be subdivided into areas usable for: families with children, single males, single females, elderly and ill occupants – signs should be placed in the respective areas. Community safe room staff should also set up the registration desk near the entrance to the community safe room to ensure that all occupants are identified upon arrival. If possible, signs should be placed on the community safe room grounds and at nearby intersections to assist those driving toward the facility. Just prior to opening, the Community Safe Room Manager should brief the staff and make work assignments.

2.3.2   Securing the Facility

In order to maintain the flow of personnel and evacuees, it is important to establish one main entranceway. Security personnel and local police will ensure that the areas that are not to be used during the community safe room operation are secured and identified as off-limits. Appropriate signage should be placed on the door to identify the main entranceway and exterior signs with directional arrows should be placed on access routes to direct traffic to the appropriate entrance. Interior spaces of the building that are not to be utilized should be identified with "Do Not Enter" signs.

For hurricane safe room activities, building maintenance personnel should ensure that the windows and doors of the facility are closed properly to protect the integrity of the building. Shutters, screens, or other opening protective devices should also be secured into place over openings and glazing (windows) prior to the storm impacting the facility.

2.3.3   Set-up of Supplies

After the site has been surveyed and secured properly, the staff should begin setting up to receive evacuees and supplies. Supplies should be distributed to the appropriate area of the facility. Refer to the facility map for location of supplies. A sample floor plan is provided as Attachment 10. The Food Unit Leader should work with the cafeteria manager (if applicable) for the placement of food and snacks. The EOC Liaison will coordinate the set-up and distribution of comfort items such as floor pads and blankets, if available.

2.3.4   Functional Stations within the Community Safe Room

Command Center

This station will serve as the location for the main flow of internal and external communications. This station should ideally be located in or near the main office of the facility, depending on the layout. The Command Center should have the following equipment readily accessible:

■   Telephone

- Fax machine

- Intercom system

- Local school board radio communications capability (if a school site)

- Handheld amateur (HAM) radio and antennae

- AM/FM radio - must have capability to operate on batteries in case of power outage

- NOAA weather radio

- Television

The key personnel who will be located in or have access to this area will be the:

- Community Safe Room Manager and Shift Supervisor

- Building Manager

- Communications Unit Leader (Radio Operator)

- Security Staff

- Any other personnel authorized by the Community Safe Room Manager

Access to the Command Center should be limited. All general information to be provided to the evacuees should be posted and disseminated through information stations.

Registration/Information Area

The registration area should be set up near the main entranceway to ensure that all persons coming into the facility are screened and registered. Several tables or desk areas should be set up to handle large crowds of evacuees that may arrive at the same time. The information area should be close to the Command Center and include a large board where updates can be posted. The community safe room rules, meal times, and a map of the facility should be displayed in this area. Personnel should remain at the information area to provide updates to the people in the community safe room. An information board should also be set up in the cafeteria.

First Aid Station

The Health Services Unit should staff the first aid station. The first aid station should be located near the registration area. The Registration Unit Leader will work with the Health Services Unit personnel to screen any evacuees that may need to be rerouted to a special needs community safe room or a medical facility.

General Supply Area

The general supplies for the facility should be stored in an area away from the general congregation area.

Staff Sleeping Area

This area should be located in a quiet area of the facility, preferably away from the main traffic. The ideal area would be an area where there is limited or no natural light to allow for people to sleep during the day.

2.3.5   Arrival of Staff

Staff assigned to the community safe room will be notified by their corresponding agency. All staff reporting to the community safe room must sign in at registration in their appropriate sign-in sheet. EOC Liaisons should report to the Community Safe Room Manager. All staff should wear identification badges and maintain an accurate log of the hours they work while the community safe room is open.

Staff is expected to report to the site under the agreements made by each agency. Shift changes should be taken into consideration with reporting times. Depending on the nature of the emergency, it may be impossible for staff to report during and immediately after the event. This could lead to shortages in staff and exhaustion of staff on duty. Agencies providing staff should consider two 12-hour shifts for personnel to relieve one another.

2.3.6   Arrival of Volunteers

All volunteers must sign in at the Registration desk, complete a Volunteer Registration Form, and log all hours worked. Volunteer assignments are the responsibility of the Community Safe Room Manager or Shift Supervisor. If the Building Manager or EOC Liaison needs volunteers for a task, he/she should make a request to the Community Safe Room Manager. Volunteers should be assigned to an area of the community safe room where they will feel comfortable. Evacuees may be asked to help out with community safe room operations. All volunteers should be oriented and supervised by the appropriate staff member. All volunteers should be issued and wear identification badges.

2.3.7   Arrival of Supplies

The Food Unit Leader will coordinate the delivery of food, water, juices, and snacks to the community safe room. The Shift Supervisor will coordinate the delivery of other supplies such as forms, signage, first aid, and, possibly, comfort items (e.g., floor pads and blankets if ordered and available[1]). All supplies that arrive at the community safe room must be inventoried and then kept in a secure area. The management personnel in charge of each area will track their supplies and report the receipt of supplies to the Community Safe Room Manager. Supplies are to be disbursed to the appropriate area within the facility. Due to the space constraints, supplies may have to be stored in a centralized secure area.

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[1] Typically, comfort items are not provided at American Red Cross general population safe rooms.

2.3.8   Arrival of Evacuees

Arrival

Security personnel are tasked with traffic control. Posted signs will direct traffic to the designated parking areas. Parking should be in designated areas, away from the building's main entrance in order to foster efficient loading/unloading at the entrance area pre- and post-event. Evacuees should be permitted to unload their personal items at the drop-off area so they do not have to carry them a long distance. Posted signs should also direct pedestrian traffic to the entranceway of the facility and the registration area.

Registration

Upon entering the community safe room, Registration Unit personnel will register all evacuees and volunteers. The Registration Unit Leader may request that the Health Services Unit personnel assess certain evacuees for appropriateness based on the level of care available. The Health Services Unit personnel should perform a quick assessment of the clients arriving at the site to determine if they are appropriate for the community safe room. Those evacuees whose care or medical needs exceed the level of care that can be provided in a community safe room must be transferred to a special needs community safe room or hospital. Health Services Unit personnel will consult with the Emergency Management Services (EMS) EOC Representative at the EOC to reroute these evacuees in an expeditious manner. The Community Safe Room Manager will be notified of problematic transfers; the EOC Liaison may be asked to assist in facilitating in these situations, if needed.

2.3.9   Ongoing Operations

This section includes all activities that take place once the community safe room is up and running. Ongoing operations include:

Updates to EOC

It is the responsibility of the Community Safe Room Manager or the EOC Liaison to keep the EOC apprised of the events in the community safe room. The following must be reported to the EOC immediately:

- Staff shortages
- Supply shortages

The EOC Logistics Section should attempt to secure needed supplies. Only essential supplies should be requested.

Population Count

The Registration Unit Leader will update the Community Safe Room Manager and Building Manager on the population count every 2 hours. The population count should be separated into two categories: evacuees and staff. When community safe rooms reach 80 percent capacity, every attempt will be made to start rerouting traffic to other safe rooms or open additional sites. Regular reports must be given on the population count to update agencies providing food and other resources. Problems that cannot be resolved by the safe room staff should be reported to their corresponding EOC Liaison. Emergency situations that require immediate action should be reported to 911.

Updates to Evacuees

It is the responsibility of the Community Safe Room Manager to assign someone to provide updates and announcements to evacuees on events occurring outside the facility. The HAM radio operator (Communications Unit Leader) and Shift Supervisors should listen to the radio or television for updates when possible and post updates on information bulletin boards in the cafeteria and in the registration area. The Community Safe Room Manager may request that the Building Manager broadcast updates on the overhead public address/intercom system.

Develop Maintenance Plans

Community safe room management staff should assess the staffing and supply needs that may need to be available for the anticipated length of the operation of the safe room. Concerns about shortages should be reported to the EOC Liaison immediately.

Shift Changes

It is the responsibility of the safe room management team to ensure that the staff they are supervising is rotated to prevent exhaustion. Agencies providing staff may rotate their staff as they choose as long as they provide an acceptable level of coverage. A "buddy system" should be developed to ensure that staff members have someone looking out for them to prevent exhaustion. Staff members who refuse to rest and appear to be exhausted or stressed should be identified, and the Community Safe Room Manager should be notified.

It is the responsibility of the Community Safe Room Manager, Building Manager, and EOC Liaison to ensure that the new shift coming on is given a briefing from the outgoing shift. In addition to area briefings, the Community Safe Room Manager should have a safe room management team briefing or "staff meeting" on a regular basis with the Building Manager and EOC Liaison. Dissemination of information is extremely important.

Maintaining Security of the Building

During occupation of the community safe room, it is the responsibility of the Community Safe Room Manager, Building Manager, security personnel, and local law enforcement personnel to ensure that the building is secure. During the storm, doors and windows to the facility must remain closed to ensure the integrity of the building. Shutters, screens, and other systems installed for the protection of the building must also be checked to ensure they are closed and secured. Security personnel should make regular rounds of the interior and exterior portions of the building on a regular basis, weather permitting. Exterior areas should only be surveyed when conditions are safe to do so. Emergency situations should be reported to 911. Non-emergency situations should be reported to the Building Manager and the Community Safe Room Manager.

Community safe room occupants are expected to adhere to some basic rules and conduct themselves in an orderly fashion. Basic community safe room rules include:

- No weapons
- No alcohol or drugs (other than those prescribed by a doctor)

Community safe room occupants who cannot adhere to the community safe room rules or are disruptive to the orderly functioning of the community safe room will be referred to security or local law enforcement personnel and may have to be removed from the facility.

Maintaining Health and Safety Conditions of the Facility

It is the responsibility of the Health Services Unit, in collaboration with other personnel working in the community safe room areas, to maintain the health and safety conditions of their area. The facility should be regularly inspected by the Community Safe Room Manager and Health Services Unit Leader to ensure the kitchen, bathrooms, areas usable for occupants, registration, and exterior areas of the building are meeting the basic needs of the evacuees and staff, and are maintained at an appropriate health standard. Problems with running water and sewer that cannot be resolved by the Building Manager and staff should be reported to the EOC for resolution.

Population Control

The Registration Unit is responsible for maintaining an accurate count of the number of evacuees and staff members who are in the community safe room at all times. They should keep the Community Safe Room Manager and Building Manager apprised of the number of evacuees in the facility on a regular basis and report to the Community Safe Room Manager when the capacity of the facility is about 80 percent full.

The Registration Unit personnel are responsible for updating records once the major influx of people has ceased. Information must be compiled for the cafeteria personnel (special dietary

needs). Data collection completed using the American Red Cross Disaster Welfare Inquiry is recommended as it will help with the smooth transfer of information to post-disaster assistance groups.

Registration Unit personnel are responsible for ensuring that evacuees sign out and in when leaving and re-entering the community safe room. It is understood that once the "all clear" is given, evacuees will leave in large groups, making it difficult to sign evacuees out. An accurate census on how many people are in the community safe room needs to be maintained to ensure that the proper supplies and staff are available to continue operations.

Media Relations

It is highly likely that the media will visit the community safe room. Often they will arrive without warning. The Community Safe Room Manager and/or Building Manager should handle all media relations. The Community Safe Room Manager should be familiar with public affairs protocol and procedures. Media should be greeted at the front door and wait in an area that does not interfere with the community safe room operations. If the weather or conditions permit, the media may be asked to wait outside. Members of the media must be escorted at all times.

The Community Safe Room Manager should respond to the media's request as soon as he/she is able. The privacy rights of the staff and evacuees in the facility should be observed and media personnel should only be allowed to access areas of the facility that do not interfere with anyone's rights or with community safe room operations. If the media wish to interview anyone in the center, the Community Safe Room Manager may ask for volunteers. Community safe room personnel should only comment on areas of the operation with which they have knowledge and only with the consent of the Community Safe Room Manager.

Lock-down for Storms

In the case of a tornado, the Community Safe Room Manager should monitor weather conditions and, when conditions deteriorate and become unsafe outside, the Community Safe Room Manager should "lock-down" the facility – all doors and windows need to be secured. All occupants must be gathered in the appropriate interior areas to await impact of the storm. Community safe room staff must make sure that no one attempts to exit the facility during lock-down because this may threaten the safety of the other evacuees.

In the case of a hurricane, the EOC will likely notify each community safe room staff of when they should lock-down their facility. Here again, all doors and windows need to be secured. All occupants must be gathered in the appropriate areas to await impact of the storm. Community safe room staff must make sure that no one attempts to exit the facility during lock-down because this may threaten the safety of the other evacuees. If the community safe room is located near the eye of the storm, there may be a time when the winds will decrease or even cease, temporarily. No one may exit the facility at this time because errant gusts may still be possible, and the winds will intensify once the eye passes. Staff will be notified by the EOC when the local weather office has made the "all clear" announcement.

2.4 Recovery

2.4.1 Demobilization

The EOC will work with the Building Manager and the Community Safe Room Manager to return the facility to normal operations as soon as possible. In cases where evacuees are unable to return to their homes, attempts will be made to identify alternate facilities, whether they are family, friends, or other accommodations.

Consolidation of community safe room populations may be considered in an effort to reduce the number of sites that are to remain open. This decision will be made by the EOC and depend on the current community safe room populations and on the duration of sheltering needs. If consolidation is implemented, evacuees will be moved to the other site according to regular transportation guidelines. The EOC will notify staff at each community safe room to coordinate this process.

The decision of when to close sites will include the following factors:

- Weather conditions
- Impact of the event on evacuees' homes
- Urgency of need to return the facility to normal conditions
- Availability of transportation resources
- Time of day

2.4.2 "All-Clear"

Evacuees may be anxious to return to their homes and should be advised to wait for the "all-clear" indicator to be given by the EOC to avoid placing themselves in harm's way if weather conditions remain unfavorable. The EOC will receive the "all-clear" indicator from the local Weather Service Office and local law enforcement authorities once inspected areas are deemed "safe."

2.4.3 Transportation

Safe room staff will alert evacuees when it is time to close the community safe room. Local transportation departments will likely dispatch vehicles to each community safe room to return evacuees who were picked up at evacuation bus stops. The Community Safe Room Manager will collaborate with the EOC Liaison to report evacuees remaining at the community safe room with no means of transportation. The EOC Liaison will work with the EOC to address any transportation issues.

2.4.4   Placement of Evacuees Who Are Unable to Return Home

It is the responsibility of community safe room staff to ensure that evacuees have a place to go. Evacuees who are unable to return home should be encouraged to identify friends, family, or civic agencies where they may be able to stay. If other community safe rooms remain open, evacuees may be moved to an alternate site.

2.4.5   Debriefing

The Community Safe Room Manager should make every attempt to have a short debriefing period to wrap up all center business before the staff leaves. Agencies should schedule a debriefing session with their staff within a short timeframe after the event to allow them to discuss their actions and suggest improvements for future activations.

2.4.6   Packing Up Supplies

Community safe room personnel will inventory used and unused supplies. Food items that are perishable should either be stored or discarded appropriately. Cafeteria staff should note all food supplies that were provided by the facility and give the written report to the Community Safe Room Manager. In most cases, if requested, the American Red Cross will collect all unopened snacks and drinks provided by their agency.

2.4.7   Restoration of Facility

Arrangements must be made for the facility to be cleaned and restored to its original condition as soon as possible. The Community Safe Room Manager should work closely with the Building Manager to ensure that the facility is restored to a usable condition. Community safe room personnel and volunteers should be enlisted to assist building custodial staff in returning the facility to its original condition.

2.4.8   Post-event Facility Survey

After the evacuees have left, the Building Manager and the Community Safe Room Manager must complete a post-event facility survey. The survey should document the conditions of the facility at the closing and document any damages or losses to equipment that was utilized during the community safe room operation.

2.4.9   After Action Report

Following the event, the Community Safe Room Manager, building representatives (including the Building Manager), EOC Liaisons, and local emergency management staff should meet to prepare an after action report on the operation.

3   Attachments (Job Aids)

Attachment 1: Quick Start-Up Checklist for Community Safe Room Manager

If residents are already waiting at the community safe room when you arrive, the building may already be open and clients inside. It is also possible that facility representatives or government authorities have already assumed leadership of the community safe room. Do the following critical tasks:

- Identify yourself to any leadership at the site, such as facility staff, governmental authorities, or spontaneous leadership. Introduce yourself; identify your role and responsibilities. Offer your assistance and support in getting the community safe room up and running.

- Identify the building owner and/or Building Manager.

- Identify a Shift Supervisor.

- Ask for volunteers to help get things running more quickly.

- Immediately assign people to the following tasks:

  - Get people to safety and out of the weather. Set aside an area for people to wait comfortably.

  - Set up registration area to more or less "triage" community safe room residents and direct them to appropriate areas of the building.

  - Provide residents with a registration form to fill out on their own; collect it later when things settle down.

  - Establish crowd control and traffic patterns both inside and outside.

  - Post appropriate signs and community safe room rules.

  - Guide media (if present) to waiting area, and brief them as soon as possible.

- Contact the local Emergency Operations Center (EOC) and confirm your arrival and the situation.

- Once tasks are assigned, conduct a pre-inspection with the facility representative or Building Manager. Assess the general condition of the facility, citing pre-existing damage. During or immediately following the walkthrough, the Community Safe Room Manager and Shift Supervisor should determine how the space will be allocated.

- Once these tasks are completed, regroup the community safe room team and assign more formal roles and responsibilities.

Attachment 2: Community Safe Room Manager Job Aid

The Community Safe Room Manager provides supervision and administrative support for sheltering responsibilities within the facility. The Community Safe Room Manager is responsible for the overall community safe room operations and works closely with the Building Manager (i.e., facility owner, school principal, etc.). This person ensures that the needs of community safe room occupants are being met. The Shift Supervisors assist the Community Safe Room Manager with the responsibilities in this checklist.

✓ Done	Task

	Obtain the following information:
	• Nature of disaster
	• Safe room assignment location
	• Estimated community safe room population
	• Facility contact person and/or Building Manager
	• What other staff are being recruited?
	   – Shift Supervisor(s)
	   – Registration Unit Leader(s)
	   – Health Services Unit Leader(s)
	   – Communications Unit Leader(s)
	   – Food Unit Leader(s)

	Notify your family and work supervisor.
	Pack personal items: clothes, toilet items, medications, blankets, and phone numbers.
	Pick up Community Safe Room Manager's Kit (see Attachment 11).
Initial Actions	
	Establish contact with facility representative(s) and/or Building Manager and activate the building when ready. If clients are waiting, the facility may need to be partially activated immediately.
	Conduct the pre-occupancy inspection; assess the general condition of the facility, citing pre-existing damage.
	Survey and lay out the space plan for residents.
	Organize and brief staff.
	Assign staff to perform the tasks on the following job aid lists: • Shift Supervisor(s) • Registration Unit Leader(s) • Health Services Unit Leader(s) • Communications Unit Leader(s) • Food Unit Leader(s)
	Coordinate recruitment of additional personnel. Encourage the involvement of community safe room residents as workers.
	Assess feeding options and discuss recommended solutions with on-site cafeteria personnel (if available). Otherwise, meet with Food Unit Leader.
	Establish a community safe room log reporting process.
	Put up community safe room identification signs both inside and out.

✓ Done	Task
Ongoing Actions	
	Ensure that community safe room residents are receiving updated information about the disaster, the recovery process, and all of the resources available to them.
	Establish standard shift schedules for staff.
	Conduct staff meetings. Include updates on disaster response and community safe room operations, direction and advice from the local EOC Liaison, and status of problems and resolutions. Identify needs for clients, staff supplies, and systems. Address rumors.
	Monitor disaster and response efforts, and plan for closing of the community safe room.
	Ensure that the proper systems are in place to track expenditures, bills and invoices, materials, and local volunteer records.
	Routinely inspect the safety and sanitation of the facility, including the kitchen, resident areas, bathrooms, exterior, and registration area, and ensure that health standards and residents' needs are being met.
	Meet regularly with the Building Manager and/or facility representative to share concerns and resolve potential problems.
Closing Actions	
	Coordinate plans to close the community safe room with the local EOC well in advance of the actual closing.
	Coordinate with the EOC Liaison to ensure timely and appropriate placement of all remaining community safe room occupants.
	Complete an inventory of all supplies owned by the facility that were used in the community safe room, and forward it to the Building Manager.
	Return all rented or borrowed equipment to the owners. Send signed receipts for such equipment to the EOC Liaison.
	Arrange for the cleaning of the facility and have it returned to the pre-occupancy condition or as close a condition as possible.
	Remove all signage materials from the facility.
	Prepare a list of other voluntary organizations, vendors, and staff to be thanked or recognized. Submit to the EOC Liaison.
	Forward all volunteer staff lists to the EOC Liaison for recognition.
	Prepare a narrative report on the community safe room operation and submit it to local EOC or emergency management agency. Include the community safe room location and dates of operation, summary of services provided, problems, and recommendations.

Attachment 3: Building Manager Job Aid

The Building Manager serves as the building owner's representative (i.e., facility owner, school principal, etc.) and provides security, maintenance, housekeeping, and logistical support for sheltering responsibilities within the facility. The Building Manager is responsible for the overall building/facility operations and works closely with the Community Safe Room Manager. This person ensures that the needs of community safe room occupants are being met. The Shift Supervisors assist the Building Manager with the responsibilities in this checklist.

✓ Done	Task

	Obtain the following information:
	• Nature of disaster
	• Estimated community safe room population
	• Name and contact information of the Community Safe Room Manager
	• What other staff are being recruited?
	  – Shift Supervisor(s)
	  – Registration Unit Leader(s)
	  – Health Services Unit Leader(s)
	  – Communications Unit Leader(s)
	  – Food Unit Leader(s)

	Notify your family and work supervisor/building owner.
	Pack personal items: clothes, toilet items, medications, blankets, and phone numbers.
	Notify building staff (i.e., maintenance, custodial, security, and/or cafeteria staff) of the location and time to report to duty. Remind them to implement their personal preparedness plan.
Initial Actions	
	Establish contact with the Community Safe Room Manager and activate the building when ready. If clients are waiting, the facility may need to be partially activated immediately.
	Conduct pre-occupancy inspection – assess the general condition of the facility, citing pre-existing damage.
	In collaboration with the Community Safe Room Manager, survey and lay out the space plan for residents.
	Organize and brief staff (i.e., maintenance, custodial, security, and/or cafeteria staff).
	Coordinate recruitment of additional personnel. Encourage the involvement of community safe room residents as workers, if needed.
	Assign maintenance personnel in implementing the extreme-wind protocol and beginning installation of window and door protection, securing outdoor movable items (e.g., garbage cans, chairs, etc.), and otherwise securing the facility.
	Assign the Cafeteria Manager to meet with the Food Unit Leader in order to assess feeding options and discuss recommended solutions.
	Establish a community safe room log reporting process.
	Assist the Community Safe Room Manager in posting community safe room identification both inside and out, if necessary.

✓ Done	Task
Ongoing Actions	
	During the storm, confirm that doors and windows to the facility remain closed to ensure the integrity of the building. Security personnel should make regular rounds of the interior and exterior portions of the building on a regular basis, weather permitting.
	Coordinate activities with law enforcement officials or security personnel to ensure that routine patrols circulate throughout the community safe room and surrounding areas.
	Establish standard shift schedules for staff.
	Conduct building staff meetings. Include updates on disaster response and community safe room operations, direction and advice from the local EOC, and status of problems and resolutions. Identify needs for clients, staff supplies, and systems. Address rumors.
	Monitor disaster and response efforts, and plan for closing of the community safe room.
	Ensure that the proper systems are in place to track expenditures, bills and invoices, materials, and local volunteer records.
	Routinely inspect the safety and sanitation of the facility, including the kitchen, resident areas, bathrooms, exterior, and registration area, and ensure that health standards and residents' needs are being met.
	Meet regularly with the Community Safe Room Manager to share concerns and resolve potential problems.
Closing Actions	
	Complete an inventory of all supplies owned by the facility that were used in the community safe room, and forward this to the Community Safe Room Manager.
	Return all rented or borrowed equipment to the owners. Send signed receipts for such equipment to the EOC Liaison.
	Work with the Community Safe Room Manager to arrange for staff and volunteers to assist custodial staff in the cleaning of the facility and have it returned to the pre-occupancy condition or as close a condition as possible.
	Remove all signage materials from the facility.
	Prepare a narrative report on the community safe room operation and submit it to local EOC or emergency management agency. Include the community safe room location and dates of operation, summary of services provided, problems, and recommendations.

Attachment 4: Shift Supervisor Job Aid

The Shift Supervisor is responsible for the operational elements of the community safe room for his/her assigned shift, including staffing, ordering food and supplies, monitoring community safe room residents, etc. The Shift Supervisor reports directly to the Community Safe Room Manager.

✓ Done	Task

	Obtain an update from the Community Safe Room Manager regarding the following information:
	 • Nature of disaster
	 • Safe room assignment location
	 • Estimated community safe room population
	 • Building Manager
	 • What other staff are being recruited?
	   – Shift Supervisor(s)
	   – Registration Unit Leader(s)
	   – Health Services Unit Leader(s)
	   – Communications Unit Leader(s)
	   – Food Unit Leader(s)

	Notify your family and work supervisor.
	Pack personal items: clothes, toilet items, medications, blankets, and phone numbers.
Initial Actions	
	Establish contact with the Community Safe Room Manager and assist the Community Safe Room Manager to activate the building when ready. If clients are waiting, the facility may need to be partially activated immediately.
	Assist the Community Safe Room Manager in conducting the pre-occupancy inspection – assess the general condition of the facility, citing pre-existing damage.
	Survey and lay out the space plan for residents. When designating space within the community safe room, consider allocating separate space for families with small children, the elderly, night workers who sleep during the day, and other unique situations. Consider that community safe room residents will likely be placed into confined areas of less than 10 square feet per person until the storm is over. Ensure that planning includes access to movement within the building for persons with disabilities and other forms of support for people with particular needs.
	Organize and brief staff: • Shift Supervisor(s) • Registration Unit Leader(s) • Health Services Unit Leader(s) • Communications Unit Leader(s) • Food Unit Leader(s)
	Put up community safe room identification/signage both inside and out: • Post community safe room directional signs from main roads, so that clients can locate the community safe room. • Post signs on the outside of building, indicating which entrance to use. • Post internal signage to label and provide directions to registration, the Health Services Unit, and restroom areas. A good rule of thumb is about one (1) sign per wall.

✓ Done	Task
	Assist in the recruitment of additional personnel – encourage the involvement of community safe room residents as workers. Recruit volunteers to help keep the resident areas of the community safe room clean. Recruit volunteers to provide recreational activities for community safe room residents, especially children and young adults, particularly during waiting periods.
	Assist the Community Safe Room Manager in assessing feeding options – meet with Food Unit Leader.
	Work with Building Manager to arrange for a television or radio so that residents and workers can get information about current disaster conditions. If possible, have copies of the daily newspaper available.
	Establish bulletin boards in central locations where messages, information, and community safe room rules and routines, such as lights-out time, will be posted (e.g., near registration and in the cafeteria).
Ongoing Actions	
	Work with the Community Safe Room Manager in ensuring that community safe room residents are receiving updated information about the disaster, the recovery process, and all of the resources available to them.
	Routinely monitor and communicate with community safe room residents to ensure their needs are being met. Regularly inspect resident areas of the community safe room to ensure an optimal distribution of clients. Routinely inspect the safety and sanitation of the facility, including the kitchen, resident areas, bathrooms, exterior, and registration area and ensure that health standards and residents' needs are being met.
	Coordinate activities with law enforcement officials or security to ensure that routine patrols circulate throughout the community safe room and surrounding areas.
	Enter appropriate information on the community safe room log.
	Keep accurate and updated information on all of the community safe room bulletin boards.
	Participate in community safe room staff meetings.
	Assist the Community Safe Room Manager in monitoring disaster and response efforts, and planning for closing of the community safe room.
	Assist the Community Safe Room Manager in ensuring that expenditures, bills and invoices, materials, and local volunteer records are tracked.
Closing Actions	
	Coordinate the completion of an inventory of all supplies owned by the facility that were used in the community safe room, and forward this to the Community Safe Room Manager.
	Assist the Community Safe Room Manager in coordinating personnel for the cleaning of the facility and have it returned to the pre-occupancy condition or as close a condition as possible.
	Assist the Community Safe Room Manager in removing all signage materials from the facility.
	Assist the Community Safe Room Manager in preparing a list of other voluntary organizations, vendors, and staff to be thanked or recognized.

Attachment 5: Registration Unit Leader Job Aid

The Registration Unit Leader and workers are responsible for ensuring that persons entering or leaving the community safe room go through the registration process. The Registration Unit supports Disaster Health Services staff by identifying community safe room residents with illnesses or other medical needs and alerting the nursing staff. Disaster welfare information depends on the community safe room registration forms to provide information to families outside the area (through the American Red Cross). Without complete, legible, and accurate information about the residents of the community safe room, the ability to provide needed services is impaired.

✓ Done	Task
Initial Actions	
	Obtain an update from the Community Safe Room Manager regarding the following information: • Nature of disaster • Safe room assignment location • Estimated community safe room population • Estimated [maximum] community safe room capacity
	Notify your family and work supervisor.
	Pack personal items: clothes, toilet items, medications, blankets, and phone numbers.
	Survey and lay out the space plan for the Registration Unit.
	Place the reception desk near the entrance to welcome those entering the community safe room, to answer their questions, and to direct them toward the registration tables and registrars. Allow enough space for a waiting area.
	Use a sufficient number of tables to ensure that everyone entering is registered within a reasonable period of time.
	Post signs directing persons to the registration area, and post signs clearly marking the registration desk or tables.
	Recruit volunteers to translate and prepare signs for community safe room residents who are non-English-speaking.
	Use only one entrance to the building, if possible, to support effective registration efforts and provide a secure environment. Position signs and/or community safe room staff at other entrances to direct community safe room residents to appropriate areas. However, make sure fire exits are not blocked.
	Use the American Red Cross Disaster Shelter Registration (Form 5972) to record information about families entering the community safe room; use index cards (3" x 5", 4" x 6", etc.) or pads of lined paper, if Form 5972 is not available. • Use one form, one card, or one sheet of paper for each family. A family usually consists of all persons living in a household. Provide a Safe Room Resident information sheet to each family as they register.
	Recruit community safe room residents or local volunteers to do registration, if registration workers are not available.

✓ Done	Task
	Indicate in the margin of the registration form those community safe room residents who would like to volunteer for specific community safe room jobs or have a specific skill that can be utilized in the community safe room.
	Refer the following persons to the Health Services Unit staff: • ill or injured persons • those on special medications or diets • those who claim to have medical training
	The Health Services staff should be available at the registration desk to help screen arrivals at the community safe room who require medical attention.
Ongoing Actions	
	Work with the Community Safe Room Manager to ensure that community safe room residents are receiving updated information about the disaster, the recovery process, and all of the resources available to them.
	Enter appropriate information on the community safe room log.
	Participate in community safe room staff meetings.
	Assist the Community Safe Room Manager in monitoring disaster and response efforts, and plan for closing of the community safe room.
	Assist the Community Safe Room Manager in ensuring that expenditures, bills and invoices, materials, and local volunteer records are tracked.
	Place a sign at each community safe room exit reminding those leaving the community safe room to go to the registration desk for "out-processing." (Those leaving the community safe room temporarily will have their registration cards flagged in some way to indicate their status.) For those families leaving the community safe room permanently, the registrar should complete the information below the dotted line on the registration form and forward the form to the Community Safe Room Manager.
	Maintain a log for visitors to sign in and out.
	Escort official visitors, including the media, to the Community Safe Room Manager.
	Maintain an community safe room census and, as required, report this information to the Community Safe Room Manager.
	Provide a job induction for new or newly arriving registrars.
Closing Actions	
	Assemble all registration forms and visitor logs, and forward them to the Community Safe Room Manager.
	Ensure that all safe room residents have been accounted for.
	Assist the Community Safe Room Manager in removing all signage materials from the facility.
	Assist the Community Safe Room Manager in cleaning the facility and have it returned to the pre-occupancy condition or as close a condition as possible.

Attachment 6: Health Services Unit Leader Job Aid

The Health Services Unit Leader is responsible for providing quality health services and for seeing that applicable public health standards (state, county, or municipal) are met. Health Services Unit personnel and volunteers working in community safe rooms strive to meet the health needs of clients and workers. Health Services Unit workers do this in part by acting as advisors to the Community Safe Room Manager and the Food Unit Leader on general health and safety issues. Health Services Unit personnel should be appropriately credentialed personnel recruited from local health, medical and Emergency Medical Services (EMS) agencies (e.g., nurses, paramedics, Emergency Medical Technicians (EMTs), etc.).

When a nursing home or a hospital evacuates patients to a community safe room, separate space should be provided to accommodate their clients, supplies, and equipment. The responsibility for the care of the clients rests with the staff of the evacuating institution. The community safe room Health Services Unit Leader will serve as a liaison between the community safe room and the institution's staff. The staff of those institutions must continue to be present and provide the usual care that they give to their clients.

When the community safe room population has many medical cases or many people with special problems requiring more than the usual care that the Health Services Unit personnel can provide, the Health Services Unit Leader, in consultation with the Community Safe Room Manager, should contact local EMS and/or public health authorities and inform them that medical intervention is needed, or request that they establish a temporary infirmary. Community safe rooms cannot operate a facility during a disaster that would require licensure during non-disaster times. It is important to keep in mind that the health of the community is the responsibility of the local public health authority, not the American Red Cross or the community safe room. As with temporary infirmaries set up by evacuated institutions, temporary infirmaries set up by the local public health authority are to be operated under the medical supervision of that authority. If the authority requests assistance, the community safe room or American Red Cross may supplement with staff who are under the supervision and control of the local public health officer. The community safe room staff may also help with food and in procuring supplies and equipment. However, the responsibility for providing medical and nursing care rests solely with the local public health department.

Temporary infirmaries remain open only until residents of the institutions can return to the institution or until disaster victims can return to their homes, or are referred by the local public health authorities to other health care providers.

✓ Done	Task
Initial Actions	
	Obtain an update from the Community Safe Room Manager regarding the following information: • Nature of disaster • Safe room assignment location • Estimated community safe room population • Anticipated medical needs of the community safe room population, if known
	Notify your family and work supervisor.
	Pack personal items: clothes, toilet items, medications, blankets, and phone numbers.
	Survey and lay out the space plan for the Registration Unit.
	Determine the health needs of all community safe room occupants and arrange to meet those needs. This work includes: • Assessing and referring the seriously ill and injured for health care. • Treating minor illnesses and injuries. • Looking for unreported health problems of community safe room occupants and taking necessary action to care for these problems. • Assisting with arrangements for lost prescriptions or other essential health items.
	The Health Services staff should be available at the registration desk to help screen arrivals at the community safe room who require medical attention. Be aware of any persons who have a communicable disease. Isolate them from the rest of the community safe room occupants as needed, and report noticeable trends in illness to the local health department.
	Work with registration staff to enlist their help in referring people who may have health problems to the Health Services Unit.
Ongoing Actions	
	Arrange for health care for infants, the elderly, or persons with disabilities.
	Determine any needs for special diets (including formula and baby food for infants) and ensure that these needs are communicated to the Food Unit Leader.
	Participate in community safe room staff meetings.
	Assess the number and type of injuries and the age of the population affected and plan preventive interventions. Prevent pre-existing health problems from getting worse.
	Assist the Community Safe Room Manager in ensuring that expenditures, bills and invoices, materials, and local volunteer records are tracked.
	In coordination with the Community Safe Room Manager and Food Unit Leader, arrange for inspections of the community safe room by public health officials, including inspections of food storage, food preparation, and food serving areas, restrooms, and health care areas.
	Ensure that conditions are sanitary in the community safe room. The Community Safe Room Manager should be kept advised about these conditions.
	Work with the Community Safe Room Manager or Building Manager in ensuring the security of all medical supplies and equipment.
	Provide 24-hour medical coverage for the community safe room occupants. Report medical issues and emergency situations to the Community Safe Room Manager.

✓ Done	Task
	Maintain appropriate Health Services Unit records; maintain appropriate confidentiality of all medical information.
	Provide a job induction for new or newly arriving registrars.
Closing Actions	
	Transfer medical records as determined by the Community Safe Room Manager and Health Services Unit Leader.
	Ensure that all safe room residents have been accounted for, especially those with medical needs. To the degree possible, ensure continuity of care. Consult with the Community Safe Room Manager and Health Services Unit Leader to identify residents who may need special services.
	Assist the Health Services Unit Leader in cleaning the facility and have it returned to the pre-occupancy condition or as close a condition as possible.

Attachment 7: Communications Unit Leader Job Aid

The Communications Unit Leader is usually a full-time, 24-hour position at community safe rooms when telephones are out of order or anticipated to be out of order. Consequently, it is recommended to recruit local amateur radio operators (handheld amateur (HAM) radio and/or Radio Amateur Civil Emergency Service (RACES) members) to provide initial communications between the community safe room, the EOC, and other parts of the disaster relief operation.

✓ Done	Task

	Obtain an update from the Community Safe Room Manager regarding the following information:
	• Nature of disaster
	• Safe room assignment location
	• Estimated community safe room population
	• Facility contact person and/or Building Manager
	• What other staff are being recruited?
	  – Shift Supervisor(s)
	  – Registration Unit Leader(s)
	  – Health Services Unit Leader(s)
	  – Food Unit Leader(s)

	Notify your family and work supervisor.
	Pack personal items: clothes, toilet items, medications, blankets, and phone numbers.
Initial Actions	
	Establish contact with facility representative(s) and/or Building Manager and determine the appropriate location for radios. The location should be suitable for optimal reception, have access to generator-powered outlet(s), and isolated from the general community safe room residents.
	Meet with the Community Safe Room Manager and identify which people will have the authority to transmit messages.
	Establish contact with the local EOC.
	Brief staff who will have the authority to send messages via the radio.
	Coordinate recruitment of additional personnel. Encourage the involvement of community safe room residents as workers, if applicable.
	Establish a community safe room communications log.
Ongoing Actions	
	Receive and send messages as requested.
	Establish standard shift schedules for staff.
	To the extent possible, convey messages to the appropriate individual. If needed, recruit runners.
	Maintain the communications log.
	Identify additional communication needs for staff and clients.
	Meet regularly with the Building Manager and/or facility representative to share concerns and resolve potential problems.

✓ Done	Task
Closing Actions	
	At the direction of the Community Safe Room Manager, notify the local EOC of estimated closure date/time.
	Return equipment to owners.
	Arrange for the cleaning of the facility and have it returned to the pre-occupancy condition or as close a condition as possible.
	Prepare a thank-you list of volunteers (runners) to be thanked or recognized. Submit to the EOC Liaison.
	Prepare a narrative report on the community safe room operation and submit it to the local EOC or emergency management agency. Include the community safe room location and dates of operation, summary of services provided, problems, and recommendations.

Attachment 8: Food Unit Leader Job Aid

The feeding responsibilities in a community safe room include supervising on-site food preparation and service for safe room residents and workers. The Food Unit Leader advises the Community Safe Room Manager of supplies that are needed, ensures that safe food handling procedures are followed, and oversees menu planning. The Food Unit Leader may prepare and monitor the food service staff work schedule and record the hours of personnel as requested. The Food Unit Leader must keep accurate records of food and supplies received and expended.

✓ Done	Task
Initial Actions	
	Obtain an update from the Community Safe Room Manager regarding the following information: • Nature of disaster • Safe room assignment location • Estimated community safe room population • Time/day of first meal for community safe room residents
	Notify your family and work supervisor.
	Pack personal items: clothes, toilet items, medications, blanket, and phone numbers.
	Survey and lay out the space plan for the Food Unit.
	In your initial briefing with the Community Safe Room Manager, discuss the best options for feeding at the safe room. These may include the following: • Fast food or restaurant-prepared meals (particularly during the first 24 hours) • Red Cross-managed kitchen • School cafeteria workers • Staff from church or other organization • Establish a beverage and snack canteen service as soon as possible.
	Meet with a representative of the facility, preferably with the kitchen or cafeteria supervisor. Identify supply sources for food, water, and supplies. Identify food storage, food preparation, serving, dining, and garbage disposal areas within the community safe room.
	Take inventory of food supplies on hand at the facility before preparing any meals, or designate a specific, secured area for those items available for use by the community safe room food service staff. Make sure the receiving area is close to a road and that there is enough room to maneuver delivery vehicles.
	Locate the storage area between the receiving area and the food preparation area. Make sure the area can be secured. Equip the areas with tables, shelves, and off-the-floor racks for storage of dry food and staples. Provide refrigeration if available.
	If all food is canned or ready-to-cook, the preparation area can be small. For fresh food, you will need work tables, cutting boards, sinks, utensils, cookware, and garbage containers. The serving area should be near the preparation area. It should be arranged for cafeteria-style service or line feeding and should be equipped with several counters or tables for speedier service. If the community safe room is serving as a fixed feeding site, be prepared to feed members of the community in addition to community safe room residents. The serving rate for cafeteria-type systems is about eight people per minute.

✓ Done	Task
	Set up the dining area near the serving area. Set up enough tables and chairs to accommodate the maximum number of persons expected to be served. If tables and chairs are scarce, plan for two or more seatings.
	Locate the disposal area away from the preparation, serving, and dining areas. Provide containers for disposal of trash, liquid waste, and garbage and an appropriate area for cleaning trash receptacles. Provide cleaning and disinfectant supplies.
	Identify available utilities. If no utilities are currently available, find out when supplemental power will be supplied or when utilities may be restored.
	Estimate staffing needs on the basis of whether food is to be prepared on site or delivered. Try to project these needs for the immediate future. Identify any facility personnel who will be working in the feeding function. You will probably be able to use community safe room residents for most food service tasks. A general ratio is 1 kitchen staff per 100 meals prepared.
	Determine the initial menu plan. Review with the Community Safe Room Manager and, when possible, community safe room resident representatives to ensure cultural sensitivity and needs for feeding babies and young children.
Ongoing Actions	
	Establish a work schedule and assign shifts. Oversee preparation of meals.
	Enter appropriate information on the community safe room log.
	Participate in community safe room staff meetings. Report food service statistics and any accomplishments, problems, or recommendations.
	Ensure that your staff are assigned to and briefed on their specific duties. Document hours worked daily by local volunteers and facility personnel.
	When the safe room first opens, there may be limited stocks of food available. If this is the case, do what you can with food stocks within the facility and with supplies you are able to acquire from the community. If necessary, ration food. Once you are receiving food supplies regularly, consider the following: • Do not duplicate primary (entree) menu items more than once every 5 days, if possible. • Keep menus simple. • Use U.S. Department of Agriculture (USDA) foods when available. Purchase at wholesale. Observe purchasing procedures such as authorization limits. • If staffing levels are low, order convenience-packaged items, such as ready-made cole slaw, beef stew, etc., to save work. • Plan menus around the equipment you have on hand for preparation. • Listen to your community safe room residents and staff. If you are serving items that are not liked, change them as soon as possible. • Be aware of weather conditions. If it's hot, serve colder or chilled foods; if it's cold, serve more hot items. • Plan for 2,500 calories per day per person, three meals per day, and at least one hot meal per day. Try to serve nutritious snacks between meals and have beverages available throughout the day. • Coordinate special diet requirements with the Health Services Unit. Usually, products low in sodium and sugar will meet most needs.

✓ Done	Task
	• Determine how many servings should be prepared. Add 10 percent to the number of persons expected to be served. • If water is in short supply, use it only for drinking and cooking. Plan on a minimum of 1 gallon of water per day per person for drinking. • Use perishable food first; rotate stock.
	Assist the Community Safe Room Manager in ensuring that expenditures, bills and in-voices, materials, and local volunteer records are tracked: • Keep a record of all food and supplies obtained and/or received, including amounts and sources. • Keep receipts for all food and supplies that your unit acquires locally. • Record any food supplies belonging to the facility that were used. • Record any breakage of facility-owned equipment. • Ensure invoices are processed promptly for payment; keep copies.
	Ensure restocking orders are based on need by doing regular inventories. Watch inventory level and the numbers of meals served. Adjust orders as needed. Reduce orders as safe room feeding winds down.
	Ensure that food areas are kept clean and sanitary, and that food holding times and other safety procedures are followed. Arrange for the local public health inspector to visit and advise you on local codes and health laws. Coordinate this with the Health Services Unit Leader.
	Provide the Community Safe Room Manager with daily statistics on the number of meals and snacks served: • A meal usually equals an entree, vegetable, fruit, starch, and beverage. • Snacks are counted individually. • Drinks are counted individually but are reported as a snack.
	Maintain an community safe room census and, as required, report this information to the Community Safe Room Manager.
	Provide a job induction for new or newly arriving registrars.
Closing Actions	
	Coordinate with the Community Safe Room Manager regarding when the last meal will be served.
	A goal is to end up with no excess supplies. If there area any, however, consult with the Community Safe Room Manager about how excess supplies will be disposed of. Return supplies according to plan, including the following: • Inventory all remaining facility supplies. • Restock food, water, and supplies that were taken from the facility's stores, including USDA food. • Inventory remaining supplies received from vendors. Make arrangements for the return of excess supplies.
	Thoroughly clean food service and food preparation areas.
	Provide worker evaluation and debriefing.
	Turn in all records and other documentation to the Community Safe Room Manager.
	Prepare and submit a narrative report of the Food Unit's activities, noting accomplishments, problems and how they were solved, and recommendations for future operations.

Attachment 9: EOC Liaison Job Description

The EOC Liaison is designated by the local EOC to act as a liaison between the Community Safe Room Manager and the EOC. An EOC Liaison is assigned to each community safe room to work as a troubleshooter for the local EOC. The EOC Liaison will work with the local EOC to try to solve problems or issues that the Community Safe Room Manager or Building Manager is having difficulty resolving. EOC Liaisons can be a invaluable resources since they can provide an "extra pair of hands" for the safe room management staff, especially in difficult-to-resolve issues.
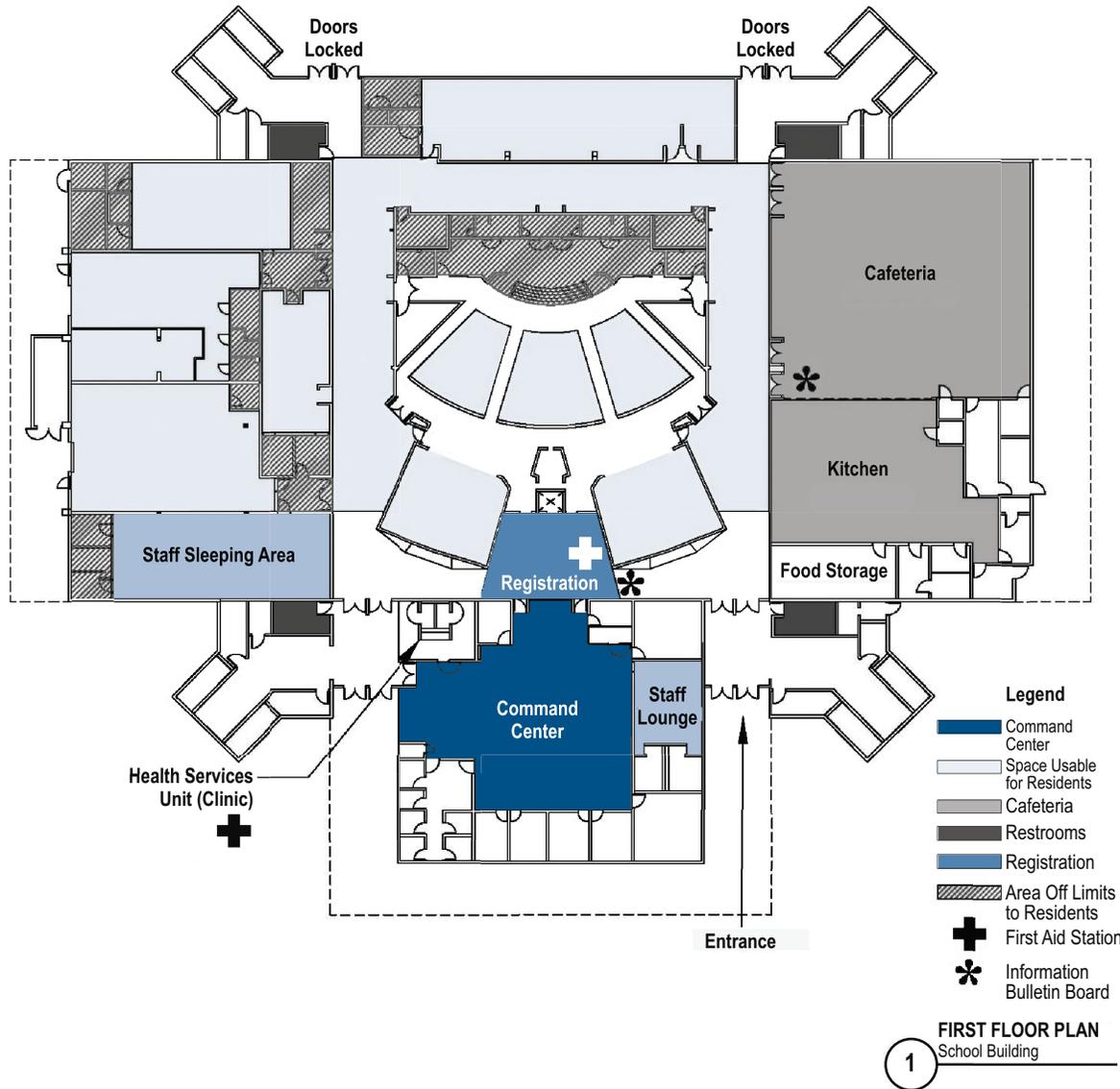
The EOC Liaison will work to resolve concerns and disputes between participating agencies, evacuees, and the EOC. This person must communicate effectively, demonstrate strong supervisory skills, and be completely knowledgeable about the operations within the community safe room.

At least one EOC Liaison should be assigned to each community safe room at all times. Duties of EOC Liaisons include:

Work collaboratively with the Community Safe Room Manager and school principal to ensure that operations run in a smooth and effective manner.

- Coordinate distribution of blankets and floor pads to appropriate evacuees.
- Maintain inventory of supplies distributed to evacuees.
- Tour the community safe room and its exterior on a regular basis.
- Apprise the Community Safe Room Manager of any problems that arise.
- Coordinate with the Building Manager in regards to building operations and ensuring that the facility is being used properly.
- Report status of the community safe room operations to the local EOC on a frequent basis.
- Notify the EOC whenever support is needed to handle unresolved issues.
- Provide operational updates to the incoming EOC Liaison.

Attachment 10: Sample Floor Plan of a Community Safe Room

Legend

- ■ Command Center
- ■ Space Usable for Residents
- ■ Cafeteria
- ■ Restrooms
- ■ Registration
- ▨ Area Off Limits to Residents
- ✚ First Aid Station
- ✳ Information Bulletin Board

FIRST FLOOR PLAN
School Building

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Attachment 11: Community Safe Room Manager's Kit

As part of its disaster preparedness, a community should keep on hand one or more pre-packed Community Safe Room Manager's kits for each anticipated community safe room. The list below shows the contents of a kit adequate for a community safe room housing 100 persons. However, this list is meant to be a sample only. Communities should adapt it to meet local needs. A footlocker or large insulated plastic ice chest makes a good container for the kit. Only items that have an indefinite shelf life should be placed in pre-packed kits. Other items such as batteries should be readily available for insertion in kits before use. Pre-packed safe room kits should be inventoried annually to ensure that forms are current and that items are in good condition.

Quantity	Item Description
Basic Supplies	
2	pk/50 community safe room registration forms
1	pk/5 sign strips
1	pk/5 directional arrows
1	pk/5 utility pole signs
20	temporary name badges and holders
8	vests or other identification/apparel
Office Supplies	
12	pencils
12	ballpoint pens
1	package 3" x 5" cards
2	clipboards
4	paper tablets
1	pencil sharpener
2	staplers
1	box staples
2	boxes paper clips
1	package carbon paper
1	manual hole punch
2	large black magic markers
1	box thumbtacks
2	rolls masking tape
1	roll Scotch tape
1	package rubber bands
1	pair scissors
24	file folders
24	file folder labels
1	pad of easel paper
1	3-ring binder with tab dividers
1	whistle

Quantity	Item Description
1	roll orange/yellow tape for traffic control
Other Supplies	
1	box large trash bags
2	rolls paper towels
1	package paper napkins
1	box safety pins
1	bottle of all-purpose cleaner
1	flashlight
1	electric lantern
1	package flashlight batteries
1	package lantern battery
1	battery-operated radio w/batteries
Toiletries	
1	package disposable diapers
1	box sanitary napkins
2	boxes facial tissue
6	rolls toilet tissue
1	package antiseptic pre-moistened towelettes (40)
First Aid Kits	
1	2" x 2" sterile gauze pads (box of 100)
1	3" x 3" sterile gauze pads (box of 100)
1	4" x 4" sterile gauze pads (box of 50)
10	5" x 9" sterile dressings
300	adhesive bandages, various sizes (¾" to 1" sizes)
2	adhesive tape, 2" x 5 yds
2	adhesive tape, 1" x 5 yds
10	2" conforming roller gauze bandages
6	advanced antimicrobial elastic (Ace) bandages 3" x 5 yds.
4	multi-trauma dressings 12" x 30"
3	triangle bandages 38" x 52"
1	2" non sterile cling gauze rolls (12 pack)
1	Cardiopulmonary Resuscitation (CPR) breathing barrier, such as a face shield.
1	medical grade non-latex gloves (box of 100, large)
1	medical grade non-latex gloves (box of 100, small)
2	penlights
3	bandage shears
1	cotton-tipped applicators (box of 100)
1	ammonia inhalant ampules (box of 10)

Quantity	Item Description
4	instant ice packs
4	instant heat packs
4	cervical collars (1 each: child, and S, M, L adult sizes)
1	eye wash 4 oz. bottle
2	eye pads
1	hydrogen peroxide 4 oz. bottle
100	towelettes, antiseptic (100 count)
1	alcohol prep pads (box of 100)
10	safety pins
10	tongue depressors
1	triple antibiotic (anti-bacterial) ointment (box of 10 or 1 oz. tube)
1	tweezers
1	waterless alcohol-based hand sanitizer 12 oz. bottle