

**Shelter Simulation Exercise
St. Augustine Shelter Team
March 8, 2008**

Shelter Area	Observation/Incident during Exercise	Results/Impact	Why	Recommendation	Exercise Plan	Red Cross Values	Covered in Team Manual	Covered in Red Cross Manual	Communications	Bilingual	Shelter Procedure	Report Flow	Shelter Report	Team Exercise Rehearsal (Walk-thru)	Solution #1	Solution #2	Solution #3
Shelter Manager	Did not make enough rounds of the shelter.	Did not visit areas and get sense of their status; needs; etc.		Plan to integrate visits to all areas and training responsibility	Conflict between manager duties and training 3 groups of participants.		Yes	Yes		The shelter team does not have enough bilingual staff to function in a bilingual mode. We hope to expand our base of bilingual team members to enable this to work.				Include shelter manager training and management tasks in rehearsal.	Include shelter manager training and management tasks in rehearsal.		
Registration	1. Shelter Resident info. Only available in English	No copy of rules to give to Hispanic population	We have not progressed far enough in our planning/preparation to include all documentation in Spanish.	Get Spanish Shelter Resident info (pgs. 51 & 52 in Shelter Operations Manual)	Include Spanish translation of all documents		No	Yes		This is the one area where we have bilingual volunteers. Our team members are developing bilingual procedures to complement bilingual forms from the Red Cross.	We need specific registration tasks and processes translated in Spanish.	Report Flow needs translation element to ensure that the registration has been accomplished accurately and timely.	Include a check to ensure all Non-English translations have occurred and the information from each area is accurate.	Take special notice of language translation requirements versus capabilities. Identify/test procedures for meeting the needs of the clients and accurate reporting.	Translate all exercise documents into Spanish; request Shelter Operations Manual in Spanish from Chapter; ensure procedures account for the treatment of non-English speaking residents and address accurate reporting of information	Notify Shelter Operations of the need for additional Spanish translators at registration to handle the workload and document the needed procedure changes. The SOC could then draft and publish copies for the next shift change.	
Registration #2	Scenario that we were close to capacity	Unable to quickly and effectively communicate with Shelter Operations Ctr	Swamped with residents coming in and too busy to keep a running count of who was actually staying overnight	St. Augustine's internal registration report needs an additional column to state resident's intention to stay on/ assign them a number if they are	Some of the people who come in to eat, may be volunteers or public servant and not shelter residents		No	Yes	1) Procedures should address the how of reporting, based on communication means available: phone, intercom, radio, computer, none.	This is the one area where we have bilingual volunteers. Our team members are developing bilingual procedures to complement bilingual forms from the Red Cross.	1) Procedures should address the how of reporting, based on communication means available: phone, intercom, radio, computer, none.	Procedures should address the how of reporting, based on communication means available: phone, intercom, radio, computer, none	Procedures should address the how of reporting, based on communication means available: phone, intercom, radio, computer, none	Procedures should address the how of reporting, based on communication means available: phone, intercom, radio, computer, none	Establish standing procedures for all areas; when the situation exceeds the capability of the team doing the task (or is anticipated), notify the Shelter Operations Center. The SOC will allocate resources to help solve the problem.	The Shelter Operations Center and Shelter manager were aware of the pending overload of residents (107 per exercise play). They should have coordinated with Registration on actions to take and adjusted the number of staff to support the increase of residents and notify Chapter of our capacity of 50.	The shelter building complex is undergoing a communication upgrade by Verizon to include phone hookups and Wireless Internet. The phones will have intercom and conference call capability and will operate when the power is off.
Disaster Health	Needed to use phone to communicate resident's private information	No phone available in area with privacy		Shelter Mgr Coordinate to get phone for health area		Respect for clients	No	No	New requirement for phone; need to address privacy issue and phone locations. The Disaster Health and mental Health areas need phone access that affords privacy.	The shelter team does not have enough bilingual staff to function in a bilingual mode. We hope to expand our base of bilingual team members to enable this to work. We will need to allocate bilingual staff to Disaster Health and mental Health as needed.							
Disaster Mental Health	We do not have enough mental health professionals as volunteers.	Cannot staff this area for all shifts.		Volunteer coordination specifically request mental health professionals from the parish volunteer for the shelter.			No	Yes	New requirement for phone; need to address privacy issue and phone locations. The Disaster Health and mental Health areas need phone access that affords privacy.	The shelter team does not have enough bilingual staff to function in a bilingual mode. We hope to expand our base of bilingual team members to enable this to work. We will need to allocate bilingual staff to Disaster Health and mental Health as needed.				Volunteer coordination specifically request mental health professionals from the parish volunteer for the shelter.	Shelter manager and operations center have a standing request to Red Cross for disaster mental health professionals to staff the shelter.		
Dormitory	Need system of designating cots by location and assignment number; and allocate to each shelter resident to ensure equitable and fair usage of cots.	Area leads for dormitory and registration are coordinating the development of cot assignment procedures.	In the event of a shortage of cots, the assignment of cots may be perceived by residents as not equitable and fair.	Area leads for dormitory and registration are coordinating the development of cot assignment procedures.		Cot assignment is important to maintaining fair and equitable treatment of residents.				The shelter team does not have enough bilingual staff to function in a bilingual mode. We hope to expand our base of bilingual team members to enable this to work.	Dormitory report needs to include cot status: (# on hand vs # residents); notes on assignment priorities.			Need to practice assignment of cots to residents at next team walk-thru exercise.	Area leads for dormitory and registration are coordinating the development of cot assignment procedures.	Dormitory report needs to include cot status: (# on hand vs # residents); notes on assignment priorities.	
Food Service	Terry and Jay planned, prepared and served an excellent hot meal for lunch. The number of people fed was less than the number expected (50).	The meal was well-received by the participants and shelter team. Once committed to preparing for 50, the team was locked into cooking for that number.	To test/challenge the team to prepare a hot meal from the facility to gain lessons learned.	Coordinate with the shelter manager and logistics on available people and resources and to confirm the actual number of people to be fed.	To test/challenge the team to prepare a hot meal from the facility to gain lessons learned.	Take care of feeding residents, staff and support people.	Yes	Yes	Food service, logistics and the shelter manager must be in sync on food service requirements (meal schedule, number to be fed, type of meal-hot, cold, restaurant/Red Cross/shelter prepared).	The shelter team does not have enough bilingual staff to function in a bilingual mode. We hope to expand our base of bilingual team members to enable this to work.	Food service, logistics and the shelter manager must be in sync on food service requirements (meal schedule, number to be fed, type of meal-hot, cold, restaurant/Red Cross/shelter prepared).		Report # snacks and meals served to shelter operations.	Practice use of multiple meal plans using various resources: cold meal/bag lunch; local restaurant, Red Cross furnished/delivered meals.	Practice use of multiple meal plans using various resources: cold meal/bag lunch; local restaurant, Red Cross furnished/delivered meals.	Work on 3-day meal plan to be able to use on short notice with minimal training. Use logistics forms for supplies; coordinate purchases with logistics.	The FIRST MEAL should be predetermined. Food service should only be concerned with snacks and drinks until the first meal arrives. This gives food service time to prepare for all future meals.
Logistics	Concern by logistics that other areas may make purchases of food or other items without coordinating with logistics or shelter operations. This could result in items being purchased when they are already on hand or have been requested from the Red Cross or other sources by shelter logistics. (Note: this did not happen during the exercise, but is a valid concern.)	Double purchase of food or other items; no reimbursement, excess of food or other items not needed. Loss of control of purchasing by the shelter manager and logistics.	Other areas not following shelter procedures for request/purchase of supplies and equipment.	All shelter areas follow shelter procedures for using logistics forms to record usage of supplies already on hand; use logistics forms to identify items needed, and submit the form to logistics to coordinate the acquisition/purchase. If ordering food to be prepared by a local vendor, coordinate with logistics first.			Yes; details in progress.	Yes		The shelter team does not have enough bilingual staff to function in a bilingual mode. We hope to expand our base of bilingual team members to enable this to work. Forms have been translated into Spanish; procedures and remaining forms need to be translated.				Practice shelter procedures to use of logistics forms to inventory items used, request items, receive items; and coordinate purchase of items through logistics.	All shelter areas follow shelter procedures for using logistics forms to record usage of supplies already on hand; use logistics forms to identify items needed, and submit the form to logistics to coordinate the acquisition/purchase. If ordering food to be prepared by a local vendor, coordinate with logistics first.		
Logistics (Security)	Concern about handling disturbance within the shelter if residents act out their frustrations about their personal situation. What are the plans for permanent security for the shelter (local police)?	Violent residents could endanger other residents and staff.	Violent residents could endanger other residents and staff.	Identify plan for use of local police to provide security during the operation of the shelter.	Discuss plans to contact local law enforcement to request coverage during the operation of the shelter.	Provide a safe place for residents and staff.	Yes; needs more detail.	Yes			Prepare plans to contact local law enforcement to request coverage during the operation of the shelter.			Include plans to contact local law enforcement to request coverage during the operation of the shelter.	Prepare plans to contact local law enforcement to request coverage during the operation of the shelter.		
Information	Dave Gibson had a firm handle on resident information needs throughout the exercise. Procedures were in place to provide information to the residents (bilingual signs throughout the building; TV/radio, bulletin boards) and information plotting board in the SOC.	The shelter was focused on getting and providing to residents the information they needed on the disaster and resolving their shelter situation.		The shelter was focused on getting and providing to residents the information they needed on the disaster and resolving their shelter situation.			Yes	Yes		The shelter team does not have enough bilingual staff to function in a bilingual mode. We hope to expand our base of bilingual team members to enable this to work. The shelter does have bilingual staff for registration and has bilingual signs throughout the building.	The shelter team does not have enough bilingual staff to function in a bilingual mode. We hope to expand our base of bilingual team members to enable this to work. The shelter does have bilingual staff for registration and has bilingual signs throughout the building.	The flow of resident information requirements is under the information staff person for maintaining shelter situational awareness and acting on the known information.	Include plans to test the flow of resident information; posting resident bulletin boards; receiving resident requests for information, tracking and status of the request; providing results to the residents.	Re-look at our information flow procedures to ensure they are adequate; also include bilingual requirements, procedures and resources.			
Communications	The Shelter Operations Center phone could call out but could not receive calls.	Affected the shelter's ability to receive calls from the Red Cross or other agencies and people trying to contact residents in the shelter.	The phone line had recently been installed but not set up for receiving calls.	The parish adjust the phone settings for the building to send and receive calls during shelter operations. This has been done.	Phone service could not be planned as it was under development by the parish.		No	Yes	Now that phones are being installed throughout the building, we need to establish a plan for phone use in the building.	We do have bilingual signs throughout the facility. The shelter team, however, does not have enough bilingual staff to function in a bilingual mode. We hope to expand our base of bilingual team members to enable this to work.	Now that phones are being installed throughout the building, we need to establish a plan for phone use in the building.	Now that phones are being installed throughout the building, include phone use as part of the report flow.	Phone service could not be planned as it was under development by the parish. Include in the next rehearsal.	Now that phones are being installed throughout the building, we need to establish a plan for phone use in the building.	Now that phones are being installed throughout the building, include phone use as part of the report flow.	Include test of the phone plan in the next rehearsal.	

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Volunteer Coordination	Only 13 of 30 participants attended the exercise	We delayed the start of the exercise by 20 minutes anticipating late arrivals.	Saturday event; conflict with Parish Council; signups in Jan (long lead time); personal plans changed; pulpit announcements & bulletin announcements lost by parish staff	Revisit parish admin process for announcements; we did the right things to announce exercise; team called all who signed-up	Plan adequately addressed use of staff and volunteers.		No	No	Not sure whether announcements were bilingual	Training and Exercise were not bilingual; we are not there yet. The shelter team does not have enough bilingual staff to function in a bilingual mode. We hope to expand our base of bilingual team members to enable this to work. Priority will go to registration, then volunteer coordination.	Need section on publicity process, procedures, contacts, timing; with examples (Paul has the info)				Revisit parish admin process for announcements; we did the right things to announce exercise; team called all who signed-up		
Administration	Need to integrate administration into Shelter Operations Center as this area supports all other shelter areas; is co-located within the SOC and works the same requirements.	Need to integrate administration into Shelter Operations Center as this area supports all other shelter areas; is co-located within the SOC and works the same requirements.	Need to integrate administration into Shelter Operations Center as this area supports all other shelter areas; is co-located within the SOC and works the same requirements.	Need to integrate administration into Shelter Operations Center as this area supports all other shelter areas; is co-located within the SOC and works the same requirements.						The shelter team does not have enough bilingual staff to function in a bilingual mode in the SOC. We hope to expand our base of bilingual team members to enable this to work.					Need to integrate administration into Shelter Operations Center as this area supports all other shelter areas; is co-located within the SOC and works the same requirements.		
Shelter Operations Center (SOC)	The Shelter Operations Center phone could call out but could not receive calls.						Yes	Tasks are covered, but a shelter operations center is not mentioned.		The shelter team does not have enough bilingual staff to function in a bilingual mode in the SOC. We hope to expand our base of bilingual team members to enable this to work.	Needs work but the concept and team understanding of their roles are sound.	Needs work but the concept and team understanding of their roles are sound.	Needs work but the concept and team understanding of their roles are sound.	The rehearsal exercise on Feb 23rd was critical the functioning of the SOC during the exercise.	Need to integrate administration into Shelter Operations Center as this area supports all other shelter areas; is co-located within the SOC and works the same requirements.		
Shelter Operations Center (SOC)	The SOC really functioned as intended: hub for receiving, sending shelter information and maintaining situational awareness of the shelter operations. Eyes and ears of the shelter.	Despite the phone problems, the SOC was able to maintain communications with Red Cross EOC/Chapter and report shelter status.	Each of the staff knew their shelter tasks and interacted to maintain information on shelter status and be able to report that to the Red Cross. They were affected by the training format, requiring them to brief 3 separate groups on their role in shelter operations.	We need more practice in executing the flow of reporting within the shelter, pulling reports together, and sending the final information to the Red Cross. The same goes for receiving input from the Red cross and disseminating it to the proper shelter area for action.	The plan did not allow enough time to do shelter operations tasks and train 3 groups of participants concurrently.		Yes	Tasks are covered, but a shelter operations center is not mentioned.	Communications is the reason for the existence of the SOC. It is intended to facilitate the flow and verification of information within and to/from the shelter and the outside.	The shelter team does not have enough bilingual staff to function in a bilingual mode in the SOC. We hope to expand our base of bilingual team members to enable this to work.	Needs work but the concept of the shelter operations center and team understanding of their roles are sound.	Needs work but the shelter operations center concept and team understanding of their roles are sound.	Needs work but the shelter operations center concept and team understanding of their roles are sound.	The rehearsal exercise on Feb 23rd was critical the functioning of the SOC during the exercise.	The SOC really functioned as intended: hub for receiving, sending shelter information and maintaining situational awareness of the shelter operations. Eyes and ears of the shelter.	We need more practice in executing the flow of reporting within the shelter, pulling reports together, and sending the final information to the Red Cross. The same goes for receiving input from the Red cross and disseminating it to the proper shelter area for action.	
General	Participants who arrived during set up were not welcomed. This is not correct. Team members did welcome them, and invited them into the hall for refreshments. But they preferred to remain in the Commons (registration & waiting area).	Poor impression of shelter	We were focused on setup; did not "see" them; forgot the reason for the shelter.			Respect for clients	Yes	Yes						Continue to emphasize Red Cross values.	Continue to emphasize Red Cross values.		
Shelter Staff Shifts	We have established times for 1st, 2nd and 3rd shifts to be used in case of a call out. This may not be the most effective way to set the shifts up. We cannot assume we will be called out during daily working hours. If we were to set up a hard schedule			If we set the schedules for the first shift to be the first people called then we would have the most experienced people available during the most critical time. We could have shift changes based on our initial time of opening and adjust later according			Yes	Yes			Look at shift schedule to address lack of trained volunteers.			Look at shift schedule to address lack of trained volunteers; include 4 in next walk-thru exercise.	Look at shift schedule to address lack of trained volunteers.		