

# Clackamas County Volunteers & Donations Management Plan

June 2024



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## Introduction

The Clackamas County Emergency Operations Plan (EOP) establishes the foundation for emergency response, recovery, mitigation, and preparedness for many different types of emergencies and disasters. The Volunteers and Donations Management Plan supports the EOP and establishes how Clackamas County will coordinate all volunteers, both affiliated and spontaneous, and coordinate the receipt of financial and in-kind donations and resources for geographical area impacted by a disaster and their surrounding communities.

### 1.1. Overview

Volunteers represent a potential resource to a community affected by a disaster. However, volunteers who respond spontaneously and without training and qualifications can easily overwhelm the capabilities of local government and public safety agencies. With a system in place for receiving and referring spontaneous volunteers, local government agencies and relief organizations can capture this valuable resource and thus provide a more efficient, effective, coordinated, and cost-effective service to the community.

Similarly, the collection and dissemination of donated money, goods, and services also represent a potential resource to the community. It is critical that funds, goods, and services are delivered to an agency with the capacity to receive donations and knowledge to disperse resources to those in need. Developing a system and process for receiving and distributing donations is essential to serving the community during disaster response and recovery.

### 1.2. Purpose

This plan's purpose is to provide a concept of operations and resources for coordination of volunteers from the private sector, non-profit agencies, affiliate service programs, community organizations, and inter-faith groups. In addition, this Plan will provide guidance for the management of affiliated and spontaneous volunteers, solicited and unsolicited donated goods, and financial contributions efficiently in response to disasters. The purpose of these coordination efforts is to access and utilize resources as quickly as possible to aid survivors in response and relief efforts and assist in the recovery of the impacted individuals and communities.

### 1.3. Definitions of Key Terms

#### Affiliated Volunteer

An affiliated volunteer is an individual affiliated with either a governmental agency, service agency, or Non-governmental Organization (NGO) and has been trained for a specific role or function in disaster relief, response, recovery, or during the preparedness phase and is closely managed by or affiliated with a supervising agency. Examples of affiliated volunteers may include Community Emergency Response Teams (CERTs), Medical Reserve Corps (MRC), Search and Rescue (CSAR), and others. Other response agencies, such as the American Red



Cross (ARC) and the Salvation Army, also involve affiliated volunteers but operate within their own systems while coordinating closely with other response and relief agencies.

#### Spontaneous Unaffiliated Volunteer (SUV)

An unaffiliated individual who comes forward following a disaster to assist a government agency or NGO with disaster-related activities during the response or recovery phase without pay or other consideration. By definition, spontaneous unaffiliated volunteers are not connected with a response or relief organization and are not pre-registered with the County. However, they may possess training, skills, and experience that can be useful in the relief effort. Spontaneous unaffiliated volunteers may also be referred to as unaffiliated and convergent volunteers. While spontaneous volunteers may bring needed skills and resources, spontaneous volunteers will most likely be used for lower-risk tasks in a disaster.

#### In-Kind Donations

In-kind donations include all non-monetary donations intended for disaster response, relief, and recovery. "Donated goods" may be bulk goods, which are generally new and most useful, such as water, diapers, baby formula, etc. The second form of in-kind, non-bulk donations are generally used goods donated by individuals and can often include used household items such as clothes, shoes, blankets, etc. "Donated services" include professional services, facilities, real estate use, and loaned equipment or vehicles.

#### Monetary Donations

Monetary donations are financial contributions from donors designated for disaster response, relief, and recovery. A coordinated response to monetary donations helps ensure that money goes to organizations meeting the needs of the impacted community who are often trusted providers to survivors, especially those who are more vulnerable and disproportionately at risk. A coordinated response for directing monetary donations, whether to an established lead agency or to different organizations providing services, helps to limit duplication of services and identify gaps in services needed for a community to recover and rebuild to become more resilient.

### 1.4. Scope

This Volunteer and Donations Management Plan addresses the overall concepts for coordinating affiliated and spontaneous volunteers and Emergency Volunteer Centers (EVC) and communication and coordination with volunteer and human service programs. It is designed for Clackamas County Disaster Management (CCDM) during the preparedness, response, relief and recovery phases of an "all-hazards" emergency management approach.

The Plan covers the mobilization, coordination, and referral of affiliated and spontaneous volunteers through the EVC.



Agencies or organizations utilized through the activation of this plan come under the guidance and auspices of this CCDM Volunteer and Donations Management Plan when they accept an assignment and are activated and deployed by CCDM. The CCDM Volunteer and Donations Management Plan supports the County Emergency Operations Plan.

Implementation of the Volunteer and Donations Management Plan may occur at any time during an incident, and it may remain in use as long as volunteers are active, including until the recovery stage of the incident or event is completed. It is not anticipated that every disaster will need to implement this plan.

### 1.5. Applicability

The Plan is consistent with the State of Oregon Emergency Support Function ESF-16 Volunteers and Donations and the Clackamas County Emergency Support Function (ESF)-16 for coordinating unaffiliated and affiliated volunteers and monetary and in-kind donations. The Plan is inclusive of faith-based organizations, community-based organizations, and philanthropic and private-sector partners who may help implement it.

### 1.6. Whole Community, Access and Functional Needs (AFN) and At-risk Populations

A Whole Community approach seeks to be inclusive of all members of the population to provide access to services during preparedness, response, relief, and recovery, with an emphasis on inclusivity for a community's most vulnerable populations.

FEMA defines Whole Community "As a concept, Whole Community is a means by which residents, emergency management practitioners, organizational and community leaders, and government officials can collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests. Doing so builds a more effective path to societal security and resilience. In a sense, Whole Community is a philosophical approach for how to think about conducting emergency management. There are many different kinds of communities, including communities of place, interest, belief, and circumstance, which can exist both geographically and virtually (e.g., online forums). A Whole Community approach attempts to engage the full capacity of the private and nonprofit sectors, including businesses, faith-based and disability organizations, and the general public, in conjunction with the participation of local, tribal, state, territorial, and Federal governmental partners. This engagement means different things to different groups. In an all-hazards environment, individuals and institutions will make different decisions on how to prepare for and respond to threats and hazards; therefore, a community's level of preparedness will vary. The challenge for those engaged in emergency management is to understand how to work with the diversity of groups and organizations and the policies and



practices that emerge from them to improve the ability of local residents to prevent, protect against, mitigate, respond to, and recover from any type of threat or hazard effectively.”<sup>1</sup>

No two disasters are ever the same, yet virtually all incidents disproportionately affect individuals with access and functional needs (AFN). These include people with disabilities, older adults, children, persons with limited English proficiency and language access challenges, houseless populations, and those with transportation disadvantages. In addition to the more traditional definitions of AFN populations, others are more at risk in a disaster, such as those who are economically disadvantaged, live in rural areas, have limited access to technology and communications, etc.

This Plan seeks to augment the resources local government can provide by effectively utilizing volunteers and coordinating donations to serve the many populations disproportionately affected by a disaster.

## 2. Assumptions

### 2.1. Volunteers Management

The general planning assumptions that affect volunteer management efforts are:

1. In the Emergency Operations Center (EOC), the Volunteers and Donations Management Unit coordination function is a part of the Operations Section.
2. Once established, the County Volunteers & Donations Management Unit will coordinate with Clackamas County Voluntary Organizations Active in Disaster (CCVOAD) to refer volunteers to responding agencies.
3. Volunteer coordination requires local coordination. The destructive nature of an event can challenge local jurisdictions, causing them to rely heavily on County, State, and/or Federal resources to support the coordination of volunteers and volunteer resources.
4. Impacted jurisdictions and communities will begin identifying volunteer needs based on priorities for providing food, water, shelter, healthcare, access and functional needs, mental health services, and other identified resources necessary for impacted survivors.
5. Affiliated volunteers will respond in their trained capacity.
6. Some affiliated volunteers may be affected by the disaster personally and, therefore, unable to respond.
7. Following a disaster, government agencies will coordinate with local nonprofit organizations, and national organizations will mobilize outside resources.
8. Spontaneous volunteers step forward to assist during an emergency. While not pre-trained, they have talents and time to share.
9. Spontaneous volunteers will likely overwhelm shelters, government sites, city halls, police and fire departments, and other emergency or gathering locations in a community if they

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<sup>1</sup> [https://www.fema.gov/sites/default/files/2020-07/whole\\_community\\_dec2011\\_2.pdf](https://www.fema.gov/sites/default/files/2020-07/whole_community_dec2011_2.pdf)



are not notified of a place to congregate and register to assist, such as an Emergency Volunteer Center (EVC).

10. Coordinated public messaging is critical to help direct spontaneous volunteers to EVCs in the County.



## 2.2. Donations Management

The general planning assumptions that affect donations management efforts are:

1. In the Emergency Operations Center (EOC), the Volunteers and Donations Management Unit coordination function is a part of the Operations Section.
2. Once established, the County Volunteers & Donations Management coordination will align requests for donations information according to operational priorities and objectives among multiple government agencies and NGOs.
3. Media coverage following an event will elicit an outpouring of both monetary and in-kind donations.
4. Foundations that serve Clackamas County may set up a fund for disaster relief assistance with the intention to channel funds into the County.
5. Based on the magnitude of the incident, multiple local and State government agencies, Federal agencies, and a range of NGOs, including private corporations and national and local voluntary organizations, may become involved.
6. Some fraudulent attempts to solicit donations will be made.
7. Businesses and other organizations will contribute new goods, including palletized water, canned food, cleaning and building materials, and other useful bulk goods.
8. Individuals will want to donate used goods, including clothing, blankets, sleeping bags, household items, and toys.
9. Local jurisdictions vary in their plans regarding operating a system to receive, process, and distribute donations to impacted populations.

## 3. Operational Priorities

The following operational priorities and objectives for volunteer and donations management are listed according to three response periods. The periods are:

- Event (E) to E+72 hours
- E+72 hours to E+14 days
- E+14 days to E+60 days
- E+60 days to Long-Term Recovery

The three time periods do not correspond to any particular phase of the emergency management cycle. Instead, this Plan recognizes a gradual transition from the initial response to an event (which focuses on immediate emergency support for lives and property) to recovery (which focuses on re-establishing a healthy and functioning community).



### 3.1. Priorities and Objectives

#### Event (E)+72 hours

##### Volunteer Management Priorities and Objectives

- The Volunteer and Donations Management Unit is activated in the EOC.
- Affiliated volunteers are deployed or self-deploy, based on agreement with their managing agency.
- Clackamas County and CCVOAD, working with local jurisdictions, will determine if there is a need to establish an Emergency Volunteer Center(s) (EVC).
- The Volunteer Management Unit engages with VOAD and NGO partners to determine if there is a lead agency for establishing a virtual, online or call-in EVC for coordinating unaffiliated volunteers.
- VOAD begins identifying volunteer needs based on priorities for the provision of food, water, shelter, healthcare, and spiritual and emotional needs.
- Clackamas County, local jurisdictions, and VOAD identify resources to operate EVCs, such as staff, facilities, supplies, equipment, etc.
- Clackamas County and VOAD gather situational awareness across the County regarding unmet needs and then identify volunteer positions to meet these needs.
- Working with VOAD, Clackamas County coordinates developing and disseminating consistent messaging regarding volunteer needs with the Public Information Officer in the EOC.
- Clackamas County shares updated information with the State, all local jurisdictions, and other regional partners.
- VOAD requests assistance as needed from partner agencies and organizations such as National VOAD, including NGOs and the private sector.

##### Donations Management Priorities and Objectives

- The Volunteer and Donations Management Unit is activated in the EOC.
- The Volunteer and Donations Management Unit engages with CCVOAD and partner agencies to establish a system for managing in-kind donations.
- The Volunteer and Donations Management Unit identifies philanthropic and/or corporate funders who may establish disaster relief funds serving Clackamas County.
- The Volunteer and Donations Management Unit with VOAD begins to compile a list of organizations providing on the ground services to direct funds to for immediate assistance.
- The EOC provides early and consistent County-wide messaging and public information regarding donations, particularly the preference for monetary donations over in-kind donations.
- The Volunteer and Donations Management Unit and PIOs monitor media coverage of donations activities and identify and address any problems as they arise.

#### E+72 Hours to E+14 Days

##### Volunteer Management Priorities and Objectives

- Maintain situational awareness.



- Some affiliated volunteer programs, like CERT, will demobilize, and some will look for other ways to help the community.
- The Volunteer and Donations Management Unit with CCVOAD continues to gather information across the County regarding unmet needs for the appropriate utilization of volunteers.
- The Volunteer and Donations Management Unit with CCVOAD forwards resource requests to the EVC (if established) and continues to support the coordination of spontaneous volunteers.
- The Volunteer and Donations Management Unit provides content to the PIO for the dissemination of consistent messaging regarding volunteer needs.
- The Volunteer and Donations Management Unit continues to evaluate and address any jurisdictions' requests for information and/or resources to support coordinating spontaneous volunteers.
- The Volunteer and Donations Management Unit addresses any jurisdictions' requests for resources to support volunteers with access and functional needs.
- The Volunteer and Donations Management Unit coordinates closely with nongovernmental and private-sector organizations.
- The Volunteer and Donations Management Unit begins to prepare for the transition to long-term recovery.

#### Donations Management Priorities and Objectives

- Identify resources to provide pro-bono legal, insurance, and job counseling services.
- The Volunteer and Donations Management Unit improves and broadens communications and situational awareness, including coordination with VOADs, grantmakers, and other critical NGOs inside and outside of the County and the impacted jurisdictions.
- The Volunteer and Donations Management Unit with CCVOAD determines the need for donation centers and/or identifies "pop-up" centers that emerge in the community.
- If a donations center is established, it implements a system and process for receiving, tracking, prioritizing, and distributing donated goods based on the areas of greatest need and impact.
- The Volunteer and Donations Management Unit continues to monitor funding needs for local non-profits on the ground and directs funds to those agencies as they become available.
- The EOC may seek assistance from State and Federal agencies to provide accommodations for people with disabilities and others with access and functional needs.
- The Volunteer and Donations Management Unit supports local jurisdictions as they encounter operational and logistical issues managing donations.
- VOAD integrates public and private sectors and NGOs for donations management operations, as needed.
- The Volunteer and Donations Management Unit with CCVOAD addresses any large-scale donations coordination and determines needs for warehousing, transportation, and waste management.
- The Volunteer and Donations Management Unit coordinates with Community Resource Centers (CRCs) to monitor locations and types of survivor needs, effectiveness of distribution,



and other issues related to the provision of assistance.

- The Volunteer and Donations Management Unit, CCVOAD, ORVOAD and National VOAD organizations coordinate and provide resources as requested to assist with staging and sorting of donated items prior to distribution.
- CCVOAD, ORVOAD and/or National VOADs support the distribution of donated goods among impacted jurisdictions according to priorities and any guidance received.

### E+14 days to E+60 Days

#### Volunteer Management Priorities and Objectives

- Continue to maintain situational awareness.
- The Volunteer and Donations Management Unit continues to coordinate requests for resources to support the coordination of volunteers as needed.
- If the EVC is deactivated during this time, determine where Volunteer Management coordination will take place in the County.
- If physical EVCs still exist, consider transferring to a virtual or call-in EVC as communications become more available.
- VOAD continues to gather information across the County regarding unmet needs and the utilization of volunteers.
- The Volunteer and Donations Management Unit begins to accumulate more accurate data on volunteer involvement in the response - numbers of volunteers, types of positions, number of volunteer hours donated, etc.
- Continue to coordinate the development and dissemination of consistent messaging regarding volunteer opportunities or the diminishing need for volunteers
- Continue to coordinate closely with nongovernmental and private-sector organizations
- Forecast volunteer needs for the recovery phase of the incident
- Assist with efforts to support local formation and operation of Long-Term Recovery Committees (LTRC) in each impacted jurisdiction.
- Prepare to demobilize volunteer coordination activities - for EVCs, assign and transfer remaining work to City, County, or supporting CBOs' departments.
- Begin to plan volunteer appreciation events, if possible.

#### Donations Management Priorities and Objectives

- Continue tracking the flows of donations into and around the affected areas.
- Continue coordination efforts.
- If the EVC is deactivated during this time, determine where Donations Management coordination will take place in the County.
- Provide regular updates to the public about the flows of donated funds, goods, and services, any gaps in what is needed, and what is not needed.
- Support monetary and in-kind distribution systems to increase their efficiency and completeness.
- Assist with efforts to support local formation and operation of Long-Term Recovery



Committees (LTRC) in each impacted jurisdiction.

- Evaluate priorities for distribution to minimize unmet needs.
- Support local, State, or Federal efforts to identify and prosecute fraudulent solicitations for donations.
- Prepare for future reporting to the public on the distribution of monetary and in-kind donations
- Support the disposition of unused donated goods, trash, and other waste.
- Plan for transition to long-term recovery and eventual turnover of event-specific donations management services and systems.

### E+60 Days to Long-Term Recovery

#### Volunteer Management Priorities and Objectives

- Provide disaster debriefings for volunteers involved in the previous phases of the disaster.
- Provide post-traumatic mental health services for volunteers who may have been impacted by their work in the disaster.
- Communicate to volunteers that they can continue supporting recovery operations through their affiliation with a volunteer organization or a long-term recovery organization (LRTO).
- If more volunteers are needed in Long-Term Recovery, promote recruitment of volunteers for specific needs.
- Transition existing volunteers who still want to help into long-term recovery efforts.
- When time allows, provide volunteer appreciation for those volunteers engaged in the first three phases of the disaster.
- Document lessons learned from the previous phases of the disaster.

#### Donations Management Priorities and Objectives

- Inventory remaining unused donations for response relief and recovery and distribute to organizations that can use them for basic community and social services - housing, day shelters, etc.
- Working with the LTRC, identify donations needed for this phase such as interim housing resources, building supplies for new housing, etc.
- Provide information to the public about the need for donated funds, goods, and services for recovery efforts.
- Track all monetary and in-kind donations assisting the community with long-term recovery
- Document lessons learned from the previous phases of the disaster.



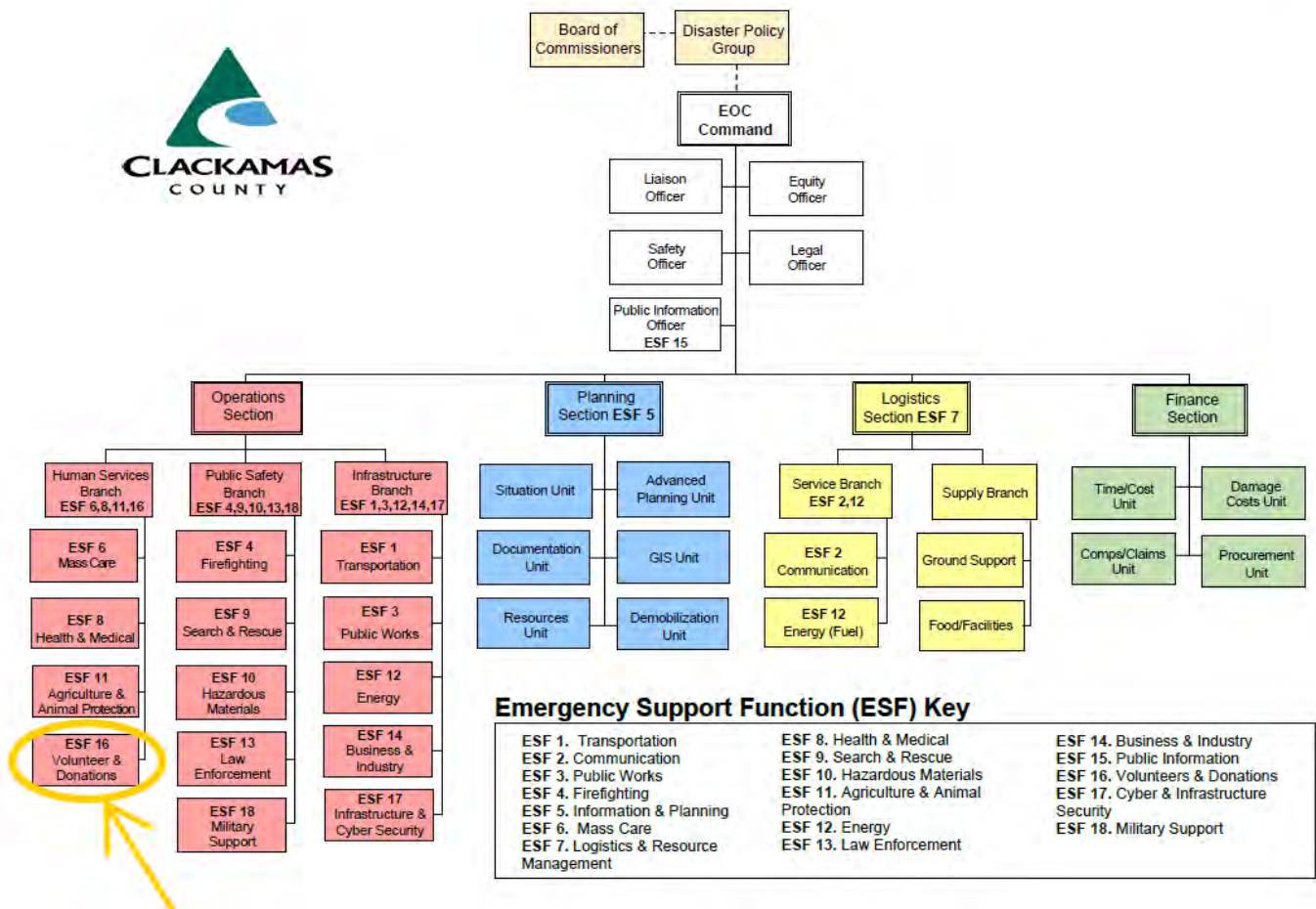
## 4. Concept of Operations

This section defines how volunteer resources and donations management are coordinated throughout Clackamas County in a disaster. It describes actions and roles necessary to provide a coordinated affiliated and unaffiliated volunteer response using the Incident Command System (ICS) and National Incident Management System (NIMS). It also ensures that the Plan is scalable to fit the scope of any event.

### 4.1. Coordination in the Emergency Operations Center (EOC)

Volunteer and donation management activities in the Emergency Operations Center will be conducted by the Volunteers and Donations Unit in the Operations Section. This function will coordinate with outside organizations that may provide volunteer and donation management services. The Volunteers and Donations Management Unit will track existing resources, identify gaps, and work with CCVOAD and other agencies to help meet these community needs.

## Clackamas County Emergency Operations Center (EOC) Organizational Chart



## 4.2. Affiliated Volunteers

An affiliated volunteer is an individual affiliated with a governmental agency or nonprofit agency who has been trained for a specific role or function in disaster relief, response, or recovery during the preparedness phase. Examples of affiliated volunteers may include members of Community Emergency Response Teams (CERTs), Medical Reserve Corps (MRC), Amateur Radio Emergency Services (ARES), Search and Rescue (CSAR), and others. The American Red Cross (ARC) and The Salvation Army also involve affiliated volunteers but operate within their own systems while coordinating closely with response agencies.

### 4.2.1. Activation

#### Clackamas County VOAD

Clackamas County Voluntary Organizations Active in Disaster (CCVOAD) is a membership organization of local nonprofit agencies, faith-based organizations, and government agencies that provide a wide variety of disaster-related services. VOAD will activate at the request of Clackamas County or in response to immediate needs in the community. VOAD will play a critical role in providing communication and coordination for the activation of affiliated volunteers of its member groups, and the coordination of spontaneous volunteers and in-kind donations.

#### Tri-County Medical Reserve Corps (MRC)

The Tri-County MRC includes collaboration between Clackamas, Multnomah, and Washington Counties, with each County coordinating its own unit. The Clackamas County MRC Unit operates under the authorization of the Clackamas County Public Health Department (CCPH), which will be responsible for activating MRC volunteers in an incident.

#### Clackamas County Amateur Radio Emergency Service (ARES)

Clackamas ARES is an organization of highly skilled amateur radio operators licensed by the Federal Communications Commission (FCC). ARES operates and works directly for Clackamas County Disaster Management. CCDM is solely responsible for activating and allocating ARES resources and may deploy them to support partner agencies in the County. ARES will not deploy or activate on its own.

#### Community Emergency Response Teams (CERT)

Clackamas County does not sponsor CERTS at a County level, CERT Teams are primarily affiliated with cities and fire districts in Clackamas County, which will be responsible for either activating local CERT teams or coordinating the self-activation of those teams. The managing jurisdiction is responsible for the registration of CERTS, along with providing CERT training. During an incident, County EOC may track overall CERT activities and resources to inform a common operating picture of what is happening throughout the County. See *Attachment 12.2 CERT Information* for details on agencies within County jurisdictions that offer CERT programs.



#### 4.2.2. Supervision

There are two types of supervision for affiliated volunteers:

- 1) Volunteers are oriented, trained, and supervised by a managing agency.
  - o There is typically annual engagement with these volunteers, such as training and exercises, participation in community outreach events, and general preparedness efforts for the agency. In some cases, these volunteers are background checked; in others, they are not and are closely supervised. This choice is at the discretion of the managing agency.
- 2) Volunteers who are provided training and then tasked to do work on their own in a community.
  - o CERT volunteers and the American Red Cross are prime examples of this in Clackamas County.

#### 4.2.3. Volunteer Tracking

Volunteer tracking has many advantages, including, but not limited to:

- Providing for the safety of volunteers in the field.
- Developing the opportunity for reimbursement from the Federal Emergency Management Agency (FEMA) in a federally declared disaster if an agency can track the hours of the volunteer's work, the nature of the tasks, the location where the tasks were performed, and document appropriate orientation, training, and supervision for the tasks at hand.
- Enabling Clackamas County to capture lessons learned for future incidents and more effectively harness volunteer resources.

#### 4.2.4. Demobilization

As the level of volunteer activity decreases, affiliated volunteer groups will prepare to demobilize. Issues to address during demobilization include:

- Transfer any outstanding issues with regard to affiliated volunteers to the appropriate entity or County Department.
- Plan a formal way to thank and recognize affiliated volunteers, examples include formal emails or letters from elected officials, phone calls, and recognition events, even if the event is planned for a future date.
- Gather lessons learned on any issues with volunteer activation and response from the affiliated volunteer groups' perspective for inclusion in an After-Action Report.



### 4.3. Spontaneous Volunteers

#### 4.3.1. Emergency Volunteer Centers (EVC)

The Emergency Volunteer Center (EVC) is the primary method for referring and coordinating spontaneous volunteers. It is a centralized clearinghouse established to increase communities' capacity to coordinate spontaneous volunteers during disaster response and recovery activities. At an EVC, volunteers can be assessed for skills and assigned to specific tasks.



#### 4.3.2. EVC Types

An EVC may be activated as an online system, call center, or walk-in center; or an EVC may be a combination of these strategies. Activation may call for a walk-in center, typically when communications are limited or power is out in some areas of the County; however, an EVC can function in any of the following ways:

- **Online system** – Also known as “virtual EVC,” this type of system streamlines the registration, interview, and screening processes. It can mobilize volunteers immediately following a disaster with mass texts and emails and communicate critical information to all registered volunteers, reducing the risk of confusion and misinformation during a disaster. Such a system can rapidly match and deploy volunteers to community agencies and other disaster relief volunteer organizations.
- **Call Center** – A call center is a phone bank staffed by volunteers who promptly respond to interested volunteers, collect registration information, and refer them to volunteer opportunities that match their interests and skills.
- **Walk-in center** – The most labor-intensive type of EVC to establish is a walk-in center. The guidelines in Section 4.3.3 *Walk-in EVC Operations* provide details on how to operate one, and concepts can be adapted for an online system and/or call center.

### Volunteer Identification and Information

Volunteer Identification applies to all types of EVCs. Volunteer ID is designed to create easily identifiable and standardized identification for volunteer workers. When collecting contact information on volunteers, consider tracking the following types of data:

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>● Name</li><li>● Address</li><li>● Phone number</li><li>● Email address</li><li>● Availability</li><li>● Skills (languages, communications, computer, counseling, heavy equipment operator, medical, etc.)</li><li>● Previous emergency training/certification</li></ul> | <ul style="list-style-type: none"><li>● If accommodations are needed for people with disabilities and others with access and functional needs</li><li>● Task preference (willing to provide animal care, animal rescue, child care, clean-up, damage assessment, data entry, driving, etc.)</li><li>● Geographic area preferences</li><li>● The phase of emergency (skills and interests are most suited to mitigation/preparedness/response/recovery)</li></ul> |
|--|--|



## Orientation, Training, and Supervision of Volunteers

It is critical that volunteers are properly oriented, trained, and supervised for their safety and to protect the managing agency from liability. For more detailed information on how to do this, please see the EVC E-Learning Training Modules linked below, which were developed to enhance local government's capabilities to effectively train staff and volunteers to set up and operate EVCs. These four training videos are publicly available on YouTube and include:

<ul style="list-style-type: none"><li>• <a href="#">Module 1: Introduction to EVCs</a></li></ul>	<ul style="list-style-type: none"><li>• <a href="#">Module 3: EVC Management</a></li></ul>
<ul style="list-style-type: none"><li>• <a href="#">Module 2: EVC Operations</a></li></ul>	<ul style="list-style-type: none"><li>• <a href="#">Module 4: Working Together with Spontaneous Volunteers</a></li></ul>

## Demobilization

As the level of volunteer activity decreases, those managing an EVC should prepare to demobilize. Issues to address during demobilization include:

- Dissemination of public messaging regarding EVC closeout as well as ongoing volunteer opportunities during recovery.
- Transferring any open volunteer management issues to the appropriate agency or County department.
- Planning a formal way to thank and recognize volunteers - examples include recognition events, formal emails or letters, phone calls, etc.
- Providing ongoing contact with volunteers after they have completed their service to promote long-term retention. Share information with volunteers on other opportunities and organizations and encourage affiliation with organizations that match volunteers' skills and interests.
- Gathering lessons learned regarding volunteer management through debriefing the EVC's lead staff and partner agencies for inclusion in an After-Action Report.

### 4.3.3. Walk-in EVC Operations

#### Facilities, Supplies, and Equipment

A physical location should be selected for a walk-in center. The location should be easy to find, and considerations should include a large indoor room with tables and chairs suitable for registration, training, and volunteer referral. Critical criteria include adequate parking, on-site restrooms, phone and network capability, and ADA compliance. Further considerations may include the need for security.

If the County establishes an EVC after a major event like an earthquake, request a site inspection to verify the building's structural integrity (Logistics section of the EOC). Also, request assistance from the EOC's Safety Officer to ensure the site is safe, secure, and sanitary.



Establish hours of operation and request needed resources from the EOC, including food and water for staff, phone lines, and/or electronic communications equipment. Then, assign a mode of communication with the EOC.

Arrange the room to allow for foot traffic and establish a waiting area near the Reception Station. Designate stations; clearly mark each station with a sign. Post EVC signs and directional signs in visible locations on the outside of the building. If possible, designate a separate area or room for training and orientation. See *Attachment 12.3 EVC Quick Start Guide* for EVC setup procedures.

These same provisions are recommended if a walk-in EVC is established in another jurisdiction in Clackamas County.

### Staffing

Ideally, EVC staff and managers are trained prior to activation of a walk-in EVC. Staff roles include:

- **EVC Manager** – Secures and opens the facility for the EVC; manages EVC set-up, operations, and demobilization; requests staffing and other resources for EVC operations; assigns and supervises lead EVC staff; coordinates press inquiries regarding volunteers with jurisdiction’s PIO; maintains close communications with the EOC.
- **Receptionist** – Establishes and manages Reception Station; greets visitors and fields inquiries; distributes forms to potential volunteers; directs people with non-volunteer-related inquiries to the appropriate source; posts urgent volunteer needs.
- **Interviewer** – Establishes and manages the Intake and Referral Station; conducts a brief interview with each prospective volunteer; refers volunteer to an appropriate opportunity; confirms that every volunteer has filled out all the required paperwork.
- **Volunteer Opportunities Coordinator** – Establishes and manages the Volunteer Opportunities Desk; serves as liaison to the jurisdiction’s departments and CBOs that need volunteers; relays volunteer requests to EVC Interviewers; supervises Data Coordinator; and assists CBOs and departments with disaster volunteer management issues.
- **Volunteer Data Coordinator** – Establishes and manages Data Coordination Desk; enters and manages data on both volunteers and agency requests; establishes and manages tracking process for volunteer needs and placements; notifies Volunteer Opportunities Desk when a request for volunteers has been filled; and compiles and issues daily report on numbers of volunteers referred.
- **Communications Coordinator** – Establishes and manages the Communications Desk; establishes forms for EVC communications, including the Internet, phone, runners, ham radio, etc.; manages incoming and outgoing communications for EVC (to and from EOC and other agencies); establishes and manages the tracking process for communications.

See *Attachment 12.3 EVC Quick Start Guide* for detailed position checklists for these roles.



## Tools and Resources

An *EVC Quick Start Guide (Attachment 12.3)* provides training, preparedness and response materials for quick start-up of an EVC following a disaster and includes:

- Walk-in EVC Setup and Layout Procedures
- List of suggested supplies for Basic EVC Supply Kit
- Action checklists for EVC Management positions
- References to specific EVC Forms used in EVC operations

*Attachment 12.4* includes the following *EVC Forms*:

- **[EVC Form 1] Disaster Volunteer Intake Form** – An intake form to determine appropriate placements for volunteers. It is a Volunteer Center Form and is the first document used at the EVC to determine volunteer skills, availability, etc.
- **[EVC Form 3] Disaster Volunteer Request Form** – A form enabling agencies and/or internal departments to request volunteer assistance. It contains jobs typically done by spontaneous volunteers in a response.
- **[EVC Form 4] Disaster Volunteer Opportunities Chart** – This chart is designed to be utilized to track incoming volunteer opportunities and can be enlarged to make a wall size chart that the Volunteer Intake and Referral Station can view and make referrals from. The Volunteer Opportunities Coordinator is responsible for inputting information on this chart.
- **[EVC Form 5] Emergency Volunteer Center Set-up Map** – A basic layout map for setting up stations at the EVC. It can be adapted to fit room size, flow of traffic, etc.
- **[EVC Form 6] Emergency Volunteer Center Supply Kit** – A list of suggested supplies for the Emergency Volunteer Center. It is recommended that an EVC kit be stocked and stored at each facility that could serve as an EVC for your city or region in the event of a disaster.
- **[EVC Form 7] Disaster Volunteer Interview Guide** – A guide of suggested questions for interviewing volunteers when you activate the EVC.
- **[EVC Form 8] Sample Press Release** – A template of a generic press release that addresses volunteer issues for the public that can be utilized in a disaster. Be sure to coordinate with your local PIO any information released to the press.
- **[EVC Form 9] Sample Volunteer Timesheet** – A timesheet to be utilized at a field site or volunteer location. Designed for logging in several volunteers on a daily basis.
- **[EVC Form 10] Safety Information Sheet** – to handout to volunteers at registration..

### 4.4. Monetary Donations Management

Monetary donations are typically the preferred form of donation for almost any organization. Monetary donations provide the most flexibility to meet individual survivor and organizational capacity needs. Monetary donations may be a primary form of support or may fill in the gaps of other aid provided by FEMA, NGOs, foundations, and local nonprofit organizations.



#### 4.4.1. Activation

After an incident, local organizations that activate will need financial resources to support on-the-ground operations. Typically, within 12 to 72 hours, foundations and major NGOs launch national media campaigns to solicit monetary donations, and many organizations act independently to solicit donations. The goal of Clackamas County is to refer financial donations to those organizations providing services in that specific incident, including local nonprofits. Many larger NGOs will attract media attention because of their name recognition with the public; thus, the importance of Clackamas County's ability to direct monetary donations to local nonprofit partner organizations is critical for their ability to provide services and stay in business after the disaster.

In a large-scale event, the Oregon Community Foundation may set up a fund to support counties across Oregon to both receive donations and issue grants to organizations providing services. The CCVOAD will set up a fund specific to Clackamas County to receive donations that may be granted to other organizations or utilized for long-term recovery.

Monetary donations are usually in the form of cash, checks, credit card payments, gift cards, and prepaid credit or debit cards, some of which may be paid for online or through text messages or other smartphone-enabled systems. Individuals can make monetary donations via call centers, online systems, text messaging, and in-person.

Fraudulent attempts to solicit donations are often made during disasters, so donors may look to local government to validate the credibility of sources for donating. Upon activation, Clackamas County can post website information for directing disaster monetary donations to appropriate and credible organizations such as:

- Clackamas County VOAD (CCVOAD)
- Local food banks
- Local nonprofits such as LoveOne and The Father's Heart
- Salvation Army
- AntFarm
- United Way of the Columbia-Willamette
- American Red Cross - Cascades Region: Serving Oregon & SW Washington
- Bridging Cultures
- Todos Juntos

Throughout the response phase, a communications strategy should clearly and consistently emphasize the preference for monetary donations instead of in-kind donations. See sample message templates in *Attachment 12.6. Message Templates for Donations Management*. In addition, some NGOs, such as the American Red Cross, routinely run public service announcements on television networks, requesting monetary donations for disaster relief purposes.



#### 4.4.2. Demobilization

The EOC Volunteer and Donations Management Unit or the department those duties are transferred to will be responsible for determining when to demobilize monetary donation activities for response and recovery. However, the need for monetary donations continues well into the long-term recovery phase and Clackamas County should continue to solicit and direct donations for the LTRG. Often, unmet needs are identified after other resources are exhausted and after the actual donations have ceased. During demobilization, lessons learned regarding monetary donations during the incident should be gathered from partner agencies for inclusion in an After-Action Report.

#### 4.5. In-Kind Donations Management

The ability to manage in-kind donations is often a challenge for many counties and communities throughout the United States. Uncoordinated, uncontrolled masses of donated goods can interfere with disaster operations and cause a secondary disaster.<sup>2</sup> Media coverage following a disaster often elicits an outpouring of both monetary and in-kind donations. Donations from individuals, service clubs, congregations, community organizations, small businesses, and large corporations are often on a scale that can overwhelm those receiving the donations. Given their limited resources to address this complex issue, government agencies rely on partnerships with a wide range of voluntary, community- and faith-based grantmaking organizations that play key roles in donations management. Collaborative donations management planning at all levels helps to minimize the challenges and maximize the value of disaster donations to a community.

Businesses, corporations, and organizations will often make donations of new and bulk goods to an affected area in times of disaster. These bulk donations can provide critical and needed resources, such as hundreds of cases of water, baby formula, etc. When a bulk donation offer is received, it is important that the EOC is aware of the resources and can utilize them in the resource allocation process. In turn, the EOC will constantly be assessing resource needs and priorities.

Clackamas County's goal regarding in-kind donations is to encourage donors to make financial contributions rather than donating goods as the most expedient and effective way to help. This is consistent with guidelines provided by the Federal Emergency Management Agency (FEMA) and National VOAD. A critical strategy to accomplish this is to develop an early coordinated public information campaign to limit the influx of "in-kind" goods and encourage financial donations. See *Attachment 12.6, Donations Management Messages*, for communications guidance for in-kind donations management.

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<sup>2</sup> Ten Key Principles of National Strategy for Donations Management, National Leadership Forum on Disaster Volunteerism 2002



If individuals and businesses still have goods they want to donate, the EOC Volunteer and Donations Management Unit will refer donors to nonprofit organizations accepting donations and providing services in an incident. In a large-scale event, the EOC will determine whether or not to set up a warehouse and distribution sites with VOAD and other national NGOs that have the technical expertise and specialize in the intake and distribution of donated goods, such as Adventist Community Services (ACS).

#### 4.5.1. Activation

In the event of a significant disaster or incident in Clackamas County, the EOC will activate the Volunteer and Donations Management Unit in the Operations Section. This unit will gather information on resources and needs in the impacted communities and connect with VOAD to determine the need for in-kind donations. Working with VOAD, Clackamas County will seek to understand and support emerging community needs, especially those of the County's AFN and at-risk populations.

VOAD plays a key role in communication and coordination with their voluntary organization members and government partners before, during, and after an incident and in collaboration with local government. Local VOAD members often include organizations or agencies who work closely as trusted providers in the community for its most at-risk populations. In an emergency, the local VOAD may convene an activation meeting of its members, other national voluntary relief organizations, and local government partners to address several disaster-related issues, including donations. Not only can VOAD provide local resources for in-kind donations management, but they may also draw on national resources, such as ACS or others, to support the coordination of in-kind donations management. Typically, local government is overwhelmed and relies on nonprofit partners to support its efforts to coordinate in-kind donations management.

#### 4.5.2. Food Donations

Organizations such as the Oregon Food Bank, the Salvation Army, and the American Red Cross will typically provide resources for mass food distribution and mass care feeding at shelter sites in a disaster. Restaurants and other organizations may want to donate food to support first responders, emergency services workers, and clients in cooling and warming centers. It is important that culturally appropriate food is provided at mass feeding sites as much as possible. To support emergency responders, offering nutritious and balanced food is critical. These responders often work very long hours and need adequate nutrition to maintain strength and energy for extended operations. Guidelines such as these can be established for food donations and presented to organizations who wish to donate food.

#### 4.5.3. Access and Functional Needs

In the event of a disaster, it is expected that both goods and services are needed to address and meet various access and functional needs for vulnerable populations, particularly as they relate to mass care and shelter and mass transportation/evacuation services. Durable medical equipment such as wheelchairs, walkers, raised toilet seats, accessible cots, and consumable



supplies such as hearing-aid batteries and drinking straws, to name a few, may be needed. Working with public and private sector providers to obtain these goods at the onset of opening shelters and/or a warehouse will enable Clackamas County to help meet the needs of people with disabilities and others with access and functional needs.

#### 4.5.4. In-Kind Donations Sites and Facilities

##### Community-Based Donations Centers

In almost any type of disaster, local organizations may self-select to set up a center to receive and distribute donations despite the recommendations of local government. These organizations may be nonprofit agencies, churches, neighborhood groups, service clubs, or others who see a need and want to help. Although not officially requested or sanctioned by local government, these “pop-up” donation centers may provide needed supplies to survivors and/or request resources from local government to keep operations running. Typically, the most effective type of donations collection for “pop-up” centers is to accept only identified and needed new supplies, such as blankets, diapers, formula, water, etc.

Alternatively, organizations with experience accepting, sorting, and repurposing used in-kind donations may be a tremendous resource for the community. If used in-kind donations are received, the Center should partner with an agency skilled at accepting these types of donations, such as the Salvation Army or Goodwill. Even so, in some disasters, these organizations may choose to only accept new in-kind donations and then provide shopping vouchers to survivors. In any activation, it will be important to verify, through CCVOAD, what organizations, if any, will accept used in-kind donations.

The EOC Volunteer and Donations Management Unit and CCVOAD will track, to the extent possible, the location, hours, resources provided, etc., to build situational awareness around community needs and resources. The EOC may utilize multiple channels, such as social media, websites, and local news outlets, to disseminate information regarding donation centers. The EOC will not be responsible for debris removal if an organization is not effective at managing and distributing in-kind donations.

Operating an effective donations center in a disaster requires communication, planning, organization, and coordination to ensure that resources are distributed efficiently and effectively to those in need. Here are some protocols to consider:

- Conduct a Needs Assessment: Survey partners to determine what items are required most urgently. This can involve collaboration with the County and city EOCs, VOAD, relief agencies, community-based organizations, and other partner agencies to identify priority items. Prioritize assessing the needs of the County’s most at-risk populations.
- Establish Collection Points: Set up collection points at convenient locations where people can drop off donations. These can include community centers, schools, churches, or other public buildings.
- Determine hours of operation, staffing, management, volunteer training, safety protocols and if volunteers will be fed onsite or instructed to bring their own food.



- Develop a plan for vetting donations: What will be accepted and what won't be accepted and how to manage that process.
- Sort and Organize Donations: Enlist volunteers to help sort and organize donations by category (e.g., food, clothing, medical supplies) to streamline distribution.
- Coordinate with Relief Agencies: Collaborate with local nonprofit and national relief agencies to coordinate efforts and avoid duplication of services. Share information about the types and quantities of donations received to facilitate efficient distribution.
- Ensure Accessibility: Locate donation sites in accessible buildings that are ADA-compliant. If possible, provide multilingual translators and signage in pictorial format for individuals with language access issues. Make available ASL services for any media coverage at donation centers.
- Respect Cultural Sensitivities: Be sensitive to the cultural and religious preferences of those affected by the disaster when distributing donations. Respect cultural norms and traditions to ensure that assistance is provided in a culturally appropriate manner.
- Establish Safety Protocols: implement safety protocols to protect volunteers and donors, such as ensuring proper sanitation measures are in place; providing safe storage places for a volunteer's personal belongings when interfacing with the public and having adequate water available for volunteers.
- Maintain Inventory Management: Develop or adopt an inventory system to keep track of donated items, including quantities and expiration dates. This helps prevent waste and ensures that resources are distributed in a timely manner.
- Conduct Volunteer Training: Train volunteers to handle donations, interact with donors and recipients, and follow safety protocols. Ensure that volunteers are equipped with the knowledge and skills necessary to carry out their roles effectively. Inform volunteers if they need to bring their own food or if food will be provided.
- Strive for Flexibility: Remain flexible and adaptable to changing circumstances and needs. As the situation evolves, be prepared to adjust donation priorities and distribution strategies accordingly.

### Warehouses

In a large-scale event, in concert with NGO partners, Clackamas County should identify a facility and establish a warehouse to collect and/or house donations coming into the County, especially bulk donations in large pallets, such as water, diapers, blankets, building supplies, etc. Once established, the warehouse will send donations to Community Resource Centers to distribute goods to the public as soon as possible.

The following are the recommended facilities specifications needed to support warehouse donations operations:

- 100,000 – 250,000 sq. ft.
- 4 or more loading docks (minimum of 2) with dock plates (1 per dock)
- Forklift access between the interior and exterior of the warehouse
- Office space to accommodate the management team



- Personnel support/break area
- Adequate ventilation and climate control
- Indoor lighting
- Outdoor lighting if night operations are anticipated
- Toilets and sinks
- Safety shower & eyewash station (preferred)
- Showers (preferred)

### Staffing

A donations warehouse could be staffed by nonprofit partners, such as ACS, Salvation Army, or others with skill sets and understanding of coordinating in-kind donations.

ACS has a Statement of Understanding with FEMA and the American Red Cross to provide donations management assistance during disasters. ACS has donations management teams for available deployment to support federal, state, local, and tribal agency operations. National subject matter experts are also available to assist during all phases of the disaster cycle.

The following are recommended guidelines from ACS for basic warehouse needs. ACS is a national leader in warehouse operations for the coordination of managing donated goods<sup>3</sup>.

### Utilities/Services

The following are the recommended utilities/services specifications needed to support warehouse donation operations:

- Landline or generated electrical power
- Potable water and sanitation
- 6 Phone lines (4 lines rollover) (cell phones may be considered)
- 2 Fax lines
- High-speed internet access for 10 devices
- 30-40 cubic yard dumpster with on-demand emptying service

### Transportation

The basic equipment needed for a warehouse includes two box trucks with drivers, fuel, and a lift gate for loading and unloading.

### Equipment

A comprehensive list of recommended equipment needed to support warehouse donation operations can be found in *Attachment 12.7*.

### Supplies

A comprehensive list of recommended supplies needed to support warehouse donation operations can be found in *Attachment 12.8*.

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<sup>3</sup> <https://www.communityservices.org/our-ministry/disaster-response/>



#### 4.5.5. Demobilization

The EOC will be responsible for determining when to demobilize in-kind donation activities and warehouses. Donations management issues to consider during demobilization are:

- Dissemination of public messaging regarding donations and reception of goods and money
- Closeout of local donations management operations, e.g., warehouses, trash disposal
- Determining where to donate any remaining goods
- Collection or distribution of information on potential reimbursement for donations management activities
- Transferring responsibility for any outstanding issues to the appropriate County department
- Gathering lessons learned from partner agencies for an After-Action Report.

### 5. Communications

The Volunteers and Donations Management Unit in the EOC needs to communicate with various stakeholders to ensure effective coordination and utilization of resources. Here are some key entities the Unit should consider continuing communications with:

1. EOC Leadership: Regular communication with EOC leadership, including the EOC Command and Disaster Recovery Manager, ensures alignment with overall emergency response and recovery priorities and objectives.
2. Operations Section: Communication with the Operations Section ensures that volunteer and donation management activities are integrated into the overall operational plan. This includes providing updates on volunteer availability, resource needs, and donation management status.
3. Logistics Section: Close communication with the Logistics Section is essential for coordinating the distribution of donations, managing volunteer resources, and addressing logistical challenges.
4. Public Information Officer (PIO): The PIO disseminates information to the public and media regarding volunteer opportunities, donation needs, and guidelines for contributing to the response effort. Regular updates to the PIO help ensure accurate and timely information reaches the community.
5. Planning Section: Collaboration with the Planning Section helps align volunteer and donation management activities with the evolving needs of the incident response. Sharing information on volunteer capabilities and donation inventories can inform planning decisions.
6. Safety Officer: Communication with the Safety Officer is crucial for ensuring the safety of volunteers and donation management personnel. Reporting hazards, implementing safety protocols, and addressing safety concerns are part of this communication process.



7. Community Organizations: Engaging with local community organizations, such as nonprofits, faith-based groups, and volunteer agencies, facilitates the recruitment of volunteers and the coordination of donation drives. Regular communication helps maintain strong partnerships.
8. Government Agencies: Communication with relevant government agencies, such as departments of social services, health departments, and emergency management agencies, enables collaboration on volunteer deployment and donation distribution efforts.
9. Law Enforcement: Regular communication with law enforcement agencies ensures coordination on security measures at donation sites, crowd management, and the safety of volunteers and donors.
10. Health Services: Communicating with health services agencies allows for coordination on the distribution of medical supplies, volunteer training on health-related protocols, and addressing health concerns related to volunteer activities.
11. Local Businesses and Corporations: Communication with local businesses and corporations can lead to partnerships for donation drives, volunteer engagement programs, and in-kind contributions to support the response effort.

By maintaining open lines of communication with these stakeholders, the EOC Volunteers and Donations Management Unit can effectively coordinate volunteer efforts and donation management activities to support the overall emergency response and recovery process.

## 6. Public Information

Throughout the response phase, a communications strategy should clearly and consistently emphasize the preference for monetary donations over in-kind donations. Consistent and effective dissemination of public information is an extremely important tool for managing volunteers and donations. When the public does not have clear and direct information regarding the need - or lack of need - for volunteers and donations, they will inevitably make their own assumptions about what is needed based on what they see in the news and social media. Often, well-meaning people will develop their own donation sites and/or volunteer opportunities. For this reason, public information plays a critical role in helping the County manage the flow of donations and volunteers and directing help to where it is most needed.

### 6.1. Volunteer Management Messages

See sample message templates in *Message Templates for Donations Management in Attachment 12.5*, which provides pre-scripted messages for the public, such as directing them to stay home for their safety and the safety of responders and to stay away from affected areas. Also included are templates to direct volunteers on how and where to volunteer as opportunities become available.



## 6.2. Donations Management Messages

See sample message templates in *Message Templates for Donations Management in Attachment 12.6*. These are pre-scripted messages informing the public that monetary donations are preferred and how and where to donate. They also promote not donating used goods that are unnecessary and describe the specific kinds of goods that may be needed and where to donate them.

## 7. Roles and Responsibilities

This section lists the names and responsibilities of the key agencies and organizations involved in executing the Plan and defines all the roles/responsibilities of key players in the Volunteer and Donation Management landscape.

### 7.1. Federal Government

Federal activities are coordinated by FEMA and are typically requested by the Oregon Department of Emergency Management if State resources become limited or specialized services are needed. During a disaster, FEMA is responsible for the following volunteer coordination and donations management activities:

- Coordinate Federal resources to supplement the State's resources during a presidentially declared disaster
- Provide volunteer coordination and donations management expertise, technical assistance, and other resources to State, regional, and local government

### 7.2. Oregon Department of Emergency Management (OEM)

The OEM coordinates state-level emergency management activities to support local disaster operations. OEM is responsible for the following tasks in support of the local jurisdiction:

- Establish communications links with affected local jurisdictions (through the County EOC or local EOC)
- Mobilize state agency personnel to staff OEM positions and provide direct assistance to affected local jurisdictions
- Request a Governor's disaster or emergency declaration, as required
- If circumstances warrant, activate and deploy State resources to Clackamas County to support Volunteer and Donations Management, and other emergency response and recovery efforts
- Request federal technical and disaster relief assistance as required

### 7.3. Clackamas County Disaster Management (CCDM)

Clackamas County Disaster Management (CCDM) strives to ensure the whole community is prepared for significant disasters in the County and maintains readiness to support disaster response, recovery, and mitigation. During a large-scale emergency or disaster CCDM will activate the County's Emergency Operations Center (EOC). The County's EOC activities when



activated include:

- Assign a unit within the EOC to coordinate volunteers and donations management
- Activate the Volunteers and Donations Management Plan
- Establish a lead agency (or agencies) to activate EVCs
- Establish a lead agency (or agencies) for receiving and distributing monetary donations
- Support EVCs by providing the following: translation services, co-location of liaisons from agencies requesting volunteers, mental health services for both staff and registering volunteers, food and supplies for EVC staff, transportation for volunteers, training of volunteers
- Request, broker, and track resources (such as supplies, equipment, and technical assistance) in support of EVCs and affiliated volunteer programs as needed
- Communicate and coordinate with CCVOAD and NGOs for effective volunteer coordination and donations management in the County
- Ensure that the deployment of volunteers in the County is consistent with laws and statewide policies
- Coordinate with the public information function—including the Joint Information Center (JIC) if activated—to maintain consistent public messaging through the media about critical volunteer and donations information
- Serve as the point of contact between city EOCs and OEM for volunteer coordination and donations management
- Support efforts to engage volunteers who have access and functional needs

#### 7.4. Clackamas County Public Health Emergency Services (PHEP)

PHEP is the local lead agency in any incident involving an outbreak of infectious disease and any emergency response actions primarily affecting the health and wellness of the Clackamas County population.

- PHEP will maintain a registry of pre-identified and pre-credentialed medical volunteers (e.g., Medical Reserve Corps)
- Activate the MRC upon approval of the County's Health Officer
- PHEP will also serve as a liaison to the Office of Emergency Management on health-related issues and provide public health information for the public as it relates to their safety in an incident

#### 7.5. City Government

There are 16 incorporated cities within the boundary of Clackamas County. Cities vary in size, funding, and capacity. Cities may do any of the following, if possible, and they may request assistance from Clackamas County for the following:

- Initiate training and exercises with local jurisdictions in non-disaster times
- In an incident, establish modes of communication from the EOC to local jurisdictions and identify who in their EOC is responsible for coordinating monetary and in-kind donations
- Identify immediate needs in the jurisdiction, placing priority on residents with access and



functional needs who are most vulnerable

- Identify what partner agencies may be helping with monetary donations in each jurisdiction
- Identify which jurisdictions will establish EVCs and/or participate in a multi-jurisdictional Emergency Volunteer Center
- Establish coordination calls with local jurisdictions, CCVOAD, and partner agencies as needed
- Help manage and coordinate volunteers as necessary in the jurisdictions
- Coordinate with the County system to receive, process, and distribute donations to affected survivors in all jurisdictions
- Include information and lessons learned from local jurisdictions in an after-action report

### 7.6. School Districts & Special Districts

There are multiple school districts and other special districts (including Fire, Water, and Sanitary Districts) throughout Clackamas County. These agencies will:

- Provide the EOC with Situation Status Reports
- Request resources through the EOC
- Participate in coordination meetings
- Support volunteer activities by potentially providing facilities for a walk-in EVC
- Support donations activities by potentially providing locations for in-kind donations

### 7.7. Tri-County Medical Reserve Corps (MRC)

This cadre of medical and non-medical volunteers is pre-identified, credentialed, trained, background-checked, and ready to be deployed to provide medical care in case of a disaster.

- Strengthens Clackamas County's health, safety, and preparedness by organizing, training, and involving volunteers to assist in a public health emergency.
- MRC volunteers will often assist with public education and outreach for County public health efforts.

### 7.8. Clackamas Amateur Radio Emergency Services (ARES)

Clackamas ARES is an organization of highly skilled amateur radio operators licensed by the Federal Communications Commission (FCC) who have voluntarily agreed to utilize their skills and equipment to provide public service communications support to both government and non-government entities.

- ARES augments and supports vital communications on behalf of the public through partner agencies during emergencies and disasters. ARES provides ongoing training and exercises for its members to maintain an optimum state of readiness.

### 7.9. Community Emergency Response Team (CERT)

CERT volunteers are trained as neighborhood, business, and government teams and may be utilized as auxiliary responders. Depending on their training and relationship with a Government



Agency Sponsor (typically Fire Districts within Clackamas County), these groups may provide immediate assistance to people affected in their area, organize spontaneous volunteers who have not had training, and collect disaster intelligence that will assist professional responders with prioritizing and allocating resources following a disaster.

- The Incident Commander or EOC Command/Manager for the jurisdiction with responsibility over the CERT may initiate a convening protocol for CERT volunteers once they have completed their immediate activation duties in their neighborhood and additional specific needs are identified
- The County EOC may request CERT assistance through the CERT's Sponsoring Agency

### 7.10. Clackamas County VOAD

Clackamas County Voluntary Organizations Active in Disaster (CCVOAD) coordinates a network of voluntary organizations working together to encourage efficient service delivery to people affected by immediate, intermediate, and long-term disasters in Clackamas County, Oregon. CCVOAD:

- Provides a single point of contact for NGOs to liaise with the EOC
- Initiates and maintains communication with its partners and regional and State agencies to facilitate a coordinated response. This may include:
  - Convening meetings of its partners to support response and recovery
  - Providing liaisons as requested to the EOC and OEM
  - Serving as an information conduit regarding services rendered by its partners
  - Responding to requests for information and resources
  - Providing technical assistance for startup and maintenance of a long-term recovery group in affected areas
- Coordinate CCVOAD partner agencies to provide volunteer and donations management services such as:
  - Identifying unaffiliated volunteers
  - Managing and staffing EVCs
  - Training Volunteers
  - Coordinating management and staffing of donation facilities, such as multi-agency warehouses, staging areas, and distribution centers

### 7.11. Oregon VOAD (ORVOAD)

ORVOAD is an affiliate of National Voluntary Organizations Active in Disaster (NVOAD). ORVOAD member organizations cover a broad range of missions and technical expertise, and adhere to the 4 Cs: Cooperation, Communication, Coordination, and Collaboration. These principles serve as the foundation for ORVOAD as it collaborates with local, regional, and national partners to coordinate emergency relief, response, and recovery efforts in times of disaster.

- Assures the right resources are placed at the right location at the right time



### 7.12. National Voluntary Organizations Active in Disaster (NVOAD)

A national organization that promotes cooperation, communication, coordination, and collaboration and fosters more effective service delivery to disaster-affected communities.

- Many National VOAD organizations will come into an impacted area to provide services and help with specialized skill sets and abilities. Examples include but are not limited to:
  - **Adventist Community Services** – Specializes in donations management on a large scale, especially the operations of warehouses.
  - **Catholic Charities** - Responds with aid on-site, such as shelter, meals, water, emergency funding, and disaster aid application assistance. They are well known for providing case management throughout the recovery phase.
  - **Tzu-Chi Foundation** – Fills gaps for survivors with gift cards and necessities, provides hard-to-find equipment and supplies along with volunteers.
  - **Child Life Disaster Relief** – Provides services to ensure that children in disasters and crises have the tools and support needed to promote positive coping and resilience.
  - **Habitat for Humanity** – Provides construction of transitional shelter and new housing, repairs and reconstruction as soon as possible.
  - **United Methodist Committee on Relief (UMCOR)** – Addresses immediate needs of survivors with food, water, shelter, financial assistance, and helps with mucking out and cleaning up. They also provide disaster case management, materials and construction management, volunteer management, and psychosocial support for survivors in the recovery phase.
  - **United Policyholders** – Provides free individualized insurance claim and recovery help.

### 7.13. Local Nonprofit Organizations

In the event of an emergency or disaster, community-based organizations will be contacted for various reasons to meet the community's needs. These include but are not limited to:

- Information dissemination
- Food banking
- Food and water distribution
- Crisis intervention, information, and referral services
- Housing
- Cooling and warming centers
- Sheltering
- Case Management
- Serve as trusted providers to at-risk populations



#### 7.14. Faith-Based Organizations

In the event of an emergency or disaster, faith-based organizations will be contacted for various reasons to meet the community's needs. These include but are not limited to:

- Serve as gathering sites for food, water, and other basic needs distribution in their communities
- Act as host sites for meetings and gatherings
- Mobilize volunteers
- Collect and distribute donated products
- Provide spiritual and emotional care to responders and volunteers
- Serve as trusted providers to at-risk populations

#### 7.15. Private Sector

In the event of an emergency or disaster, private sector organizations will be contacted for various reasons to meet the community's needs. These include but are not limited to:

- Provide mass/bulk donations (water, diapers, clean-up supplies, etc.)
- Provide volunteer employee groups for clean-up, etc.
- Provide corporate and company foundation donations to disaster response funds
- Play a significant role in the recovery phase for rebuilding by supplying funds, building supplies, etc.

#### 7.16. Other Coordinating Agencies

Additional coordinating agencies, such as 211 Info and Oregon Food Bank, play a variety of roles in County volunteer and donations management.

### 8. Mutual Aid Resources

If the need to manage volunteers or donations overwhelms the emergency management system, Clackamas County will request assistance from other local jurisdictions and agencies per the following Oregon mutual aid resources.

- Oregon Resources Coordination Assistance Agreement (ORCAA)
- Oregon Department of Human Services
- Emergency Management Assistance Compact (EMAC)
- Pacific Northwest Emergency Management Arrangement (PNEMA)
- Intra-County Mutual Aid Agreement
- Inter-County Mutual Aid Agreement
- Intergovernmental Agreement for the Lending of Personnel Within Clackamas County When Personnel are Unable to get to Their Normal Reporting Location
- Intergovernmental Agreement for the Lending of Fire Agency Personnel Within Clackamas County When Personnel are Unable to get to Their Normal Reporting Location



## 9. Memoranda of Understanding

The approach to managing unsolicited goods and spontaneous volunteers in an emergency or disaster will depend on the types of working relationships and agreements made between government emergency management personnel and voluntary agencies before a disaster.

Clackamas County may enter into an MOU with outside agencies to serve as leads for managing spontaneous volunteers, monetary donations, and/or in-kind donations.

## 10. Plan Maintenance

### 10.1. Plan Updates

Clackamas County Disaster Management is the designated lead for maintaining the Volunteer and Donations Management Plan. The Plan begins with a record of changes to note when updates are made. In the event of no incidents or exercises, the Plan will be updated every five years. However, in the event of an incident, the Plan will be updated to reflect lessons learned, and incorporate additional resources and tools and new partnerships formed in an event.

Additionally, this Plan may be updated after an exercise on the Plan and/or if an exercise is determined by the Integrated Preparedness Planning (IPP) Workshop Group.

### 10.2. Plan Training and Exercises

Training and exercises are activities that serve multiple purposes. They provide opportunities to practice, assess, and validate concepts in this plan, especially the coordination with partner agencies to manage volunteers and donations. If implemented and refreshed periodically, they help maintain a state of community preparedness to effectively utilize volunteer and donations resources.

Conducting exercises on the Plan has many benefits:

- It gives participants a better sense of how their roles play out in the event of an emergency or a disaster
- It builds participant confidence and enhances teamwork
- It helps participants reach a better understanding of how all the operational parts fit together
- It can be used to practice, assess, and identify gaps and resources for the Plan

There is a broad range of exercise types, from simple to complex, that may be utilized to exercise this plan:

- Tabletop Exercise – a facilitated group discussion based on a specific disaster scenario highlighting on coordination of resources for volunteer and donations management
- Functional Exercise – Activates components of the Plan and practices communications with outside agencies with messages provided by simulators
- Full-scale Exercise – incorporates all functions and communications with outside real-life



players such as local government agencies, nonprofit organizations, and other partner agencies

### 10.3. After-Action Review

Clackamas County will conduct an after-action review of the Volunteer and Donations Management Plan following activation of the Plan. This review may be integrated into an overall After-Action Report for an incident, or the County may decide to develop an individual After-Action Report on this specific plan. It is essential that partner agencies are integrated into the After-Action Review process to capture lessons learned and increase resilience for the next incident.



## 11. Authorities and References

The Volunteer and Donations Management Plan complies with or is consistent with applicable local, state, and national emergency management systems and plans, as listed below.

### Local

- Clackamas County Oregon Emergency Operations Plan, 2022

Emergency Support Function (ESF) 16 – Volunteers and Donations Management,  
Regional/State

- State of Oregon Emergency Operations Plan, ESF 16 Volunteers and Donations

### Federal

- Volunteer and Donations Management Support Annex, National Response Framework (NRF) National Incident Management Systems (NIMS) Volunteer Protection Act of 1997, U.S. Public Law 105-19.
- The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) of 1988, 42 U.S.C. 5121, et seq., as amended.
- Post-Katrina Emergency Management Reform Act (PKEMRA) of 2006, Public Law 109-295.
- Homeland Security Presidential Directive 5 (HSPD-5), Management of Domestic Incidents, February 28, 2003.
- The National Response Framework (NRF), January 2008.
- NRF, Volunteer and Donations Management Support Annex, January 2008.
- Volunteer Protection Act of 1997, U.S. Public Law 105-19.
- Managing Spontaneous Volunteers in Times of Disaster: The Synergy of Structure and Good Intentions, Points of Light Foundation and National VOAD.



## 12. Attachments



## 12.1. Glossary of Terms

**Affiliated Volunteers** – Volunteers attached to a recognized voluntary or nonprofit organization and who are trained for specific disaster response activities. Their relationship with the organization precedes the immediate disaster, and that organization invites them to become involved in a particular aspect of emergency management.

**Clackamas County Disaster Management (CCDM)** – The division within County government that collaborates with County staff, regional and local governmental agencies, non-governmental organizations, businesses, volunteer groups, community members, and Tribal governments to promote disaster preparedness, identify and reduce the risk of hazards, develop emergency response and mitigation plans, coordinate emergency response activities and provide training for all incident personnel.

**Community-Based Organization** – Private nonprofit, non-governmental, or charitable organizations that work at the local level to provide services to communities and specific target audiences that improve a community's health and well-being.

**Community Emergency Response Team (CERT)** – An all-hazards education, training, and support program for community volunteers designed to help citizens prepare to protect themselves, their neighborhoods, and their families in an emergency or disaster. Local jurisdictions provide CERT Training.

**Emergency Volunteer Center (EVC)** – A walk-in center, phone bank, or other means of referring the public to disaster volunteer opportunities. A city, the County, or an outside organization can administer an EVC.

**In-Kind Donations** – Donations other than cash (usually materials or professional services) for disaster survivors, rescue workers, and other relief staff.

**Monetary Donations** – Financial contributions from donors designated for disaster response, relief, and recovery.

**Mutual Aid Agreement** – A written agreement between agencies, organizations, or jurisdictions that indicates that they will assist one another upon request by furnishing personnel, equipment, materials, or expertise in a specified manner.

**National Voluntary Organizations Active in Disaster (NVOAD)** – A national organization that promotes cooperation, communication, coordination, and collaboration and fosters more effective service delivery to disaster-affected communities. Many national VOAD organizations will come into an impacted area to provide services and help with specialized skill sets and abilities.

**Nongovernmental Organization (NGO)** – A private nonprofit entity based on the interests of its members, individuals, or institutions and not created by a government but may work cooperatively with the government. Such organizations serve a public purpose, not a private



benefit. Examples include faith-based charity organizations and the American Red Cross, and the Salvation Army. Many larger NGOs are associated with National VOAD.

**Oregon Department of Emergency Management (OEM)** – Oregon’s statewide emergency services system for coordinating emergency and disaster communications and response.

**Oregon VOAD (ORVOAD)** – An affiliate of National Voluntary Organizations Active in Disaster (NVOAD). Over 100 faith-based and non-governmental organizations make up partner and membership groups of Oregon VOAD who serve communities throughout the State. ORVOAD assures the right resources were placed at the right location at the right time

**Points of Distribution (PODS)** – PODS are local facilities operated by the City, County, churches, and other faith-based organizations, as well as community-based and voluntary organizations, to provide goods (commodities) directly to disaster survivors.

**Spontaneous Volunteers** – An individual who comes forward following a disaster to assist a governmental agency or nongovernmental organization (NGO) with disaster-related activities during the response or recovery phase without pay or other consideration. Spontaneous volunteers are not initially affiliated with a response or relief agency or pre-registered with an accredited disaster council. Spontaneous volunteers may also be referred to as unaffiliated, walk-in, or convergent volunteers.

**Staging Area** – A staging area can be any available, large outdoor area (ideally 1-25 acres in size, with fencing or other security provisions) with sufficient area to temporarily park vehicles, equipment, personnel, and goods that are ready for deployment to the affected area to aid in the logistics management operation, provide volunteer disaster relief services, and/or other disaster response and recovery operations.

**Voluntary Organizations Active in Disaster (VOAD)** – VOAD is a coalition of organizations, including nonprofit agencies, faith-based organizations, the private sector, and other community stakeholders, that typically exists at a County level. This collaboration promotes the development of locally tailored preparedness and recovery efforts, thus creating more resilient communities.

**Warehouse** – Any available, large, enclosed storage area (ideally 25,000 – 200,000 square feet in size, located on a secured/fenced site) with sufficient space to park and unload trucks and other vehicles carrying disaster donations or commodities. Examples of facilities that can be used as warehouses include but are not limited to vacant commercial warehouse space, governmental and nongovernmental organization warehouse facilities, armories, County fairground buildings, ice arenas, highway / public works maintenance garages, airport hangers, community recreation centers, etc.





## 12.2. CERT Information

CERT (Community Emergency Response Team) is a FEMA-sponsored program that educates and trains volunteers in disaster preparedness. Established in all 50 states, it offers a consistent platform for creating teams that professional responders can rely on during disaster situations.

While Clackamas County does not sponsor CERTs at the County level, many agencies within the County offer CERT training. Contact information for jurisdictions that support local CERT programs is listed in the table below:

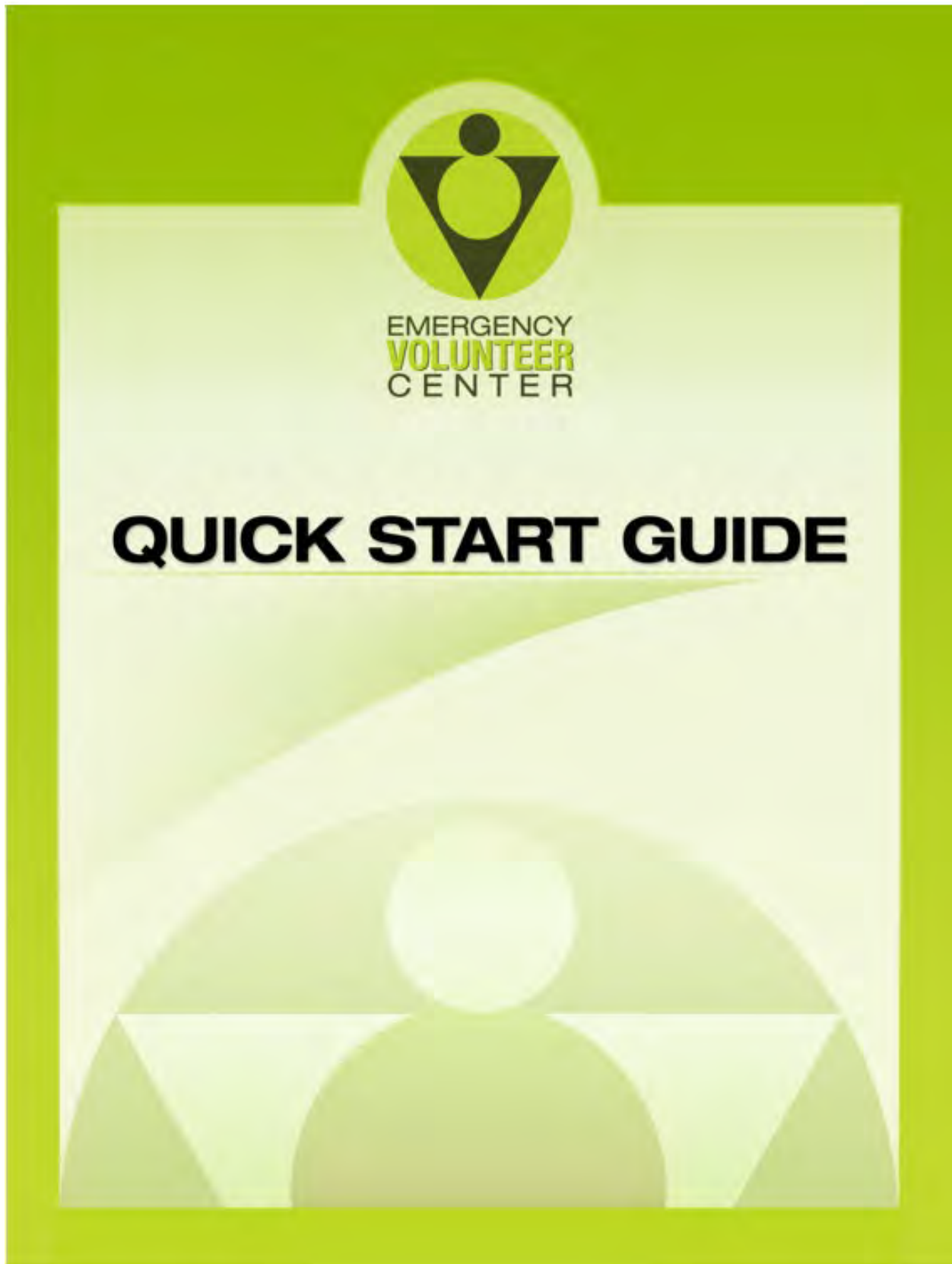
Visit: <https://www.oregon.gov/oem/community-preparedness/pages/cert-program.aspx> for the most up to date contacts.

Team Name	Team Website	CERT Contact
Canby Fire District CERT	<a href="https://www.canbyfire.org/community-emergency-response-team-cert">https://www.canbyfire.org/community-emergency-response-team-cert</a>	Jerry Burn <a href="mailto:jburn@canbyfire.org">jburn@canbyfire.org</a>
Clackamas County Fire District #1 CERT	<a href="https://www.canbyfire.org/community-emergency-response-team-cert">https://www.canbyfire.org/community-emergency-response-team-cert</a>	Ryan Kragero <a href="mailto:ryan.kragero@clackamasfire.co">ryan.kragero@clackamasfire.co</a>
Happy Valley CERT		Linda Swyers <a href="mailto:happyvalleycert@gmail.com">happyvalleycert@gmail.com</a>
Milwaukie CERT	<a href="https://milwaukiepsf.org/cert-2/">https://milwaukiepsf.org/cert-2/</a>	Linda Hedges <a href="mailto:milwaukiecert@gmail.com">milwaukiecert@gmail.com</a>
Oak Lodge CERT	<a href="https://milwaukiepsf.org/cert-2/">https://milwaukiepsf.org/cert-2/</a>	Greg Wenneson <a href="mailto:gregwenn@sonic.net">gregwenn@sonic.net</a>
Willamette Falls CERT		Kristopher Buxton <a href="mailto:willamettefallscert@gmail.com">willamettefallscert@gmail.com</a>
City of Lake Oswego CERT	<a href="https://www.ci.oswego.or.us/fire/cert">https://www.ci.oswego.or.us/fire/cert</a>	David Smith <a href="mailto:Dsmith@ci.oswego.or.us">Dsmith@ci.oswego.or.us</a>
Estacada Community Emergency Response Team		David Espinosa <a href="mailto:estacadacert@gmail.com">estacadacert@gmail.com</a>
Hoodland Fire District #74 CERT	<a href="https://www.hoodlandfire.us/hoodland-c-e-r-t-team">https://www.hoodlandfire.us/hoodland-c-e-r-t-team</a>	Sally Chester <a href="mailto:2mountainsal@gmail.com">2mountainsal@gmail.com</a>

CERT Preparedness Publications are available at: <https://orders.gpo.gov/icpd/ICPD.aspx>



12.3. EVC Quick Start Guide







## Set-up and Layout Procedures

### EVC Set-up Procedures

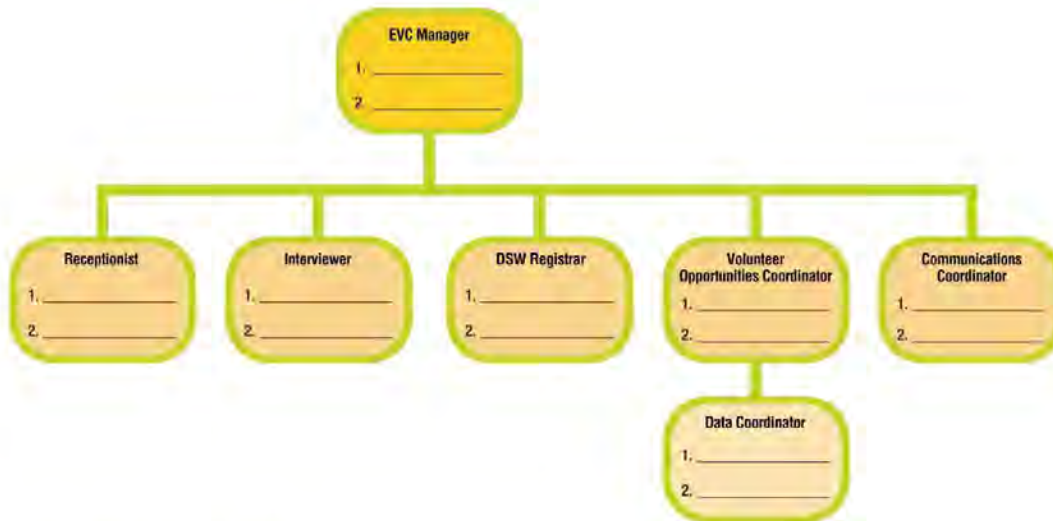
- ❑ Choose a site for the EVC; a large indoor room with tables and chairs is ideal.
- ❑ Request a site inspection to verify the structural integrity of the building (Logistics section of the EOC).
- ❑ Establish mode of communication with the EOC. If you will be using the jurisdiction's registered amateur radio unit, ensure enough operators are assigned to cover all shifts for the entire time of operations. Utilize early volunteers as runners to deliver messages to the EOC, if necessary.
- ❑ Determine if power, phone service, water, etc., are available.
- ❑ Request assistance from the EOC's Safety Officer to ensure a safe, secure and sanitary site.
- ❑ Request needed resources from EOC, including food and water for staff, phone lines and/or electronic communications equipment, and assignment of amateur radio operator to EVC.
- ❑ Obtain Emergency Volunteer Center Supply Kit (list of Supplies on Page 3).
- ❑ Arrange room for foot traffic; establish a waiting area near Reception Station.
- ❑ Designate stations; clearly mark each station with a sign.
- ❑ Post EVC signs in visible locations on the outside of the building.
- ❑ Designate a separate area or room for training and orientation, if possible.

### Emergency Volunteer Center Flow Chart



### EVC STATIONS AND DESKS

The EVC layout can be adapted according to the size of the response and volume of volunteer interest. "Stations" are set up to handle the flow of volunteers and "desks" accommodate EVC support functions. Each station/desk has a correlating staff assignment and position checklist. In a small-scale operation, one person can perform multiple roles, taking on the responsibility for more than one station/desk. In a large-scale operation, 1-4 people can be assigned to each position, expanding EVC capacity to process volunteers.



#### Reception Station – EVC Form 1

The Reception Station is located near the entrance with a "waiting area" nearby. Receptionists greet visitors, distribute intake forms (EVC Form 1) to volunteers as they arrive, and handle the public's questions and concerns. Because of the potential visibility of an EVC, this station will probably serve as an informal information and referral desk. This station needs a minimum of 1 table / 2 chairs, possibly more.

#### Intake and Referral Station – EVC Form 1, 7 & 10

The Intake and Referral Station follows the Reception Station. EVC Interviewers staff this station, help volunteers complete their intake form, and conduct a brief interview of the volunteers. This station should have several tables and chairs and will most likely need the greatest number of staff assigned to it.

#### Volunteer Opportunities Desk – EVC Forms 3, 4 & 10

This desk is staffed by Volunteer Opportunities Coordinator(s), who proactively contact government agencies and voluntary organizations to identify volunteer opportunities. The Coordinators help agencies/organizations complete Volunteer Request Forms. They maintain contact with agencies/organizations and inform them when requests for volunteers have been filled.

#### Data Coordination Desk – A copy of EVC Form 1 once completed

The Volunteer Data Coordinator develops and implements a manual or computerized system for tracking numbers of volunteers referred. The Coordinator collects and tallies information from the Interviewers and informs the Volunteer Opportunities Desk when requests have been filled. The Coordinator prepares a daily report on volunteer numbers.

#### Communications Desk – EVC Form 11

The Communications Coordinator oversees outgoing and incoming communications for the EVC and is responsible for establishing communications with the EOC and possibly other outside agencies such as Food Banks, American Red Cross, etc.



## EVC MANAGER

### General Duties and Position Checklist

#### **General Duties**

- Secure and open the facility for the EVC
- Manage EVC set-up, operations and demobilization
- Request staffing and other resources for EVC operations
- Assign and supervise Lead EVC staff
- Coordinate press inquiries regarding volunteers with jurisdiction's PIO
- Maintain close communications with the EOC

#### **Action Checklist – EVC Management**

- Read the entire Action Checklist.
- Identify yourself as the EVC Manager by putting on a nametag or vest with your title.
- Initiate an event log of activities, beginning with notification of the emergency.
- Review Set up and Layout Procedures and assign staff to set up the EVC.
- Designate an assistant EVC Manager in a large-scale operation.
- Designate yourself or an EVC staff member as PIO to handle press inquiries.
- Work closely with Communications Coordinator to establish mode(s) of communication with the EOC.
- Determine staffing levels. If possible, assign at least two people to each station and more if necessary. When assigning more than one person to a station, designate a Lead staff to be in charge.
- Forecast personnel needs and request extra staff if needed.
- Assign early volunteers to provide refreshments and support in the waiting area near Reception Station.
- Determine hours of operation for the public.
- Set staffing shifts. The recommended maximum shift for any employee or volunteer is eight hours. Decisions regarding overtime work (beyond 8 hours a day or 40 hours per week) for jurisdiction employees should be coordinated with Personnel in the Logistics Section of the EOC.
- Plan breaks according to jurisdiction guidelines.
- Ensure that staffing and operations cost tracking follow State and FEMA guidelines.
- Schedule brief meetings at the beginning and end of day before/after opening the doors to the public to address operational issues and update staff on disaster situation.**
- Overlap shifts to help with the transition of information and updates at each station.
- Frequently rotate staff through the most stressful positions, e.g., Receptionist.
- Designate a break/rest area away from the public to provide a resting area for staff, with water and healthy foods if possible.
- Encourage EVC staff to monitor stress levels, watch for burnout and promote breaks among one another whenever possible.
- If needed, obtain security resources for EVC.
- Maintain all required records and documentation to support the history of the emergency.

#### **Action Checklist – EVC Demobilization**

- Read the entire Action Checklist.
- Start planning for demobilization when beginning EVC operations.
- Work with EOC's Finance/Administration Section to ensure EVC staffing and operations cost tracking follow FEMA guidelines.
- Determine if and when to transition intake and placement activities to another entity.
- Set a day and time for demobilization and announce it to all staff and volunteers.
- Provide critical incident stress debriefing services from professional mental health counselors for EVC staff and volunteers if needed.



- ❑ Prepare a brief report on intake and placement statistics for the EOC and your own records.
- ❑ Determine where to transition remaining volunteer activities, either to countywide operations with County Human Resources or within the jurisdiction (e.g., Volunteer Services, Human Resources).
- ❑ Resolve or refer outstanding issues.
- ❑ Working with designated PIO, notify local media, emergency services officials and community regarding the deactivation of the EVC.
- ❑ Thank volunteers who contributed to EVC operations and/or response efforts in the community. Consider also recognizing volunteers after the event (e.g., phone call, letter from the mayor, an article or ad publishing their names in a local newspaper, gift of a commemorative item).





## RECEPTIONIST

### General Duties and Position Checklist

#### **General Duties**

- Establish and manage Reception Station
- Greet visitors and field inquiries
- Distribute forms to potential volunteers
- Direct people with non-volunteer related inquiries to the appropriate source
- Post urgent volunteer needs

#### **Action Checklist**

- Read the entire Action Checklist.
- Identify yourself as the Receptionist by putting on the nametag or vest with your title.
- Create a Community Resources and Referral list for directing non-volunteer related inquiries, e.g., where to donate, where to get help. Update information daily or as new information becomes available. Establish communication with 2-1-1 for referral information, if possible.
- Determine where donations are going in your community; consult with your EOC and/or coordinate with VOAD.
- Systematically determine each person's need as soon as they arrive at the EVC.
- Refer those with non-volunteer related inquiries to the appropriate agency or organization.
- Refer representatives of agencies or departments that need volunteers to the Volunteer Opportunities Desk.
- Give those who wish to volunteer a brief explanation of how the EVC works and a *Disaster Volunteer Intake and Referral Form* (EVC Form 1) to fill out in the waiting area.
- Once they have completed the *Disaster Volunteer Intake and Referral Form*, direct the potential volunteer to the Intake and Referral Station or back to the waiting area, as necessary.
- If there are large numbers of people in the waiting area, field questions regarding the status of their application. Stay in close contact with the EVC Manager to keep updated on volunteer opportunities.
- If there is a need to recruit for a particular skill, post signs in the waiting area or near the Reception Station, as directed by the EVC Manager.
- Supervise greeters and refreshment servers to make sure they are giving out accurate information to the public.
- During a large-scale activation, activity at this station can be intense and prone to causing staff burnout. Take breaks and rotate new staff into this station as frequently as possible.





## INTERVIEWER

### General Duties and Position Checklist

#### **General Duties**

- Establish and manage the Intake and Referral Station
- Conduct a brief interview with each prospective volunteer
- Refer volunteer to an appropriate opportunity
- Confirm that volunteer has filled out all the required paperwork

#### **Action Checklist**

- Read the entire Action Checklist.
- Identify yourself as the Interviewer by putting on the nametag or vest with your title.
- Initiate an event log of activities, beginning with notification of the emergency.
- Make sure the *Disaster Volunteer Intake and Referral Form* (EVC Form 1) is filled out correctly. Assist prospective volunteer, if necessary.
- Conduct a brief interview utilizing the *Volunteer Interview Guide* (EVC Form 7).
- Review with volunteer:
  - priority skills and abilities
  - whether or not they are 18 years of age
  - physical limitations
  - language skills
  - availability
- Assess volunteer's priority skills, review options and match volunteer with most appropriate opportunity.
- Briefly explain assignment to volunteer.
- Note referral(s) on *Disaster Volunteer Intake and Referral Form* (EVC Form 1).
- Give volunteer a NCR copy (or a photocopy) of Disaster Volunteer Intake Form. If not possible, retain original form.
- Forward completed forms to Data Coordinator.
- If you have concerns during the interview, DO NOT place the volunteer. Inform volunteer you will get back to him or her and consult with the EVC Manager.
- Document any notes, questions or concerns you have about the volunteer in event log.
- If unable to place volunteer at that time, explain situation and give them an idea of when you will call back or when they can check back with you.
- If volunteer is offering resources, determine resource availability and conditions of use.
- Refer volunteer resources to appropriate agency, organization or field site.





## DATA COORDINATOR

### General Duties and Position Checklist

#### **General Duties**

- Establish and manage Data Coordination Desk
- Enter/manage data on volunteers
- Enter/manage data on agency requests
- Establish and manage tracking process for volunteer needs and placements
- Notify Volunteer Opportunities Desk when a request for volunteers has been filled
- Compile and issue daily report on numbers of volunteers referred

#### **Action Checklist**

- Read the entire Action Checklist.
- Identify yourself as the Volunteer Data Coordinator by putting on the nametag or vest with your title.
- Collect completed *Disaster Volunteer Intake Forms* (EVC Form 1) from Intake and Referral Station. Sort into piles, one for referred volunteers, one for pending. Return pending forms to Intake and Referral Station for follow-up.
- Devise a manual or computerized system for recording number of volunteers referred to each volunteer opportunity.
- If a manual system is utilized, hold this information for future database entry.
- If database capabilities exist, input all volunteer information from *Disaster Volunteer Intake Forms*.
- Inform Volunteer Opportunities Coordinator immediately when it appears enough volunteers have been referred to a particular job.
- Assist Volunteer Opportunities Coordinator by entering data on agency requests.
- Run daily report on number of volunteers processed, number of volunteers referred and to which agencies, and any other pertinent data.
- When EVC is demobilized, retain forms for the jurisdiction.





## COMMUNICATIONS COORDINATOR

### General Duties and Position Checklist

#### **General Duties**

- Establish and manage Communications Desk
- Establish form(s) of communication for EVC (fax, internet, runners, ham radio, phone, etc.)
- Manage incoming and outgoing communications for EVC (to and from EOC and other agencies)
- Establish and manage tracking process for communications.

#### **Action Checklist**

- Read the entire Action Checklist.
- Identify yourself as the Communications Coordinator by putting on the nametag or vest with your title.
- Work with EOC Logistics and EVC Manager to establish communication methods for EVC – this may be fax, internet, runners, ham radio, phones or a combination of communications strategies as capabilities become available.
- Utilize the *EVC Communications Log* (EVC Form 11) for tracking and documenting incoming communications.
- Develop a clear line of communication with your EOC (this may be a runner at the beginning of operations).
- Direct requests for equipment, supplies, staff, etc., to the Logistics Section of the EOC.
- Direct requests for situational updates, reports on EVC operational status, etc., to the EOC.
- You may also be asked to transmit communications to other agencies such as 2-1-1, Second Harvest Food Bank, American Red Cross, etc.
- Devise a manual or computerized system for tracking communications coming into the EVC.
- If a manual system is utilized, log/file/retain information for future database entry.
- Notify EVC Manager of important communications and information.
- When EVC is demobilized, retain communications records for the jurisdiction.





## 12.4. EVC Forms





[insert jurisdiction logo]

## DISASTER VOLUNTEER INTAKE AND REFERRAL FORM

[insert name of city or Op Area]

Name: First		Middle Initial	Last	Date	
Street Address		City	State	Zip	Occupation
Primary Phone	Cell Phone	Pager		E-mail Address	
List age if under 18* _____		Any Physical Limitations?			

\*Minors who wish to register to volunteer must be accompanied by parent

If you are with a group, please specify name of group \_\_\_\_\_

**Availability:** Please indicate when you are available. (Check all boxes that apply.)

	M	T	W	Thu	F	Sa	Su
Morning							
Afternoon							
Evening							

Length of Time available (e.g., 1 week, 1 month, open) \_\_\_\_\_

**Geographic Area:** Please indicate the geographic area(s) where you can volunteer. (Choose all that apply.)

- [insert geog. subdivision]
- 

**Skills:** Please indicate the skills you possess or tasks for which you are qualified (choose all that apply):

Disaster Skills	Office Skills	People Skills	Manual Skills
<input type="checkbox"/> CERT*	<input type="checkbox"/> Message Runner	<input type="checkbox"/> Language (specify below)	<input type="checkbox"/> Care & Shelter
<input type="checkbox"/> Safety Assessment	<input type="checkbox"/> Accounting	<input type="checkbox"/> Child Care	<input type="checkbox"/> Heavy Labor
<input type="checkbox"/> Medical: First Aid, MD, RN, EMT, NP (circle one)	<input type="checkbox"/> Answering Phones	<input type="checkbox"/> Animal Care	<input type="checkbox"/> Driver (list classes below)
<input type="checkbox"/> Shelter Assistant	<input type="checkbox"/> Data Entry	<input type="checkbox"/> Medical	<input type="checkbox"/> Carpentry
<input type="checkbox"/> Traffic/Crowd Control	<input type="checkbox"/> General Clerical	<input type="checkbox"/> Counselor	<input type="checkbox"/> Plumber
<input type="checkbox"/> Radio Communications	<input type="checkbox"/> Computer Systems	<input type="checkbox"/> Special Populations (seniors, disabled)	<input type="checkbox"/> Electrician
<input type="checkbox"/> HAM Radio License		<input type="checkbox"/> Interviewer/Customer Service	<input type="checkbox"/> Debris Removal
<input type="checkbox"/> Other (specify below)		<input type="checkbox"/> Legal	<input type="checkbox"/> Food Prep/Service

\*Community Emergency Response Team

**Please list licenses, special certifications, languages or other specifics on skills checked above:**

\_\_\_\_\_

\_\_\_\_\_

**Special Equipment/Vehicles/Resources you can offer:**

\_\_\_\_\_

\_\_\_\_\_

**Volunteer Signature** (if in person): \_\_\_\_\_

EVC Interviewer:	Location Referred to:	Contact Person:	Phone #:
Interviewer Comments:			Date Referred:
Data Entry Date: / /	by:		

[EVC Form 01]





EMERGENCY  
VOLUNTEER  
CENTER

# DISASTER VOLUNTEER REQUEST FORM

[insert name of  
city or Op Area]

PLEASE PRINT

Date \_\_\_\_\_

Requesting Organization \_\_\_\_\_ Contact Person \_\_\_\_\_

Phone: Day \_\_\_\_\_ Evening \_\_\_\_\_ Fax \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_ Zip \_\_\_\_\_

Please select one:

*Animal Rescue, Care & Shelter*

- Animal Care
- Animal Rescue

*Communications*

- Communications (HAM radio, cellular)
- Message Runners
- Interpreter (specify languages, including Sign)

*Community Emergency Response Team*

- CERT Member

*Finance & Administrative Staff*

- Computer
- Clerical Support
- Data Entry
- Phones

*Human Services*

- Child Care
- Information & Referral
- Shelter Services
- Special Populations (Seniors, disabled)
- Counseling
- Food Service
- Interviewer

*Laborer*

- Clean-up
- Heavy Equipment
- Donation Sorting/Packing/Loading
- Construction
- Sandbagging

*Law Enforcement*

- Traffic Control Assistant
- Security

*Logistics*

- Driving

*Medical & Environmental Health*

- Health Care (circle preference: Doctor, RN, EMT or list specialty required)

*Safety Assessment Inspector*

- Safety Assessment

*Other* \_\_\_\_\_

Volunteer Position Description (describe tasks/duties):

\_\_\_\_\_

Desired Skills/Qualifications (include language skills needed):

\_\_\_\_\_

Physical Requirements of Position:

\_\_\_\_\_

Job Site Location: \_\_\_\_\_

Is site handicapped accessible?  Yes  No

Work site contact \_\_\_\_\_ Work site phone \_\_\_\_\_

How should volunteer make contact (phone site, phone office, go to site, etc.)

\_\_\_\_\_

Special instructions, clothing, equipment or other necessities

Number of volunteers needed \_\_\_\_\_ Minimum \_\_\_\_\_

Hours/Days Needed: \_\_\_\_\_

Expected Duration: \_\_\_\_\_

<b>EVC Use Only:</b>	<b>Volunteer Opportunity Number</b> _____
Information taken by _____	Data Entry Date _____

[EVC Form 03]





# Emergency Volunteer Center Flow Chart



[EVC - Form 5]







## EMERGENCY VOLUNTEER CENTER SUPPLY KITS

These supplies are for activation of the Emergency Volunteer Center. Adapt as necessary to supplies already stocked in the jurisdiction (e.g., first aid, equipment).

### Forms, Maps, Signs, etc:

- EVC plan
- Disaster Volunteer Intake and Referral Forms
- Disaster Service Worker Registration Forms
- Disaster Volunteer Request Forms
- Disaster Volunteer Time Sheets
- Disaster Volunteer Position Description Forms
- Street maps of city
- Thomas Guide for county
- Pre-printed EVC signs
- Pre-printed EVC signs with directional arrows
- Pre-printed 8x10 signs for identifying the different stations
- Cones
- Vests, hats, shirts, badges or preprinted name tags to identify EVC staff

### Office Supplies:

- Large Post-It flipcharts
- Poster board and/or cardboard and large marker pens
- Clipboards (3)
- Dry erase board and dry erase pens
- Eraser
- Paper
- 3x5 cards (pack of 100) and file box
- File folders and labels (1 dozen)
- Accordion or portable file box
- Spiral notebooks (6)
- Envelopes
- Highlighter pens
- Pens & pencils (2 dozen each)
- Pencil sharpener
- Tape (masking, scotch & duct)
- Stapler and staples
- Scissors
- Paper clips
- Push pins, etc.
- Post-Its
- 1 Post-It fax pad
- Disposable camera
- Polaroid camera and film
- Supplies for Spontaneous Volunteer ID Badges (TBD)

### Optional Equipment & Supplies:

- Fax machine
- Laptop computer
- Cell phones
- Phones
- Copy machine
- Large tarp for outdoor set-up

### Optional Preparedness Items (can be in a separate kit or with above supplies):

- First aid kit
- Flashlights
- Portable radio
- Extra batteries
- Lightsticks
- Disposable wipes
- Emergency blankets

[EVC Form 06]





## DISASTER VOLUNTEER INTERVIEW GUIDE

### ***Possible questions for interviewing disaster volunteers:***

1. Why have you decided to volunteer?
2. What skills do you have which may be useful as a disaster volunteer?
3. Are you prepared to work in a possibly stressful, unfamiliar situation (if applicable)
4. Do you speak any language other than English?
5. What type of volunteer work would you like to do?
6. Do you have any special training or licenses for this type of work? (If yes, notify volunteer to be prepared to show documentation for special licenses, certification or training.)
7. Are there any physical limitations to the type of work you can do? (e.g. Can you lift only a certain amount of weight?)
8. Have you ever volunteered in a disaster situation before?
9. When, and for how long, are you available to volunteer?
10. Do you prefer to work alone, with a partner, or in a group?
11. Do you have your own transportation?
12. Do you have any questions about volunteering?
13. Are you 18 or older?



# PRESS RELEASE

*\*Be sure to coordinate the release of information to the press and the public with the Public Information Officer for your jurisdiction\**

**[Insert City logo(s)]**

**Date:**  
**Time:**  
**Contact:**  
**Phone:**  
**Fax:**

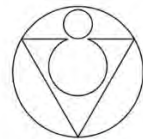
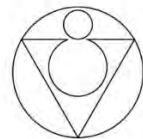
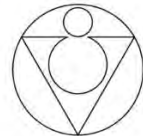
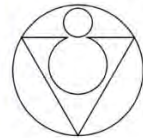
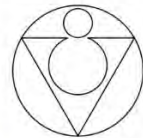
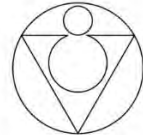
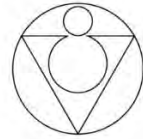
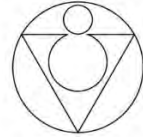
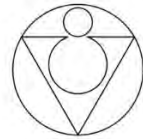
**FOR IMMEDIATE RELEASE**

## **EMERGENCY VOLUNTEER CENTER OPENED**

**City name, CA** - In response to [insert name/type of incident and city/region affected] in [insert location], the [insert city/cities] [has/have] opened a local Emergency Volunteer Center in [insert city location]. The Emergency Volunteer Center has information about a variety of community needs and will match people who want to help with appropriate volunteer opportunities.

Volunteers can visit the Emergency Volunteer Center located at [insert street address and city] between [insert opening time] and [insert closing time], or they may call [list area code and phone number] to learn about current volunteer needs and urgent skill requests. Agencies that need volunteers should call [insert area code and phone number].

[IF NEEDED, ADD THIS SECTION] Volunteers with [list specific urgent skills needed such as language, medical, etc.] are urged to contact the Emergency Volunteer Center immediately.



**EMERGENCY  
VOLUNTEER  
CENTER**

[EVC Form 08]





## **YOUR SAFETY IS #1 THINGS YOU NEED TO KNOW**

1. **If you feel you are in danger or experiencing intolerable stress, please notify your supervisor immediately!**
2. **If you are injured while volunteering, notify your supervisor or another city staff member immediately!**
3. **Use extreme caution when traveling to your destination. Cooperate with first responders (police, fire, etc.) during travel.**
4. **If issued Volunteer ID, carry it with you at all times.**
5. **Be sure to follow all safety processes and procedures, including usage and storage of equipment, and keep in mind the safety of yourself and others at all times.**
6. **If you have any physical limitations or are taking special medications that prohibit certain activities, let your supervisor know immediately!**
7. **Don't forget to complete your timesheet at the end of each day.**
8. **Never work alone!**
9. **If you are unsure about something, PLEASE ASK!**

*Thank you for volunteering your time and energy to help our community!*

[EVC Form 10]



## 12.5. Message Templates for Volunteer Management

### EXAMPLES OF PRE-SCRIPTED MESSAGES

#### General Messages for Volunteers and Donations

“As emergency management works to respond to and recover from [disaster name/conditions], an influx of unexpected or unrequested volunteers and donations can make the response and recovery process even more difficult. If you want to volunteer or donate, please visit our website at [website name and address] or call or visit the Emergency Volunteer Center located at [address of EVC] between [list hours of operation and days open]. 9-1-1 is for life-threatening emergencies only. For information about the emergency, call the 2-1-1 helpline for assistance or go to [www.nevada211.org](http://www.nevada211.org).”

#### Volunteer-specific Messages

“Community members and neighbors, for your safety, the safety of responders, and for the overall management of the disaster, we are asking that you stay [at home, indoors] away from the affected area [describe parameters] until further notice.”

“Volunteers who are not pre-registered should contact their local [organization i.e. Medical Reserve Corps unit or Red Cross chapter] to find out about volunteer opportunities and Just-in-Time Training.”

“Community members and neighbors, for your safety, the safety of responders, and for the overall management of the disaster, we have a volunteer registration process. If you wish to volunteer:

- Call to register [insert phone number]
- Register online [insert URL]
- Come to the Emergency Volunteer Center, located at [insert location]
- Have the following with you: government-issued photo ID, professional credentials, emergency contact information, snacks, water, and cell phone
- Persons with the following credentials [license, skills, equipment] are needed [timeframe]”
- “We know that everyone wants to help. We ask that all volunteers consider their own limitations and needs before volunteering. Be realistic about your ability to be self-sufficient and aid in disaster response and recovery. If you can’t volunteer, consider making a monetary donation.”



## 12.6. Message Templates for Donations Management

“Relief efforts are underway in response to [disaster name/conditions] in [affected area]. Disaster survivors need your assistance. [Names of organizations] are already beginning work in [affected area]. To help affected individuals and families in rebuilding and recovering from this devastating disaster, cash contributions are urgently needed to support the relief efforts.

Cash contributions are needed more than donations of goods or materials at this time. Collecting, sorting, inventorying, packaging, and shipping donated goods and materials is highly labor-intensive and expensive. Trained volunteers and local / state responders are busy providing urgently needed services to those most in need. As a result, personnel may not be available to process unsolicited donations. YOUR COOPERATION IN NOT SENDING UNSOLICITED DONATIONS OF GOODS AND SERVICES IS APPRECIATED!

Cash contributions enable relief agencies to purchase bulk supplies of the most urgently needed items. This is the most efficient way of meeting the needs of the disaster survivors in a timely manner. In addition, agencies can usually purchase the needed supplies from area merchants, thus helping them begin recovery as well.

Your check, gift cards, or money order may be sent to: [Name of Organization / Address]

For credit card donations, please call or visit online: [Telephone Number / Website URL]”

“Persons interested in helping the survivors of [disaster name/conditions] in [affected area]. can best support the relief effort by making a cash donation instead of sending donated goods and services, according to [local authority name].

Cash donations to voluntary disaster relief organizations enable them to purchase exactly what is most needed by the survivors and help the local economy recover from the disaster as well.”

[Name of organization] is serving as the lead agency for receiving cash donations in response to [disaster name/conditions]

- OR -

There are a number of voluntary agencies receiving cash donations for [disaster name/conditions] relief including:

[Name of Organizations]

Phone number

Website URL

For further information on donation coordination issues in [affected area], please call or visit online:

Location of Donations Intake and Processing Center: [as applicable]

[Phone number and hours of operation]”

Website URL

[address]



## 12.7. Donations Warehouse Equipment List

Recommendations by Adventist Community Services

- 4 Propane forklifts with 6 extra propane tanks and refilling contract (specifications to be determined once warehouse facility is identified)
- 4 Pairs wheel chocks (minimum 1 pair per loading dock)
- 6 Pallet jacks
- 6 Hand trucks (2 appliance, 4 convertible)
- 2 Pallet pullers with chains
- 6 Desks
- 6 Rolling office chairs
- 6 Computers with necessary software (minimum 2 laptops)
- 2 Multi-function printer, copier, fax, and scanner machines with extra toner/ink cartridges
- 6 4-Line phones with hold, forward, speaker, and headset capability
- 4- or 5-drawer locking file cabinet
- 10 6' folding tables
- 20 4'x8'x 3/4" Sheets of plywood and 40 sawhorses (or an equivalent number of 8' folding tables for use as sorting tables)
- 30-35 Folding chairs
- Multi-purpose fire extinguishers (number as required by local jurisdiction)
- 10 Communication radios
- 2 Weather alert radios
- 2 Electric Golf Carts (at least one with a cargo box)



## 12.8. Donations Warehouse Supplies List

- 200 Pallets per week (number may vary with activities)
- 100 double or triple wall pallet/Gaylord boxes (re-order capability)
- 1000 Boxes (200 small, 600 medium, 200 large) (re-order capability)
- 24 Rolls 15"x1500' stretch wrap (re-order capability)
- 2 Stretch wrap handles
- 9 Tape guns
- 9 Cases 2" packing tape (re-order capability)
- 6 Rolls yellow caution tape
- 2 Dozen retractable box knives with extra blades
- 6 30-40 Gallon trash cans
- 6 Wastebaskets
- 2 Push brooms
- 2 Dustpans
- 1 Mop
- 1 Mop bucket
- 1 Basic first aid kit
- Office supplies:
  - 2 4'x8' Whiteboards
  - 12 Stackable letter trays
  - 1 Case copy paper
  - 2 Dozen 8 ½"x11 ¾" writing pads
  - 6 3" Three-ring binders
  - 2 Sets of alphabetical tab dividers
  - 12 3"x3" Post-it notes
  - 1 Dozen clipboards
  - 6 Scissors
  - 1 3-hole paper punch
  - 2 Standard staplers
  - 2 Boxes of standard staples
  - 2 Tape dispensers
  - 1 Dozen rolls ¾" transparent tape
  - 100 File folders
  - 1 Dozen dry erase markers
  - 5 Dozen black permanent markers
  - 4 Dozen pens
  - 1 Pencil sharpener
  - 4 Dozen No. 2 pencils
  - 6 Boxes of regular paper clips
  - 2 Boxes of jumbo paper clips



Prepared By  
Kelle Kroll  
Group

