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## **HANDLING INSTRUCTIONS**

1. The title of this document is the *Sacramento County Donations Management Plan*
2. The information gathered herein is to be used for training and reference purposes within the Sacramento Operational Area. Reproduction of this document, in whole or in part, without prior approval from the Sacramento County Office of Emergency Services is prohibited.
3. Alternative formats (e.g. Large Print) can be made upon request with the point of contact below.
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## INTRODUCTION

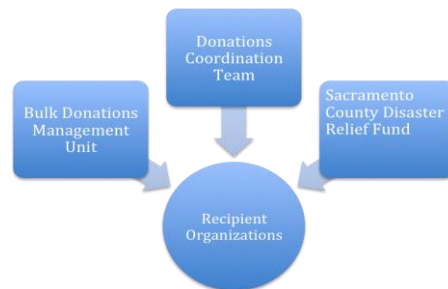
### **Purpose**

The management of donations has been identified as a significant gap in the level of preparedness for Sacramento County and its jurisdictions. Media coverage following a disaster often elicits an outpouring of both in-kind and monetary donations from individuals, service clubs, congregations, community organizations, small businesses, and large corporations, often on a scale that can overwhelm those receiving the donations. While many local government agencies have limited resources to address this complex issue, a wide range of voluntary, community, faith-based, grant-making, and other types of organizations play significant roles in receiving, tracking, and distributing donations. Collaborative donations management planning helps minimize the challenges and maximize the value of disaster donations to a community.

### **Goals**

The goals of this Donations Management Plan are:

- To augment, as an annex, the County's EOP and cities' EOPs.
- To ensure that local government and Non-governmental Organizations (NGOs) engaged in disaster work remain the primary recipients, managers, and distributors of donated funds, bulk goods, and services.
- To enhance resources available to each jurisdiction and the community at large for disaster response and recovery by providing an organized system to receive both monetary and in-kind donations.
- To outline the roles and responsibilities of key partners for the coordination of monetary and in-kind (bulk) donations.
- To ensure that implementation of the Donations Management Plan is in accordance with principles and practices as described in the State Emergency Plan (SEP) and the National Response Framework (NRF).
- To provide the capability for the Sacramento County Operational Area to effectively collect and manage bulk and corporate donations, in-kind donations, and monetary donations; and, to get resources to organizations providing services to people adversely affected by the disaster.
- To provide a structure for integrating the various responding entities in Sacramento County into a coherent system to deliver donations to individuals affected by disasters.



### **Scope**

This Donations Management Plan is designed for use by the Sacramento County Operational Area during the response and recovery phases of emergency management for all hazards. The jurisdiction may take complete responsibility for activating and

implementing this Plan or it can delegate responsibility for the function with a volunteer center or other NGO. The Donations Management Plan focuses on the mobilization, coordination and referral of spontaneous donations.

### ***Key Definitions***

The term donations, as used in this Plan, refers to all donations, both monetary and in-kind. Key terms to understanding this Plan are listed below.

**Grant-makers:** Community foundations, business associations, or other organizations that compile individual donations and distribute in bundles to various needy individuals, organizations, or other entities.

**In-Kind Donations:** All non-monetary donations designated for disaster response, relief, and recovery. In-kind donations are sometimes referred to as “donated goods and services,” but the term also includes facilities, real estate, and loaned equipment and/or vehicles.

**Material Waste:** Packaging and other trash generated from bulk donations or of used goods that are not clean or safe enough for distribution.

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

**Non-governmental Organization (NGO):** Categorical term for all community based organizations, faith-based organizations, and other types of organizations that are external to government. Groups, organizations, and individual companies in the private sector are referred to as a specific type of NGO.

**Service Providers (or direct service providers):** A subset of voluntary sector organizations that may include community-based organizations (CBOs), faith-based organizations (FBOs), and others. The service providers are those 501(c)(3) organizations that provide disaster services to clients in the affected area. These are individual agencies at the local level that provide specific services directly to their clients or consumers. They may provide direct services during the response phase of a disaster such as care and shelter, feeding, and assistance to first responders.

**Unused Goods:** Donated items that are new or of high quality but that are not distributed to people or organizations.

NOTE: For the purposes of this Plan, government-owned resources—including funding, personnel, facilities, or vehicles—and government-operated programs or systems are not considered donations. Government resources do play a role in supporting donations management operations and are discussed in the Roles and Responsibilities Section of this Plan.

### **Meeting People with Disabilities and Others with Access and Functional Needs**

In a catastrophic event, it is expected that both goods and services will be needed to address and meet various access and functional needs, particularly as they relate to mass care and shelter and mass transportation/evacuation services. Durable medical equipment (DME) such as wheelchairs, walkers, raised toilet seats, and accessible cots, as well as consumable

supplies such as hearing aid batteries and drinking straws, to name a few, will be needed.

This Plan is intended to be able to serve as a way for local governmental jurisdictions and communities to share information about both needs that are identified, as well as possible donated resources that could be matched to meet the broad spectrum of functional needs present after an emergency or disaster occurs.

Any technology and intake, collection, distribution and referral systems used should be reviewed for accessibility to ensure that both users and consumers with functional needs can be accommodated.

## **ASSUMPTIONS**

The impacts of an emergency or disastrous event trigger an influx of donations, both solicited and unsolicited. These donations may be monetary or goods and services. A catastrophic event may require a donations management response that engages multiple Federal agencies, State and local government agencies, and a range of NGOs including private corporations and national and local voluntary organizations. To facilitate cooperation and coordination between governmental organizations and NGOs for effective receipt, integration, tracking, management, and distribution of all of these types of donations, other assumptions must be made. The assumptions that pertain most specifically to donations are summarized in the bullets below.

The demand for donated goods, services, and financial support is derived from a number of different types of affected population categories, including:

- Local residents whose homes are destroyed or damaged and who are adversely affected by damaged infrastructure, utilities, and public services. Those who do not leave the area may stay with a friend or family member, in a formal shelter, or in a spontaneous (informal) shelter. To the extent these facilities have resource shortages there is a need for donated assistance.
- Many of the several hundred thousand commuters, tourists, and other visitors who are affected are stranded away from their usual sources of support and need similar forms of assistance.
- People with disabilities and those with access and functional needs who are affected by the disaster; focused attention is required to meet their needs.
- Many people arriving at shelters have pets, companion animals, or service animals with them. Donated funds and goods are directed to animal care and protection organizations to meet the needs of these animals and their owners.

### ***Assumptions about Donors***

- People inside and outside the devastated area want to donate money to local response, relief, and recovery efforts.
- Media coverage following an event elicits an outpouring of volunteers and both monetary and in-kind donations.
- This coverage may convey the often inaccurate message that donations of goods are needed and easily accepted.
- After a large-scale emergency, individuals and relief organizations from outside the disaster area begin to collect materials and supplies to assist the impacted areas.

- Donors may want to designate their donations for a specific local group or organization or may want to know which organization or people received their donation; this desire is difficult for many organizations to meet.
- Donors want to be assured that a majority of their donation is reaching those affected by the disaster in a timely fashion and as intended; they want the accepting organization to be reputable and transparent about how funds are used.
- Donors may have questions about what is specifically needed in the disaster area, how they should transport their donation to the area, or if someone can transport it for them.

### ***Monetary Donations***

- Monetary donations are preferred over in-kind donations by charitable organizations and other assistance or support groups.
- Individuals make monetary donations via call centers, online systems, text messaging, and in person.
- These donations are in the form of cash, checks, credit card payments, gift cards, some of which may be paid for online or through text messages or other smartphone-enabled systems.
- Donations typically go to one or more of several well-known national or international organizations.
- Smaller, less well-known organizations may have difficulty attracting donations.
- Within 72 hours of the event, major NGOs launch national media campaigns to solicit monetary donations.
- Many organizations act independently to solicit donations.
- Some attempts to solicit fraudulent donations are made.
- Some donors attempt to designate their funds to be expended in a specific location or for a specific type of assistance; it may not be possible or feasible to honor all such designations.
- The need for monetary donations exists well into the long-term recovery phase as unmet needs are identified after other resources are exhausted.
- Administrative costs vary based on the amount of the donation and size of the disaster; in this case, these costs are large.

### ***Bulk Goods***

- Businesses and other organizations make contributions of new goods, including palletized water, canned food, and other useful bulk goods.
- Donations management should coordinate closely with the private sector and business community.
- The preferred method for donating goods into Sacramento County is through an agreement with HandsOn Superior California to establish a voucher shopping program at local used goods and second hand stores.
- Individual people make donations of used goods including clothing, blankets, sleeping bags, household items, toys, food, water, and other items. Individuals also donate new goods like those above, though less commonly. Sacramento County will not accept individual donations other than bulk goods for the following reasons listed below. Sacramento County will instead refer individual donors to the NGOs that will accept individual donations.
  - Many individual donations are unsolicited and “spontaneous”, which leads

- to confusion, inefficiencies, and waste.
- Many spontaneous donations arrive unsorted and with minimal packaging or markings; others are dirty or otherwise unready for use.
- Health, safety, and public sanitation issues exist with used goods.
- FEMA, National Voluntary Organizations Active in Disaster (NVOAD), and State efforts support local programs and policy.

### ***Response Organizations and Capabilities***

- After the disaster, when activated, donations management at the local level is led by the Operational Area with assistance from the State as requested. The State's response is led by emergency management officials and NGOs working cooperatively with support from Federal officials.
- In smaller events, local governments and Operational Areas may respond independently or be assisted by the region or the State, depending on the extent of damage.
- Similarly, in small events, local NGOs may operate independently or be assisted by their State or national organization, depending on the extent of damage.
- Local governments desire to coordinate donations management efforts with NGOs in both the nonprofit and the private sector.
- Local jurisdictions vary in their plans regarding operating a system to receive, process, and distribute donations to affected people.
- Generally, standardized structures for donations management functions are lacking or incomplete in local jurisdictions.
- Agencies and organizations providing assistance to people affected by the disaster are likely to have resource shortfalls, including gaps in finances, staff availability, transportation, or other issues.
- These agencies and organizations may need donated money, goods and services in order to serve their clients.
- NGOs, including CBOs, FBOs, and members of groups like VOAD, that may have handled donations in the past are involved again, particularly in the long-term recovery phase.
- Other CBOs, FBOs, civic clubs, and businesses, such as restaurants, respond spontaneously.
- Donated goods require significant attention and resources immediately following the event; and if not promptly and appropriately managed, attention to this activity will demand the diversion of resources away from service delivery.
- Disaster service NGOs could face extreme difficulties in receiving, storing, securing, sorting, transporting, accounting for, and distributing the donations to people affected by the disaster, and supervising volunteer workers desiring to assist in the effort.
- NGO receiving centers may be overwhelmed, requiring local government support to continue operations.
- NGOs offer personnel resources outside of spontaneous volunteers that have subject matter expertise and experience to assist in receiving and distributing in-kind donations.
- Insufficient personnel resources exist for used donations, which must be sorted, cleaned, fixed, discarded, stored, and/or transported to those in need.
- The number of warehouses and centers available to conduct donation and volunteer operations are not adequate.



- The governmental response relies on NGOs that are experienced in managing donations and that can receive, process, and distribute goods and services to disaster-affected individuals.
- Local VOAD affiliates don't always have knowledge of the national affiliate role but want to help/assist until national resources are able to serve the impacted area.
- Inexperienced and inadequately organized donation centers and voluntary organizations cause confusion and waste resources.
- Movement of donated goods into the affected area is significantly affected by damage to transportation and infrastructure resources, removal of debris, requirements for inspections, and closures associated with repairs.
- Local and regional grant-makers will allocate financial resources, and some will also be soliciting and collecting resources to distribute.
- Foundations will seek to coordinate with each other and local structures.
- State control over traffic traveling to the disaster area affects vehicles shipping donated goods.

## **ROLES AND RESPONSIBILITIES**

This section discusses the roles and responsibilities of the government agencies and NGOs that are involved in donations management. These discussions are separated into two major sections, one each for in-kind donations and monetary donations. The sections are organized by SEMS levels and all information flows and resource requests discussed herein follow SEMS.

### ***City Emergency Operations Centers***

Local government is often the first point of contact for residents who want to help in an emergency. Volunteers and donors show up at city halls, community centers, shelters, and other locations. Local government may have limited capacity in a disaster; therefore, this countywide coordination Donations Management Plan establishes common understanding and planning with partners throughout Sacramento County. The Sacramento Region Volunteer Organizations Active in Disaster (VOAD) Steering Committee has engaged key partners in each of the geographic areas of Sacramento County to set up collection and distribution sites for local residents who want to donate in-kind goods. Cities should know their Operational Area lead and may request activation of these sites from the Donations Management Unit (DMU) Coordinator at the County Emergency Operations Center (EOC).

Local government may also help provide logistical support to these distribution sites such as communications, transportation, and/or facilities. It is critical that local government work closely with these local Donations Coordination Teams (DCT) at sites for the coordination of public information.

### ***County of Sacramento***

The County of Sacramento serves as the Operational Area for the entire geographical area of Sacramento County, including its cities, special districts, and unincorporated areas. The Operational Area coordinates information, resources, and priorities and serves as the coordination and communication link between the local government level and the Cal OES Regional Level. The role of the Operational Area is to coordinate resources for disaster response in the County. The role of the County for donations management is as follows:

- Prepare and maintain the Plan and all associated procedures.
- Determine the need to activate the Donations Management Plan at the time of the Disaster.
- Coordinate activation, implementation, and demobilization of the Donations Management Plan, including operations of the Donation Management Unit (DMU) within the Emergency Operations Center (EOC), as needed.
- Coordinate and communicate with cities and partner organizations in Sacramento County for the purpose of providing consistent messaging to the public about how and where to donate through coordination with the Public Information function and Joint Information Center (JIC) in the EOC, if activated.
- Provide overall countywide coordination of the Donations Management Plan through the Logistics Section, Donations Management Unit (DMU) in the EOC.
- Request, broker and track resources in support of donations management within the Operational Area.
- Collect, compile and share donations management data.

### **Joint Information Center**

The Joint Information Center (JIC) is a temporary organization established during emergency events that provides response agencies with a means to pool communication resources and ensure that consistent and accurate information is released as quickly as possible to the public and news media. The agencies involved work cooperatively to accomplish these goals. The establishment of a JIC ensures that viewpoints from all response agencies are taken into account.

The JIC is organized into central functions with an assigned lead for each functional area. The JIC works in very close coordination with the County EOC. The JIC is a critical resource for disseminating consistent information to the public regarding donations management, as well as other information.

### ***Non-governmental Organizations***

This section discusses the roles and responsibilities of Non-governmental Organizations (NGOs) in Sacramento County that have a pre-defined role in managing either monetary or in-kind donations.

### **Sacramento Region Volunteer Organizations Active in Disaster (VOAD) Steering Committee**

- Develop and maintain as a separately published document the Donations Management Standard Operating Procedures (SOPs). In the pre-emergency phase, the SOPs will contain general planning information with respect to facilities, equipment, staffing, and general operating guidance. When the donations management program is activated, the SOPs will be updated with specific facility and equipment information, updated rosters and detailed operating procedures; copies of the document will be provided to all key donations management program personnel. In the pre-emergency phase, the SOPs shall include:
  - a. Equipment requirements for the facilities
  - b. Supply requirements for the facilities
  - c. Skeleton staff rosters for the facilities

d. A list of organizations that could potentially provide volunteers to staff the facilities.

- Assist the VOAD Coordinator in developing a donations program for Sacramento Operational Area and in preparing SOPs for the donations management function.
- Meet regularly to coordinate, update, and collaborate on the donations system and operational process before, during, and after a disaster.
- Assist the VOAD Coordinator in determining which donations management functions should be activated before, during and after a disaster occurs.
- Provide advice to the VOAD Coordinator on suitable candidates for managing the various donations management functions.
- Assist in locating volunteers to work in the donations management functions.
- Assist the VOAD Operations Office in maintaining records on donation activities.
- Provide information to donors regarding voluntary agency operations and needs through the Donations Phone Bank.
- Work together to determine the best method for handling and distributing large-volume or high-value donations received from the public or corporate entities.
- Help the VOAD Coordinator make decisions on when to terminate or consolidate donations management functions.

#### **VOAD Director**

- The VOAD Director will submit a recommendation for appointment by the Chief of Sacramento County Office of Emergency Services as a Donations Management Unit (DMU) Leader.
- Ensure that a donations management program that coordinates the efforts of the volunteer groups and local government is planned and ready for activation.
- Identify, in conjunction with Donations Management Unit (DMU) Coordinator, individuals for the following key donations management positions:
  - a. Volunteer Coordinator
  - b. Resources Staging Area Manager
  - c. Donations Phone Bank Supervisor
  - d. Donations Financial Manager
- Identify the VOAD Steering Committee members available to assist with donations management process.
- Coordinate the development of a Donations Program for Sacramento Operational Area and Standard Operating Procedures (SOPs) for the donations management function.
- Schedule and coordinate regular VOAD meetings to coordinate, update, and collaborate on the donations system and operational process before, during, and after a disaster.
- Determine which donations management functions should be activated before, during and after a disaster occurs.
- Identify suitable candidates for managing the various donations management functions.
- Locate volunteers and volunteer agencies to work in the donations management functions.

- Coordinate with OES and the Public Information Office (PIO) to provide the information regarding needed donations.
- Coordinate with OES and the PIO to provide information to the community of available supplies and services, etc.
- Coordinate with Sacramento Foodbank Services to determine the best method for handling and distributing large-volume or high-value donations received from the public or corporate entities.
- Determine when to terminate or consolidate donations management.

### **2-1-1 Sacramento**

2-1-1 Sacramento is a free, non-emergency, confidential information and referral service that operates 24 hours a day, seven days a week, in English, Spanish, Vietnamese, and many other languages. For everyday needs and in times of disaster, 2-1-1 Sacramento provides streamlined access to critical health and human services such as food, shelter, counseling, drug and alcohol intervention, employment assistance, and much more. It also serves as a link for individuals seeking to volunteer, provide resources, or assist during a crisis in Sacramento County. The 2-1-1 Sacramento service plays a critical role in the dissemination of information in a disaster.

### ***Region/State Level***

#### **California Office of Emergency Services**

California Office of Emergency Services (Cal OES) functions at both the regional and state levels, as described in the subsections below.

#### **Inland Region**

The Inland Region of Cal OES oversees Regions III, IV, and V of the Mutual Aid System and the Inland Administrative Region within the State. When activated, the Cal OES Inland Region works out of the Regional Emergency Operations Center (REOC) to coordinate the emergency activities of state agencies within the region and uses the resources of those agencies to fulfill mission requests and to support emergency operations.

#### **State Level**

The state-level function of Cal OES typically runs out of the State Operations Center (SOC), which is located at the Cal OES Headquarters in Mather, CA. When activated, the state-level of Cal OES supports the regional-level staff and the activated REOC.

Cal OES serves as the California State Administrator for the National Donations Management Network (NDMN), a web based solution, which facilitates the matching of donors to recipients. Finally, Cal OES also administers post-disaster state and federal recovery programs for individuals and households and for public agencies.

#### **California Volunteers**

As directed by Governor's Executive Order S-02-08, California Volunteers is the lead agency for the coordination of monetary and in-kind donations during times of disaster. California Volunteers has the overarching responsibility, in coordination with Cal OES, to establish state policy, processes, and procedures for monetary donations to the State. These responsibilities are incorporated into the SEP within the Volunteer and Donations

Management Emergency Function. Specifically, California Volunteers will manage monetary donations and Cal OES will manage in-kind donations. For in-kind donations, California Volunteers coordinates with Cal OES.

California Volunteers will be tasked to send a representative to the REOC or the SOC, as needed. Also depending on need, this representative or an additional one may be sent to the SOC to coordinate with California Volunteers' Business Partners Program members. California Volunteers may also send staff to the Joint Field Office (JFO), if requested. California Volunteers will follow state policy and encourage donors to donate directly to impacted jurisdictions through community foundations or other charitable organizations. To facilitate this method of monetary donations, California Volunteers will use its website as a portal to websites of Community Foundations, local United Ways, and Direct Service Providers that have met certain designated criteria. A link will be provided on the Cal OES website. If monetary donations are made to the State of California, the funds will be deposited into a special deposit fund, to be re-granted to one or more pre-designated Community Foundations and local United Ways serving the impacted areas for the purpose of short- or long-term recovery.

### **Northern California Voluntary Organizations Active in Disaster**

Northern California VOAD (Nor Cal VOAD) is a membership organization of voluntary organizations (predominantly faith-based) and government agencies that provide a wide variety of disaster-related services. Its service area encompasses 48 of California's counties, excluding only the ten southernmost counties, which are affiliated with Southern California VOAD. Among Nor Cal VOAD members are organizations that play key roles in donations management. These include Adventist Community Services Disaster Response, the Salvation Army, the American Red Cross, 2-1-1 providers, and others. Other members of Nor Cal VOAD include local VOADs, which are predominantly county-based.

In an emergency, Nor Cal VOAD initiates and maintains communication with its members and with regional and state agencies to facilitate a coordinated response. Its actions may include convening meetings of its members and partners to support response and recovery; providing liaisons as requested to the REOC and the SOC; serving as an information conduit regarding services rendered by its members; supporting local VOADs; responding to requests for information and resources; and providing technical assistance for startup and maintenance of long-term recovery organizations in affected areas.

### **Sacramento Food Bank & Family Services**

- Determine how food donations management functions should be activated before and after a disaster occurs.
- Coordinate with OES and the Public Information Officer (PIO) to provide information of needed food donations.
- Coordinate with OES and the PIO to provide information to the community of available food supplies and services, etc.
- Coordinate with the VOAD to determine the best method for handling and distributing large-volume or high-value of food donations received from the public or corporate entities.
- Determine when to terminate or consolidate food donations management functions.

### **California Resiliency Alliance**

The California Resiliency Alliance (CRA) is a 501(c)(3) nonprofit organization that facilitates local partnerships between businesses and government to fill important gaps in all phases of emergency management. It works closely with Cal OES, California Volunteers, and other State agencies, as well as with its business and trade association members.

### ***Federal Level***

#### **Federal Government**

The Federal Government supports tribal and State government efforts to manage unsolicited donated goods. The Department of Homeland Security (DHS) and the Federal Emergency Management Agency (FEMA), one of the agencies within it, are the lead agencies for most disaster response efforts. Requests for support under the Volunteer and Donations Management Support Annex (to the NRF) from local, tribal, State, and Federal authorities are generally coordinated through the Regional Response Coordination Center (RRCC) or the JFO. Depending on the situation, however, coordination may occur at the National Response Coordination Center (NRCC). DHS/FEMA provides donations management staff to the NRCC, RRCC, and JFO in support of the State, as required.

#### **National Voluntary Organizations Active in Disaster**

The National Voluntary Organizations Active in Disaster (NVOAD) is the forum where organizations share knowledge and resources throughout the disaster cycle—preparation, response and recovery—to help disaster survivors and their communities. Its 50 national members are predominantly faith-based but also include the American Red Cross and other voluntary organizations. NVOAD is the umbrella for state and territory VOADs (all 50 states have a State VOAD, except California, which has two). NVOAD partners with several agencies and organizations, including FEMA, the American Logistics Aid Association, and the UPS Foundation.

NVOAD hosts the National Donations Management Committee (NDMC), among others. At the time of a major disaster, NVOAD typically convenes daily conference calls to bring the key players together for information-sharing and resource coordination.

## **4.0 CONCEPT OF OPERATIONS**

The concept of operations for the Sacramento County Donations Management Plan provides Sacramento County with a response plan for donations management, addressing both in-kind and monetary donations. It presents an overall framework for donations management, further delineation of operational roles and responsibilities of Sacramento County agencies/departments and NGOs, an outline for operations, and strategies for managing the donations to increase the response, relief, and recovery capabilities of Sacramento County.

### ***Alert and Notification***

Alert and notification of the EOC staff is initiated by the EOC Director and follows standard Sacramento County protocols as described in the Operational Area's Emergency Operations Plan (EOP).

### ***Activation***

Activation of the Sacramento Operational Area Donations Management Plan and its functions is determined by the Director/Chief of Emergency Services. The activation of the donations management functions are similar to those in other functions, which are described in the EOP. The Logistics Section Chief in the County EOC activates and leads the donations management efforts. Reasons for activating the Donations Management Unit (DMU) in the Logistics Section of the EOC may include, but are not limited to:

- When the nature of the disaster and/or media coverage prompts inquiries about where money can be donated.
- When sufficient volume of “chatter” within social media brings a heightened level of attention or prompts public action.
- When resources from the public are needed for response, relief, and recovery efforts.
- A local or State emergency proclamation.
- A Federal declaration of major disaster or emergency.

### ***Incident Organization***

In accordance with SEMS and NIMS, decisions regarding responding to, and recovering from an emergency such as a catastrophic earthquake should be made at the lowest level possible. To support general emergency response and recovery operations, local donations management NGOs have developed their own SOPs that address internal procedures, operations, and response protocols to be implemented during an emergency.

### **Donations Management Unit in the Emergency Operations Center**

The Sacramento County EOP contains a description of EOC operations. In the Sacramento County Operational Area EOC, donations management coordination falls in the Logistics Section, within the Donations Management Unit (DMU).

### **Emergency Operations Center Donations Management Unit Leader**

The DMU is in the Logistics Section. The functional activities of the DMU Leader may include the following:

- Serve as point of contact for donations management coordination in the Sacramento County Operational Area EOC.
- Upon activation, notify key partner organizations.
- Work with the PIO, JIC, and 2-1-1 Sacramento to ensure that early, accurate, and consistent information goes out to the public regarding the donation of money and goods.
- Respond to requests from within the EOC and other agencies.
- Coordinate closely with the private sector and voluntary sector liaisons in the EOC.
- Track resource requests for donations management using standard EOC procedures and tools such as WebEOC.

### ***For monetary donations:***

- Activate VOAD to work on monetary donations as needed.
- Direct donors on where to make monetary donations.
- Confirm accurate listing of website and phone numbers for directing donors for

public information press releases.

***For in-kind donations:***

- Activate VOAD for in-kind donations as needed.

**Monetary Donations Coordination Group**

By mutual agreement with planning partners, the coordinating agency/organization for managing monetary donations coordination in Sacramento County, is the Sacramento Region Volunteer Organizations Active in Disaster (VOAD). Through the Sacramento Region VOAD, member representatives will form the Monetary Donations Coordination Group (MDCG).

The primary purpose of the MDCG is to coordinate the process of allocating monetary resources to help those affected by a disaster in Sacramento County. The MDCG works with the funding efforts of organizations such as community, corporate, or family foundations; and other philanthropic organizations to meet emerging and unmet needs following a major disaster.

Many of these organizations do this on a daily basis and already possess an expertise in this function, so the MDCG's goal is to facilitate and collaborate to increase their effectiveness. This coordination can reduce duplication of effort, make efficient use of resources and help the local community address the highest priority needs first, thus helping to ensure a smooth transition to long-term recovery.

The MDCG looks at and addresses the broad range of needs following a catastrophic event and coordinates, to the greatest extent possible, monetary resources to meet those needs. Coordination efforts may include pooling funds, developing a common grant-application process, and creating funding partnerships in order to move funding quickly to where it is most needed. This group can convene in person, via conference call, webinar, or video conference technology, or by whatever means possible.

The MDCG is activated by the DMU and may perform any of the following functions:

- Provide a coordination framework for communication amongst grant-makers.
- Provide a forum for grant-makers to share information about needs.
- Create funding partnerships, pool funds, and develop commonalities in grant application process.
- Coordinate with California Volunteers as the State's lead agency for monetary donations.

A chief responsibility of the MDCG is to help get funding to where it is most needed as quickly as possible. This involves:

- Identifying local needs, particularly among smaller CBOs that serve populations who may be more vulnerable.
- Streamlining application and reporting processes to limit the burden on overtaxed voluntary organizations.
- Communicating and coordinating with Long-Term Recovery Committee/Organization.



It is important to note that not all monetary donations go through a single fund. Many donors direct funds to specific service organizations or directly to a grant-making organization.

### **In-Kind Donations Coordination Group**

The In-Kind Donations Coordination Group (IKDCG) provides a coordination system to manage the intent and actions of the public in donating both new and used goods to help those affected by a disaster. A key goal of the IKDCG is to keep these items from collecting at incident sites, fire stations, and city halls; thus hindering response efforts, or from becoming a public health nuisance by attracting rodents or pests in open or confined areas.

The IKDCG consists of government agencies, direct service providers and other NGOs. Activation of the IKDCG occurs at the request of the DMU Leaders in the Sacramento County Logistics Section. Supporting agencies/organizations include members of the IKDCG as identified below:

- Sacramento Region Volunteer Organizations Active in Disaster (VOAD) which includes the following agencies and organizations:
  - The Salvation Army
  - Southern Baptist Disaster Relief
  - The Regional Center for Volunteerism – Hands On Superior California
  - American Red Cross
  - St. Vincent de Paul's
  - Sacramento Food Bank & Family Services (and its Food Partner agencies)
  - Faith-based organizations

These organizations have the technical knowledge of how to process donated household and non-bulk goods. Many of these organizations do this on a daily basis and already possess an expertise in this function.

The IKDCG is activated by the DMU and will:

- Provide a coordination framework for the management of donated goods into affected local area.
- Coordinate with other VOAD partners such as the Interfaith Council of Greater Sacramento, and United Way to coordinate corporate donations.

These lead agencies have identified that certain logistical support is needed for donation reception sites and that they would partner with Sacramento County. These lead agencies should coordinate with the EOC DAFN Coordinator for ombudsman assistance in meeting the needs of People with Disabilities and Others with Access and Functional Needs for the following support:

- Waste disposal for unusable items.
- Transportation of excess goods to other sites in the county.
- Assistance with moving excess goods out of the county to other donation receiving points.

One of the primary responsibilities of the IKDCG is creation of a system and processes for allocating and matching donation offers with agencies and organizations that need them.

This involves:

- Identifying local needs.
- Identifying offers of donations that potentially match local needs.
- Informing requesting organization of a possible match.

### ***Voluntary Sector Liaison with the Emergency Operations Center***

Voluntary NGOs are involved in all aspects and phases of donations management. The DMU coordinates with the voluntary sector liaison through the Volunteer Management representative (HandsOn Superior California) in the EOC.

### ***Standardized Emergency Management System and Resource Requests***

Donations management operations follow SEMS and the Sacramento County EOP. Information and resource requests flow from the Operational Area EOC as needed to the REOC, the SOC, and a Federally-operated JFO, all of which are expected to be needed in a large-scale disaster.

For the purposes of information-sharing and resource requests, local NGOs coordinate with the Operational Area EOC; regional-, State-, or national-level NGOs similarly interact with the REOC, SOC, or JFO, as appropriate. The Sacramento County EOP contains a detailed description of EOC operations. Resource requests to support coordination of donations might include:

- Identifying site(s) for a warehouse.
- Procuring staff or volunteers to operate warehouse site.
- Identifying transportation and personnel (e.g. operators) resources for movement of goods.
- Identifying functional needs related goods and services and matching with related needs.
- Providing logistical support to reception sites.
- Providing logistical support to bulk distribution sites.
- Providing and maintaining security at reception and bulk distribution sites.
- Resource tracking.

### **Mutual Assistance and Other Agreements**

Various types of NGOs providing support for donations management may have mutual assistance and/or cooperative agreements within their sectors, professional organizations or networks. For example: 2-1-1 Sacramento providers or the Sacramento Food Bank & Family Services may call on support from out-of-area organizations based on pre-established agreements. NGOs may also have separate agreements or memoranda of understanding (MOUs) with governments to provide certain services. Mutual assistance agreements that pertain to donations management in Sacramento County include the following:

(place holder for future agreements)

### **Integration of State and Federal Resources**

Following the principles of SEMS, all disasters are local and are coordinated by local

government. State and federal resources may be requested by Sacramento County utilizing the standard mission tasking resource request process described in the Sacramento County EOP.

### ***Public Information***

Procedures for public information are described in the Sacramento County EOP. Specific to donations management, one of the first and most critical strategies regarding both monetary and in-kind donations is to develop an early coordinated public information campaign to limit the influx of in-kind goods and to encourage financial donations.

The DMU works closely with Public Information Officers (PIOs) and/or the Joint Information Center (JIC) to provide consistent messages to the public regarding what, where and how they can donate. (Note: the JIC functions under the Federal Joint Information System, which also addresses many other topics.)

Development of public messages in appropriate and accessible formats can be developed with the local PIO and JIC. Examples of appropriate and accessible formats include messages that provide equivalent information to People with Disabilities and Others with Access and Functional Needs such as: language and cultural differences, alternate formats for diverse disabilities including multiple languages, large print, Braille, closed captioning, and sign-language interpreting (for ex.: communication has been achieved through the use of universal/international icons<sup>1</sup>).

A call center may be established to provide information to the public on a wide variety of disaster-related topics, including donations management. If established, the call center is operated by 2-1-1 Sacramento. Information would be provided to 2-1-1 Sacramento by County OES, and 2-1-1 Sacramento would then disseminate to callers and web users. Critical messaging to the public for donations management includes:

- Encouragement of financial contributions as the most expedient and effective way to help.
- Direction of monetary donations to priority agencies and organizations.
- Promotion of a web-based system for posting offers as preferred method for donating in-kind goods.
- Indication of types of donations needed, if they are needed, and what things are not needed.
- If a warehouse and/or reception sites are established and it is determined that information about the warehouse and/or reception sites should be disseminated to the public, provide information about location, drop-off procedures, etc.
- Coordinate public messaging closely with the REOC and SOC to provide consistency in messaging to the public.

### ***Information Management***

The collection, compilation and sharing of data is a key component of effective donations management. Types of information that may be needed or desired are listed by type below. Information from the MDCG:

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<sup>1</sup> Department of Rehabilitation Accessible Communications Guidance

- Amounts of monetary donations for the disaster received by grant-makers.
- Amounts distributed for the disaster by grant-makers.
- Amounts designated for the disaster received by voluntary organizations (American Red Cross, The Salvation Army, etc.).
- Types and quantities of goods needed, and by which organizations.
- Types and quantities of goods being offered.
- Types and quantities of goods being stored or warehoused (pre-distribution).
- Number and locations of open warehouses.
- Number and locations of designated reception points for goods.
- Number and locations of designated distribution points for goods, vouchers and gift cards.

This information may need to be included and updated in the area of the EOC Action Plan (EAP) prepared by the Logistics Section as part of its resource status updates.

### ***Overview of Donations Distribution Prioritization***

Adherence to pre-established priorities for allocation of monetary and in-kind donations helps to ensure resources get where they are most needed. Priorities for guiding resource allocations within Sacramento County are listed below. Not all of these directly relate to donations in the immediate aftermath of a large disaster, however, most of these priorities rely at least in part on donations.

- **Saving lives:** the preservation of life is the top priority of emergency managers and first responders, and takes precedence over any and all other considerations.
- **Addressing human needs:** beyond the simple preservation of life, all possible efforts must be made to provide for basic human needs, including food, water, shelter, and security, during and after an emergency or disaster.
- **Caring for people with disabilities and those with access and functional needs:** people with physical or mental challenges, or who lack assets that would enable them to remove themselves from harm's way, are more vulnerable to harm both during and after an emergency event. Protecting these populations is a high priority during and after a catastrophic disaster.
- **Protecting property:** all possible efforts must be made to protect public and private property from damage during and after an emergency or disaster.
- **Restoring basic services:** power, sanitation, and basic services must be restored as quickly as possible to enable residents and the business community to resume their normal patterns of life.
- **Protecting the environment:** all possible efforts are made to protect California's environment from damage during and after an emergency or disaster.
- **Encouraging community and economic recovery:** emergency managers, local/county/State government agencies, the private sector, and NGOs work with each community affected by an emergency or disaster to facilitate a speedy recovery. Every effort must be made to ensure that recovery operations are conducted fairly,

equitably, and inclusively.

### ***Operational Details for Monetary Donations***

This section presents the operational details for monetary donations management in Sacramento County. A subsequent section provides the same treatment for in-kind donations.

#### **Overview of Monetary Donations Strategies**

There are several forms of monetary donations, including: cash, checks, credit card payments, and gift cards. The systems for processing the first three of these are fairly well established, but gift cards are a newer type of monetary donation. Gift cards are becoming an increasingly common donation, post-disaster. Gift cards may be donated to direct service providers. Typically, foundations do not give cards directly to clients but would direct gift cards to organizations providing direct service delivery, case management, etc. There are two ways that gift cards enter the donations system following an event:

- Individual donor buys gift card and donates it to disaster affected clients.
- Corporation donates gift cards for distribution to disaster affected clients.
- Donations of travel miles, hotel points, etc., to facilitate travel options for mutual aid resources.

#### **Single Monetary Donations Fund**

The primary strategy for monetary donations identified and agreed upon by key stakeholders in the development of this Plan is to establish one single disaster community fund. A single fund:

- Demonstrates a partnership of key players such as Sacramento Region Volunteer Organizations Active in Disaster (VOAD), The Salvation Army, the ARC, the business community and local government.
- Builds increased confidence in the donor community.
- Limits the creation of multiple and competing funds for Sacramento County.
- Provides more resources to nonprofit organizations serving low-income, underserved, disabled, and access and functional needs populations in affected areas.
- Provides opportunity to name and establish fund prior to a disaster so that ongoing public education and information can take place among Sacramento County residents, businesses, and service providers.

By planning together, Sacramento County increases the opportunity to provide consistent messages to the public regarding donations and creates a system that allows more dollars to be collected and dispersed in the local community. Establishing one large community fund facilitates a streamlined process for donors to direct monetary donations to local disaster needs. If one fund is supported by a broad range of organizations, donors can more easily give to local residents. This increases the likelihood of Sacramento County as an entire community of capturing more dollars for the multitude of response and recovery needs.

The MDCG consists of representatives and key leaders in the grant-making and emergency management sectors in Sacramento County who convene to discuss and vote on grant

allocations for the Sacramento County Disaster Relief Fund. The MDCG is comprised of five to nine members with one voting member including, but not limited to, representatives from each of the following organizations:

- Sacramento Region VOAD Officers
- Resources for Independent Living
- Sacramento Monetary Donations Management Team
- Sacramento Region Corporate Volunteer Council
- Sacramento Regional Foundation (not confirmed)

### **Reception Processes and Systems**

Agreed-upon concepts for the joint community fund:

- Establish one toll-free phone number, one URL and social media interface streams for public interface.
- Name the fund as identified above—Sacramento County Disaster Relief Fund.
- Use 2-1-1 Sacramento to direct local donors in Sacramento County to URL (ex.: [www.sacramentoready.org](http://www.sacramentoready.org)).
- Provide toll-free number, 2-1-1 Sacramento information and website for distribution by local government PIOs.
- Strengthen oversight of allocated disaster money to agencies than if multiple funds established.
- Require unrestricted funds from government - If government (e.g., a mayor’s office) donates to the Sacramento County Disaster Relief Fund, these donations need to be “unrestricted” in that government or political entities cannot require accounting and reporting above and beyond the normal operational procedures established for the fund.
- Take into account differing impact of disaster and respective needs in Sacramento County.
- Offer limited donor designations—Fund offers limited options for donor designation as determined by the MDCG.
- Keep remaining funds in Sacramento County - If all needs are met (which is unlikely given the duration and cost of recovery) remaining funds would be directed to preparedness and mitigation efforts in Sacramento County, especially for CBOs and FBOs as determined by the MDCG.
- Work collaboratively amongst grant-making agencies to prevent fraud in the grant-making efforts post-disaster.

### **Response Phase**

VOAD, working in partnership with the MDCG, establishes criteria for Phase One, such as:

- Pre-identifying and qualifying agencies who are involved in immediate disaster relief with the understanding that other agencies that qualify may not be identified until after a disaster.
- Establishing re-qualification requirements for Phase One funding (business continuity planning, etc.).
- Pre-identified allocations possibly set limits to amounts for pre-qualified agencies.
- Determine MOU content—bank transfer information, etc.

- Establish renewal process.
- Once established, Volunteer Unit Leader can implement Phase One immediately following a disaster to direct money to service providers as quickly as possible.

### **Establish Needs Qualifications & Criteria**

The formation of a disbursement committee will establish the rules and applications process. An effort will be made with the ultimate goal of public transparency. Only organizations located in the area directly impacted by the disaster or organizations located in an area receiving people impacted by the disaster as they evacuate should apply for funding. To be eligible for a grant, applicants must:

- Be a nonprofit organization with tax-exempt status under Section 501(c)(3) of the Internal Revenue Code or a public agency, and not be classified as a private non-operating foundation.
- Not discriminate in the hiring of staff or the provision of services on the basis of race, ethnicity, religion, gender, sexual orientation or identity, age, national origin or disability.
- Use funding to cover activities and costs that cannot be reimbursed by public agencies.
- Plan to complete all funded activities no later than 12 months from the date of the award.
- Proposed use of Disaster Relief Funds — funds may be requested for the following purposes:
  - Provide food, shelter, health or mental health services or other disaster related emergency support to Sacramento County victims during the first 90 days following a disaster. Allowable expenses would include direct supplies, staff time or operating costs related to these services.
  - Immediate organizational needs of a service provider to enable delivery of food, shelter, health or mental health services or other disaster-related emergency support. Allowable expenses would include using no more than 50% of the grant or up to a maximum of \$10,000 (whichever is less) to: enable immediate clean-up and/or safety repairs of a primary facility so that it is usable in the first 30 days following a disaster; rent additional space to deliver services; provide temporary housing or childcare for essential employees; pay overtime to essential employees; purchase emergency equipment such as laptop computers or cell phones.

Based on emerging, unmet or unanticipated needs, funding criteria can be adapted by the MDCG as needed.

### **Recovery Phase**

Long-term recovery can last for several years following a major disaster. Planning for it is an important part of donations management because the identification of funding needs often lags behind the actual donations.

Planning for long-term recovery begins almost immediately after the disaster starts, with the goal of moving those affected by the disaster to a place of self-sufficiency as soon as possible.

In local disasters when no eligible federal assistance is available, funding for long-term recovery may be established to meet local needs. Sometimes organizations that receive funding for relief services and do not expend all of the monies transfer those donations to long-term recovery funds in order to honor donor intent to serve clients affected by a specific disaster.

Northern California VOAD, other NGOs, and local government all play important roles in the transition to long-term recovery. It is important that the unmet needs are identified and documented in the recovery process.

One of the goals of the Sacramento County Disaster Relief Fund is to provide resources for long-term recovery, which can last for several years following a major disaster. Long-term recovery is typically when government resources are exhausted and multiple unmet needs surface. The Sacramento County Disaster Relief Fund is used to provide grants to local agencies that provide a variety of services to clients to assist with the recovery process.

Organizing long-term recovery involves identifying key players and resources available in the community. Sacramento County works closely surrounding jurisdictions to determine available partners with capacity to participate and possibly lead in the long-term recovery process. Organizations that understand case management, such as Catholic Charities, are critical players in helping residents with unmet needs recover from a disaster.

### **Fiscal Management, Tracking, and Reporting**

The Sacramento County Disaster Relief Fund is for private donations from individuals, businesses, foundations, service clubs, organizations, and large corporations. The following basic processing criterion provides minimal agreed-upon requirements for the fund:

- A separate fund is established and maintained as a separate account at all times.
- Move money as quickly as possible to critical organizations providing services to those affected by the disaster (some may be pre-identified and pre-qualified).
- Funds should be expended within one year of receipt unless additional agreement is made between the County and the receiving organization.
- Contributions of individual donors are tracked to ensure that they are provided with the required receipts for their tax-deductible donation.
- Timeline for a disaster relief fund is to be determined based on the nature of the disaster.
- If government (e.g., a mayor's office) donates to the Sacramento County Disaster Relief Fund, funds need to be unrestricted and cannot require accounting and reporting above and beyond the normal operational procedures established for the relief fund.
- Public transparency with use of funds.
- Use of established accounting practices and federal rules/regulations.

As lead agency and administrator of the fund, the Chair of the group convened (local Community Foundation, if they agree) provides a monthly report to Sacramento County OES during the first six months of activation of this Plan. The report delineates basic data such as:

- Total amount in fund.



- New contributions received for the month.
- Ongoing information about how to apply for grant funding.
- When grants are approved, a monthly report listing grant recipients, including name, amount, and a brief purpose statement.

Once disaster solicitation ends or donations decrease considerably, reporting transitions to quarterly or other as agreed upon by County OES and agency to be determined.

### ***Operational Details for Bulk Donations***

Strategies identified in this Plan for the coordination of in-kind donations include:

- Establishing an in-kind donations coordination group (IKDCG) working with a range of community-based organizations as key partners for successful implementation of the Plan.
- Identifying a coordinating agency or agencies for the IKDCG including partner and supporting agencies.
- Providing early, strong and consistent messaging regarding donations to limit the influx of unwanted goods.
- Establishing policies and procedures regarding utilization of web-based technologies for donated goods.
- Identifying local resources for the management of donated goods.
- Providing guidance on tracking and coordination of donations.

### **Resources Available for In-kind Bulk Donations**

Use of an interactive web-based system and ensure that the web-based format is accessible and compliant for registering donations enhances the ability of the jurisdiction to limit the influx of actual physical donations into an impacted area. In such a system, goods offered as donations are stored with their owners until wanted or needed; this process is sometimes referred to as virtual warehousing. Such systems generally include database functions for posting and tracking donor offers, posting agency and organization needs, tracking donations transactions, and maintaining inventory records on a 24x7 basis.

### ***Operations for Bulk Goods (New)***

Though the specific amounts and types of material goods needed after the event cannot be known with certainty, many of the community needs can be anticipated well in advance. These include bulk food and water, new clothing, animal care supplies, infant care supplies, personal hygiene items, and more. These types of goods, if new and packaged, and if donated through a coordinated system, would be welcome donations. Since so many bulk donations come from the private sector, private sector representation is a key component in the Donations Management Unit (DMU).

### **Warehousing**

Some donors may still send new and bulk goods into an affected area. Individual agencies may establish their own warehouse system alone or in partnership with a business or with another NGO. If the need for a countywide warehouse (or staging area) becomes apparent, two things are needed immediately—a site for the warehouse and an agency to run it.

If a countywide warehouse (staging area) is needed, a site is established by the DMU. If a site

is not available through a VOAD member organization, the County EOC, Logistics Section, along with the Facilities Unit will identify a facility to be used for warehousing. If capacity exists, the warehouse can be managed by a member of the County's VOAD organization that typically is the lead agency for this function in NVOAD. If a VOAD member organization is designated as the lead agency for running warehouse operations, they provide the personnel to operate the facility.

Private Sector businesses may be able to provide a warehouse for this function and once activation of a warehouse is determined, a facility resource request should be submitted.

If a VOAD member is unable to take on the role of lead agency, Sacramento County can assign employees identified as Disaster Service Workers (DSWs) to manage and operate a warehouse on their own for the entire operation or until VOAD members can provide more support. Additionally, Sacramento Food Bank & Family Services, Inc. has warehouse capabilities at their Bell Avenue site and may be called upon to assist as needed with both refrigerated and non-refrigerated warehouse storage space.

Ideally any warehouse should be located in proximity to major transportation routes but not too close to severely affected areas. If a countywide warehouse is established, all activities should be coordinated with the IKDCG. In the event that the primary warehouse is unavailable, arrange for "backup" warehouses in relatively unaffected areas in case those in heavily damaged areas are inaccessible or unsafe. Once the warehouse is established (or staging areas if warehouse space is not available), contact is made with the DMU in the County EOC.

### **Transportation**

Some donors may be willing to ship or transport the goods to recipient organizations. Otherwise, recipient organizations make their own arrangements for shipping or transport.

The County/City may establish control/check points to regulate trucks entering the disaster area. It may also prioritize deliveries in favor of the most critical need items. Drivers of donated goods coming into the local area should be advised to carry documentation regarding the shipment, its destination and the receiving organization.

### **Distribution**

In general, the distribution of bulk goods to those affected by the disaster is carried out by local CBOs and nationally-recognized organizations such as The Salvation Army, American Red Cross and Sacramento Food Bank and Family Services. Bulk goods distribution includes items such as water, food, ice, first aid supplies, toiletries, and cleaning supplies. Distribution sites are generally located in proximity to areas where those affected by the disaster are living. They may be housed in facilities owned or controlled by the voluntary organizations, local government, or in donated space.

While the IKDCG may not be responsible for public distribution of bulk goods, it may still play a coordinating or oversight role to ensure goods are distributed appropriately to those affected by the disaster and according to donor intent.

### **Tracking**

A tracking process is critical for efficient management of donations. When donations are

tracked, it allows the IKDCG to know what is being offered, what donations have been received, what is stored in warehouses, and what items are needed by agencies and organizations.

### **Reception/Intake Processes and Systems**

One of the primary functions of the IKDCG is to coordinate with organizations (such as Salvation Army, St. Vincent de Paul, Goodwill Industries, and other partner agencies) to receive and process non-bulk donations.

These organizations handle donations on a daily basis and already possess the expertise and knowledge needed for this function. Generally these organizations provide for the reception, sorting, storage and distribution of donated non-bulk items.

### ***Donated Services***

In addition to bulk and non-bulk goods, in-kind donations also include services, or more accurately, logistical support services. Like bulk goods, these are generally offered by businesses and corporations. Types of donated services include the following:

- Use of facilities and real estate, such as warehouse space.
- Loaned equipment or vehicles, such as hand-trucks or communications devices.
- Professional and technical services, such as a hand-truck operator that comes with the loan of a hand-truck.
- Shipping/transporting of donated goods—sometimes provided by the same company that is making the donation and sometimes by a different company, such as UPS.

### **Transition to Long-term Recovery**

This section describes some of the key steps in the process of transitioning to long-term recovery. Particularly with regard to monetary donations, the long-term recovery phase is critical to address in the Donations Management Plan. While many of these activities are not appropriate to perform following a catastrophic disaster, the planning for these activities needs to begin well in advance.

### ***Directing Donated Funds to Long-term Recovery***

As noted earlier, the need for funds often extends into the long-term recovery period, after the influx of monetary donations has ceased. A large portion of the monetary donations are likely to be used for long-term recovery. Community foundations, grant-makers, and other NGOs may direct or set aside some portion of all funding received for this purpose. The Sacramento County Operational Area and local governments should provide information about the needs of affected individuals in their jurisdictions and seek out opportunities to leverage public and private investment in long-term recovery. NGOs should share similar information with the Operational Area and local governments.

### ***Documenting Expenditures for Reimbursement and Other Purposes***

The California Disaster Assistance Act (CDAA) was amended by Assembly Bill 903 – Chapter 400; approved by the Governor on October 10, 2007 [Title 2, Division 1, Chapter 7.5, of the GC] to require the Director of the Cal OES to administer a program that provides state

financial assistance as reimbursement to private nonprofit organizations (PNPs) for the distribution of supplies and other emergency or disaster assistance activities resulting in extraordinary costs.

Under the CDAA, agencies are eligible for reimbursement for funds spent managing donations, provided they observe certain tracking and documentation procedures, which are still being developed by California Volunteers and other entities. This is a topic for future development. The CDAA also allows the hours of service provided by volunteers, if tracked correctly, to be used to meet local match requirements for public assistance projects.

Similar provisions are included in the Federal Stafford Act. Local governments wishing to receive FEMA reimbursement for expenditures made in managing donations must observe and follow FEMA cost-tracking requirements and procedures.

### **Demobilization**

When Sacramento County demobilizes its Donations Management Plan, efforts should be made to address all outstanding issues, and direct future monetary donations inquiries to the Sacramento Region Volunteer Organizations Active in Disaster (VOAD). A final report of total dollars donated and how they were used should be produced for the entire community.

For ongoing in-kind donations, goods can be directed to LTRC set up in the County. It is expected that through VOAD's efforts, lead agencies for this work would be identified. As partners in VOAD's operational efforts, the County would then have access to contact information for future inquiries about donated goods. A final report chronicling all of the goods donated into Sacramento County, including that which is procured during long-term recovery efforts should be compiled for sharing with elected officials, service providers and the public.

Additionally, lessons learned about donations management should be captured by debriefing key staff and preparing an after-action report (AAR). Lessons learned should also be incorporated into future updates of the Donations Management Plan.

### ***Waste/Trash/Debris Removal***

Sacramento County and cities are generally responsible for removing material waste, including trash, packaging and shipping materials, and other types of waste generated by relief and response operations. Unused or undistributed donated goods are not technically waste or trash. These tasks are in addition to their normal duties of collecting, sorting, and properly disposing municipal solid waste and other trash.

Many NGOs participating in donations management planning have expressed a willingness to accept and process in-kind donations as long as the trash removal and disposal of waste remains the responsibility of local governments. It should be noted that regular pick-up and disposal of this material waste is needed as it accumulates at donation reception sites, shelters, Local Assistance Centers (LAC) and Disaster Recovery Centers (DRC), and other locations where people affected by the disaster receive services.

The term "debris removal" is generally reserved for large-scale efforts to clear roads,

remove portions of damaged buildings or infrastructure, and other similar activities. These are separate and distinct from the waste generated in accepting, managing, and distributing donations.

### ***Disposal of Unused or Undistributed Goods***

Sacramento County will work with the DMU and the IKDCG to prepare for removal and eventual repurposing or disposal of donated goods that were not distributed to individuals affected by the event. Additionally, Sacramento County will work with the identified IKDCG lead agencies and food partners to plan for these activities as part of both the operational activities and the transition to long-term recovery and eventual demobilization.

Preparations or arrangements need to be made for transportation or repurposing of goods not used or distributed. There may be costs associated with this demobilization effort, for which the organization or agency should coordinate with Sacramento County.

### **Plan Maintenance**

The process for maintaining the Plan is described in this section. The discussion identifies who receives and reviews the Plan, how updates are to be integrated into the Plan, how the Plan is tested, what type of training and exercises are developed to enhance understanding and execution of the Plan, and how after-action review is conducted after the Plan has been implemented, whether as part of an exercise or in response to a real emergency.

### ***Plan Distribution***

Once completed and approved, the Donations Management Plan for Sacramento County is distributed to the Sacramento Region Volunteer Organizations Active in Disaster (VOAD) Steering Committee. Printed and electronic copies are also delivered to the EOC in Sacramento County and to other agencies and departments in Sacramento County. Electronic versions of the Final Plan are also distributed to each of the regional and/or local offices of the NGOs with major roles to play in donations management.

### **Plan Updates**

Sacramento County is responsible for the maintenance, revision, and distribution of the Sacramento County Donations Management Plan. Sacramento County OES annually assesses the need for revisions to the Plan based on the following considerations:

- Changes to local, State, or Federal regulations, requirements, or organization.
- The need for additional subsidiary plans to develop regional response capabilities or eliminate gaps in capabilities, as suggested by Mutual Aid Regional Advisory Committee members.
- Implementation of tools or procedures that alter or improve on plan components.

Sacramento County maintains the record of amendments and revisions (the Record of Changes table in the front of this document), as well as executable versions of all documents, and is responsible for distributing the Plan to all applicable agencies.

### ***Plan Testing, Training, and Exercises***

Exercising the Plan and evaluating its effectiveness involves using training, exercises and evaluation of actual disasters to determine whether goals, objectives, decision, actions, and

timing outlined in the Plan led to a successful response.

Exercises are the best method of evaluating the effectiveness of a plan and are also a valuable tool in training emergency responders and government officials to become familiar with the procedures, facilities, and systems that they actually use or manage in emergency situations. Exercises are conducted on a regular basis to maintain readiness.

***After-Action Review and Corrective Action***

After every exercise or disaster, an After-Action Report/Improvement Plan (AAR/IP) should be completed. The AAR/IP has two components: an AAR, which captures observations and recommendations based on incident objectives as associated with the capabilities and tasks; and an IP, which identifies specific corrective actions, assigns them to responsible parties, and establishes targets for their completion. Those Recovery Core Capabilities that would be considered in the after action review and corrective action process are as follows:

- Planning
- Public Information and Warning
- Operational Coordination
- Economic Recovery
- Health and Social Services
- Housing
- Infrastructure Systems
- Natural and Cultural Resources

## Acronyms and Abbreviations

AAR/IP.....	After-Action Report/Improvement Plan
ACS.....	Adventist Community Services
ARC .....	American Red Cross
Cal OES .....	California Office of Emergency Services
CBO .....	Community-based Organization
CDAA.....	California Disaster Assistance Act
CEO.....	Chief Executive Officer
CRA .....	California Resiliency Alliance
CRADAR .....	California Resiliency Alliance Disaster Asset Registry
DAFN	People with Disabilities and Those with Access and Functional Needs
DHS.....	Department of Homeland Security
DME.....	durable medical equipment
DMU.....	Donations Management Unit
DRC.....	Disaster Recovery Center
EMAC.....	Emergency Management Assistance Compact
EMMA.....	Emergency Managers Mutual Aid
EOC.....	Emergency Operations Center
EOP .....	Emergency Operations Plan
FEMA.....	Federal Emergency Management Agency
FBO .....	Faith-based Organization
GC.....	Government Code
HAZUS.....	Hazards U.S.
IAP .....	Incident Action Plan
IKDCT .....	In-Kind Distribution Coordination Team
JFO.....	Joint Field Office
JIC.....	Joint Information Center
LAC.....	Local Assistance Center
LTRC/LTRO.....	Long-term Recovery Committee/Organization
MAC .....	Multi-Agency Coordination System
MDCG.....	Monetary Donations Coordination Group
MOA.....	memorandum of agreement
MOU.....	memorandum of understanding
NDMN.....	National Donations Management Network
NGO .....	non-governmental organization
NIMS.....	National Incident Management System
NorCal VOAD....	Northern California Voluntary Organizations Active in Disaster
NRCC .....	National Response Coordination Center
NRF.....	National Response Framework
NVOAD .....	National Voluntary Organizations Active in Disaster
OES .....	Office of Emergency Services
PIO .....	Public Information Officer
PNP .....	private nonprofit organization
POD.....	point of distribution
RCPGP.....	Regional Catastrophic Preparedness Grant Program
RECP.....	Regional Emergency Coordination Plan
REOC.....	Regional Emergency Operations Center
RRCC.....	Regional Response Coordination Center

SBA..... Small Business Administration  
SEMS..... Standardized Emergency Management System  
SEP..... State Emergency Plan  
SOC ..... State Operations Center  
UASI..... Urban Area Security Initiative  
URL..... Uniform Resource Locator  
VOAD ..... Voluntary Organizations Active in Disaster



## **Definitions of Key Terms**

**2-1-1 Sacramento.** Service that provides free and confidential information and referral (including disaster-related information) by telephone to the public

**Bulk Goods.** Donated goods, generally new, available, or provided in palletized or other bulk format

**Direct Service Providers.** See Service Providers

**Disabilities/Access and Functional Needs.** Those who may have additional needs before, during and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities, live in institutionalized settings, are elderly, are children, are from diverse cultures, have limited English proficiency, or are non-English speaking, or are transportation disadvantaged. An individual with a disability is defined by the ADA as a person who had a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is perceived by others as having such an impairment. The ADA does not specifically name all of the impairments that are covered.

**Donated Services.** Donations category that includes donated professional services, use of facilities and real estate, and loaned equipment and/or vehicles

**Donations.** All donations, both monetary and in-kind, designated for disaster response, relief, and recovery; also referred to as donated goods and services

**Donations Coordination Group.** Multi-agency team that serves a specific and defined purpose in support of a DMU

**Donations Management Unit.** Functional unit in an Emergency Operations Center that coordinates donations-related activities, such as communication, information management, resource management, and public information

**Grant-makers.** Organizations that make grants to voluntary organizations and/or to people affected by disaster; organization types include community foundations, family foundations, United Way, and corporate foundations

**In-kind Donations.** All non-monetary donations designated for disaster response, relief, and recovery.

**Material Waste.** Packaging and other trash generated from bulk donations, as well as used goods that are not clean or safe enough for distribution

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

**Monetary Donations Coordination Group (MDCG).** A form of a Donations Coordination Team

(defined above) specific to monetary donations

**Non-bulk Goods.** Donated goods, generally used, not available or provided in palletized or other bulk format

**Non-governmental Organization (NGO).** Any organization that is external to government

**Nonprofit Thrift Shop.** A thrift shop that is run for the benefit of a nonprofit organization

**Private Sector.** A subset of non-governmental organizations; includes businesses, corporations, and utilities

**Service Providers.** A subset of voluntary sector organizations that may include CBOs, FBOs, and other 501(c)(3) organizations that provide disaster services to clients in the affected area; individual local agencies may provide care and shelter, feeding, and assistance to first responders

**Thrift Shop.** A shop that sells secondhand articles and is often run for charitable purposes

**Unused Goods.** Donated items that are new or of high quality but that are not distributed to people or organizations

**Voluntary Organization.** Nonprofit organization; sub-types include community-based organizations, faith-based organizations, grant-makers, and others

**Voluntary Sector.** A subset of non-governmental organizations consisting of all voluntary organizations; sometimes referred to as the nonprofit sector