

# **ANNEX M**

# **DONATIONS MANAGEMENT**

**City of Asheville**

**APPROVAL & IMPLEMENTATION**

**Annex M**

**Donations Management**

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# RECORD OF CHANGES

## Annex M

### Donations Management

<b>Change #</b>	<b>Date of Change</b>	<b>Entered By</b>	<b>Date Entered</b>

**ANNEX M  
DONATIONS MANAGEMENT**

**I. AUTHORITY**

- A. See the Basic Plan for general authorities.
- B. Annex T (Donations Management), State of North Carolina Emergency Management Plan.

**II. PURPOSE**

The purpose of this annex is to outline the concept of operation, organizational arrangements, and responsibilities for coordinating the efforts of volunteer groups and local government to manage donations of goods and services that may occur in the aftermath of an emergency situation.

**III. EXPLANATION OF TERMS**

**A. Acronyms**

ACS	Adventist Community Services
AEOC	Asheville Emergency Operations Center
ARC	American Red Cross
CBO	Community-Based (Volunteer) Organization (see VOLAG)
DC	Donations Coordinator
DSG	Donations Steering Group
EOC	Emergency Operations Center
PIO	Public Information Office/Officer
PSA	Public Service Announcement
DSA	Donations Staging Area
TSA	The Salvation Army
VOAD	Voluntary Organizations Active in Disaster
VOLAG	Voluntary Agency (charitable organization that meets the provisions of IRS Code 501(c)(3))

**B. Definitions**

Donations refer to the following:

1. Cash: Currency, checks, money orders, securities, etc.
2. Goods: Food, water, clothing, equipment, toys, furniture, pharmaceuticals, bedding, cleaning supplies, etc.

### 3. Volunteers and Services:

- a. Individuals who are not members of any particular volunteer group (often referred to as “spontaneous,” “emergent,” or “unaffiliated” volunteers).
- b. Individuals who are members of recognized disaster relief organizations who have undergone formal training by those organizations (i.e., “affiliated” volunteers).
- c. People with specialized training and expertise (e.g., doctors, nurses, medics, search and rescue personnel, fire fighting, heavy equipment operators, etc.) who may either be unaffiliated or members of a disaster relief organization.
- d. Teams that provide specialized equipment or capabilities (e.g., urban search and rescue, dog teams, swift water rescue teams, home repair teams, etc.).

<b>IV. SITUATION &amp; ASSUMPTIONS</b>
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#### **A. Situation**

1. As noted in the Basic Plan, the jurisdiction is at risk from a number of hazards that could threaten public health and safety as well as private and public property. Should a disaster or emergency occur, where there is high level of media interest occur, many individuals may want to donate money, goods, and/or services to assist the victims or participate in the recovery process. The volume of donations could be sizable, and the difficulties of processing great. Supervision of volunteers might be complex and time-consuming.
2. The city of Asheville does not wish to operate a system to collect, process, and distribute donations to disaster victims. Such a system is best operated by community-based organizations (CBOs) and other voluntary agencies (VOLAGs) who have successfully handled donations in the past. Local government does, however, desire to coordinate its donation management efforts with volunteer organizations and agencies.

#### **B. Assumptions**

1. Should a major emergency or disaster occur, donations might be accepted by the city of Asheville. In large quantities, donations may overwhelm the capability of the response system for handling and distribution.
2. During a disaster, the manpower and physical facilities of local government, volunteer groups and agencies may be adversely affected and may not be able to cope with a sizable flow of donations.
3. Donated goods may be offered to local volunteer groups or simply delivered to local government. Donations of cash for disaster victims may be made to local government.
4. Many individuals donate goods that are not needed by disaster victims or offer services that are not needed in the recovery process. Receiving and sorting unneeded goods or

hosting volunteers who do not have needed skills wastes valuable resources; disposing of large quantities of unneeded goods can be a lengthy and very costly process.

5. In some cases, the amount of donations received by a community may relate more to the media attention the emergency situation receives than the magnitude of the disaster or the number of victims.
6. The problem of unneeded donations can be reduced, but not eliminated, by developing and maintaining a current list of disaster needs, screening donation offers, and providing information to potential donors through the media on current needs and those items and services that are not required.
7. Most personal donations are made with no expectation of compensation other than the satisfaction having helped or a simple thanks. However, some donations may be unusable, have “strings attached,” or not really be donations at all. They may:
  - a. Be given with an expectation of some sort of repayment, publicity, or a tax write-off.
  - b. Be items that are out-of-date (such as expired food items or pharmaceuticals) unusable (broken furniture; dirty or torn clothing) or unsuitable (food that requires refrigeration, winter coats in August).
  - c. Be volunteer services that do not meet the announced or advertised expectations or capabilities; skilled tradesmen that are not properly licensed or certified.
  - d. Be provided illegally as a ruse in a fraudulent process to obtain money from disaster victims.
  - e. Be offered at a “discount” to disaster victims, with any real savings being minimal or nonexistent.
  - f. Be offered in limited quantity as a deception to simply show an “association” with government or disaster relief as a basis for future advertising or publicity.
8. Donated goods may arrive in the local area without warning, day or night. Delivery drivers will want to know where they should deliver their load and who will unload it. They typically want their cargo off-loaded quickly so they can minimize down-time.
9. Donations will frequently arrive unsorted and with minimal packaging and markings. Donations may be packed in boxes, crates, barrels, or garbage bags; some items may be in bins or on pallets. When such goods are received, they must typically be sorted, repackaged and labeled, temporarily stored, and then transported to distribution points to be picked up by disaster victims.
10. Donors may want to:
  - a. Know what is needed by victims and responders (cash, goods, and/or services).
  - b. Know how they should transport their donation to the local area, or if there is someone who can transport it for them.

- c. Start a “drive for donations” to help disaster victims, with no knowledge of what to do and how to do it.
- d. Earmark their donation for a specific local group or organization, such as a church, fraternal society, or social service agency, or want to know to whom, specifically, their donation went.
- e. Have their donation received by a local official and/or receive a letter of appreciation or public recognition.
- f. Want to be fed and provided with lodging if they are providing volunteer services.

11. Disaster victims may:

- a. Desire immediate access to donations before they are sorted and ready to be distributed to appropriate distribution points.
- b. Believe that the donations have not been or are not being distributed fairly if they do not have information on the process of distributing donations.
- c. May have unmet needs which can be satisfied by additional donations.

<b>V. CONCEPT OF OPERATIONS</b>
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**A. Objectives**

The objectives of our donations management program are to:

- 1. Determine the needs of disaster victims and inform potential donors of those needs through the media and a variety of other means.
- 2. Receive, process, and distribute goods and cash donations to victims that can be used to recover from a disaster.
- 3. Accept offers of volunteers and donated services that will contribute to the recovery process.
- 4. Discourage the donations of goods and services that are not needed, so that such donations do not in themselves become a major problem.

## **B. Operational Concepts**

1. The city of Asheville does not wish to operate a system to collect, process, and distribute donations to disaster victims. Such a system is best operated by community-based organizations and other volunteer organizations that have successfully handled donations in the past. However, experience has shown that volunteer groups can be overwhelmed by the scale of donations and need certain government assistance (such as traffic control, security, and help in identifying facilities to receive, sort, and distribute donated goods). Large numbers of donations may be sent to the local government itself. Therefore, Asheville desires to have a plan in place through which donation management efforts can be coordinated with volunteer organizations and agencies.
2. Recognized local and national charities e.g., community-based organizations (CBOs) and the voluntary (disaster relief) agencies (VOLAGs)] have been accepting, handling, and distributing donations for many years. These CBOs and VOLAGs are skilled in the donations management process, and they should be the first recourse for collection and management of donations after a major emergency or catastrophic disaster. Donors outside the local area should be encouraged to work through recognized community, state, or national social service organizations or voluntary human resource providers in the community in which they live. These organizations are capable of receiving donations in areas across the state or nation and then earmarking assistance for a particular disaster.
3. Donations of cash to CBOs and VOLAGs for disaster relief allow those organizations to purchase the specific items needed by disaster victims or provide vouchers to disaster victims so that they can replace clothing and essential personal property with items of their own choosing. Cash donations also reduce the tasks of transporting, sorting, and distributing donated goods. Therefore, cash is generally the preferred donation for disaster relief.

## **C. Donations Management Program**

The donations management organization for Asheville is composed of a donations coordinator, donations steering group, and an unmet needs committee. Operating units include: a donations operations office, a donations staging area, a phone bank, one or more distribution points, and a volunteer center.

1. Organizational Elements
  - a. Donations Coordinator (DC). A donations coordinator shall coordinate the donation management efforts of volunteer groups with the functions of Asheville's government. The donations coordinator should be appointed in writing by the mayor when this annex is initially published and a replacement should be appointed in writing whenever there is a vacancy in this position. See Appendix 4, Tab A, for a sample of the DC appointment letter.
  - b. Key Donations Management Personnel. Key donations management personnel should, to the extent feasible, be identified in advance so that they can receive training and assist in the development of operating procedures. In addition to the donations coordinator, key personnel include the individuals who will supervise operation of the donations staging area, phone bank, volunteer center, and



distribution point(s), as well as the donations financial manager. See Appendix 4, Tab C, for the list of key donations management personnel.

- c. Donations Steering Group (DSG). The DSG provides policy guidance and general direction for the donations program. It is composed of representatives of local volunteer groups and local governments. It meets periodically to plan for donation management operations. Group members should be selected prior to a disaster, but it may be desirable to update and expand membership once a disaster occurs. Often the core of the group is an existing association of local volunteer agencies such as the Voluntary Organizations Active in Disaster (VOAD). The donations coordinator is responsible for organizing the DSG and normally chairs the group. See Appendix 4, Tab B for the DSG membership roster. When a disaster has occurred, the DSG should meet regularly to address policy issues and coordinate the solutions to major challenges.
- d. Unmet Needs Committee. The function of the unmet needs committee is to assist disaster victims who need help that relief services have been unable to provide. The DC is expected to assist in forming the committee as soon as practicable after a disaster occurs. The committee may continue to operate for an extended period. The unmet needs committee should consist of representatives from organizations that have provided or can provide money, manpower, or materials to assist in disaster relief. Members would typically include:
  - 1) Representatives of local volunteer organizations.
  - 2) Representatives of the local ministerial alliance.
  - 3) Representatives of corporations that have donated money, staff, or goods for disaster relief.
  - 4) Other interested parties that have donated to disaster relief.

Although the DC should assist in forming the unmet needs committee, its chair should be elected by the committee members. As this committee will decide which individuals receive supplemental aid, it is generally inappropriate for government officials to serve as members. If they do, they should play a non-voting advisory or support role only. See Appendix 4, Tab D, for unmet needs committee membership.

## 2. Operating Units

All of the operating units listed below are established after a disaster has occurred. To facilitate rapid activation of the units, suitable local facilities for each unit should be identified in pre-emergency preparedness planning; see Appendix 4, Tab 1. Some of the operating units listed below may be collocated if suitable facilities are available; for example, the Volunteer Center may be collocated with the donations staging area, if a facility that provides sufficient warehouse and office space is available. In coordinating use of facilities, it is important that those providing facilities understand that some of these facilities may need to continue operations for an extended period – possibly several months. All of these facilities will be largely staffed by volunteers.

- a. The Donations Operations Office.
  - 1) The donations operations office coordinates operation of the donations management program in the aftermath of a disaster; it further:

- a) Maintains a “current needs list” that identifies donations that are needed and donations that are not needed. (See Appendix 1 for a sample of a Current Donations Needs List.)
  - b) Maintains a record of the following, as appropriate:
    - (1) Phone responses and referrals.
    - (2) Cash donations received and distributed.
    - (3) Donated goods received and distributed.
    - (4) Volunteer workers utilized and tasks accomplished.
  - c) Handles correspondence related to the donations management program.
  - d) Ensures an appropriate accounting and disbursing system is established for any cash donations received (see Appendix 4, Tab J).
  - e) Works closely with the public information officer (PIO) to ensure donation needs, information on the availability of donated goods, and pertinent information on the operation of the donations management program is provided to the media for dissemination to the public.
- 2) See Appendix 4, Tab E, for information on the operation of the donations operations office and the facilities, equipment, and staffing required.
- b. Phone Bank
- 1) A Phone Bank is normally established to take calls concerning donations and distribution of goods and services. Depending on the goods or services offered and the current local situation, the phone bank may refer some donors to other agencies that may be better equipped to handle their donations. The phone bank may also be used to provide disaster-related information to callers.
  - 2) Donation offers received by phone for goods and services on the “current needs list” will normally be recorded on a record of donation offer, which will be provided to the donations operations office for follow-up action. See Appendix 2 for an example of the Donation Offer Record.
  - 3) The Phone Bank should work closely with the Asheville PIO officer to advise on items needed and not needed; to obtain official, updated disaster relief information for rumor control and victim assistance referrals; to provide data for government situation reports; etc.
  - 4) See Appendix 4, Tab G, for information on the operation of the Phone Bank and the facilities, equipment, and staffing required.
- c. Donations Staging Area (DSA)
- 1) An DSA may be established to receive, sort, organize, repackage, and temporarily store donated and then them to distribution points where victims can pick them up.

- 2) It is normally located outside of the disaster area and is operated by volunteer workers.
  - 3) A regional DSA may be established to serve a group of affected communities. If a regional DSA is established, volunteers from those communities that receive goods from the facility will normally participate in its operation.
  - 4) See Appendix 4, Tab F, for information on the operation of the DSA and the facilities, equipment, and staffing required.
- d. Distribution Points
- 1) Distribution points are sites from which ready-to-use goods (received directly from donor agencies or from a DSA) or cash vouchers will be distributed to disaster victims.
  - 2) They are typically operated by local community-based organizations (CBOs) or volunteer agencies (VOLAGs) such as The Salvation Army (TSA) and the American Red Cross (ARC).
  - 3) Distribution points are generally located near areas where disaster victims are living. Distribution points may be housed in facilities owned by volunteer groups or local government or in donated space.
  - 4) See Appendix 4, Tab H, for information on the operation of distribution points and the facilities, equipment, and staffing required.
- e. Volunteer Center
- 1) The volunteer center is a facility where spontaneous, emergent, unaffiliated volunteers are assembled, registered, assigned recovery tasks, and provided logistical and other support. Volunteers may be assigned to operate various donation management facilities, to provide direct assistance to victims (such as clean-up and home repair), or to assist government departments in recovery operations.
  - 2) The volunteer center should be located in reasonable proximity to the disaster area, but not in that area.
  - 3) See Appendix 4, Tab I, for information on the operation of the volunteer center and the facilities, equipment, and staffing required.

## **D. Actions, by Phases, of Emergency Management**

Donations management, as a function, primarily occurs during the recovery phase of an emergency. However, some donations management activities should occur during the preparedness and response phases of emergency management.

## 1. Preparedness

- a. Appoint a donations coordinator and establish the DSG to oversee pre-disaster donations management planning and assign responsibilities for various donations management activities.
- b. Prepare and update this annex to outline local donations management plans.
- c. Identify possible sites for the donations operations office, phone bank, DSA, distribution points, and a volunteer center.
- d. Develop tentative operating procedures for the phone bank, DSA, distribution points, and volunteer center and determine how those facilities will communicate with each other.
- e. Identify and coordinate with those volunteer organizations that could provide assistance in operating the jurisdiction's donations management program.
- f. Brief elected officials, department heads, and local volunteer groups on a periodic basis about the local donations management program.
- g. Brief the local media so they understand how the donations program will work so they can be prepared to advise the public of specific donation needs, discourage donations of unneeded items, disseminate information on the availability of donated goods, and provide other information as applicable.
- h. Brief citizen groups on how they can contribute to disaster relief with their donations and how a donations management program typically operates.
- i. Include consideration of donation management in local emergency management exercises to test donations management plans and procedures.
- j. Ensure contingency procedures are established for rapidly activating a bank account to receive and disburse monetary donations.

## 2. Response

- a. Review the donations management program with senior government officials.
- b. Activate the DSG.
- c. Identify and prepare specific sites for donations management facilities and begin assembling needed equipment and supplies.
- d. Identify and activate staff for donations management facilities.
- e. Provide the media (through the PIO) with information regarding donation needs and procedures, and regularly update that information.

## 3. Recovery

- a. The DSG should determine which donations management facilities will and will not be activated.
- b. Set up the donations management facilities that are activated and determine how each facility will be logistically supported.
- c. Staff donations management facilities with volunteer or paid workers, conducting on-the-job training as needed.
- d. Collect, sort, store, distribute, and properly dispose of donations.
- e. In coordination with the PIO, provide regular updates to the media on donations procedures, the “current needs list,” and distribution.
- f. Continually assess donations management operations and determine when facility operation can be consolidated or terminated.
- g. Keep records of donations received and, when appropriate, thank donors.
- h. Activate the unmet needs committee to provide continuing assistance to victims in need, depending upon the donations available.
- i. Maintain accounts of expenses, individual work hours, etc. Donations activities and functions are not generally reimbursable; however, if certain expenses are considered for reimbursement, accurate records will have to be submitted.

<b>VI. ORGANIZATION &amp; ASSIGNMENT OF RESPONSIBILITIES</b>
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### **A. Organization**

1. The organization for donations management consists of the persons, committees, and operational facilities described in this annex, supplemented by government personnel and other appropriate resources. The functions described in this annex will be performed primarily by volunteers; the facilities described in this annex will be primarily operated by volunteers.
2. The city of Asheville emergency organization, described in Section VI.A of the Basic Plan and depicted in Attachment 3 to the Basic Plan, will carry out government responsibilities in support of donation management.
3. The mayor is responsible for managing donations (cash or goods) made to the city of Asheville government for disaster relief, subject to any regulations that may be enacted by the city council.
4. The mayor shall appoint a donations coordinator to manage the overall donations program and coordinate the efforts of volunteer groups and local government. The donations coordinator may be a volunteer or government employee familiar with the roles and responsibilities of the volunteer organizations which would be activated. The EMC shall not be appointed as the donations coordinator.

## B. Task Assignments

1. The Mayor will:
  - a. Appoint a donations coordinator. See Appendix 4, Tab A.
  - b. Ensure that a donations management program that coordinates the efforts of volunteer groups and local government is planned and ready for activation.
  - c. Monitor the operation of the donations management program when activated.
2. The Donations Coordinator (DC) will:
  - a. Coordinate planning for and oversee the operation of the donations management program.
  - b. Prepare and keep current this annex.
  - c. Designate members of the DSG, with the advice of senior local officials and local volunteer groups, and chair that group.
  - d. Appoint, with the cooperation of appropriate senior local officials and the DSG, individuals for the following positions:
    - 1) Volunteer Coordinator
    - 2) Donations Staging Area Manager
    - 3) Phone Bank Supervisor
    - 4) Donations Financial Manager
  - e. Develop and maintain, in coordination with the DSG, a Donations Management Operations Guide (Appendix 4 to this annex) as a separately published document. In the pre-emergency phase, this guide will contain general planning information with respect to facilities, equipment, staffing, and general operating guidance. When the donations management program is activated, the guide will be updated with specific facility and equipment information, updated staff 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 guide shall include:
    - 1) Potential locations for the volunteer center, DSA, phone bank, distribution points, and donations operations office.
    - 2) Equipment requirements for the facilities listed above.
    - 3) Supply requirements for the facilities listed above.
    - 4) Skeleton staff rosters for the facilities listed above.
    - 5) A list of organizations that could provide volunteers to staff the facilities listed above.

- f. Determine, in conjunction with the city attorney, the procedures for preparing for and handling liability issues involving volunteers that are assisting the city of Asheville in donations management operations. Since these individuals may be performing volunteer services directly for the city, they may be entitled to medical coverage; accident and injury claim compensation; workman compensation coverage; reimbursement for stolen property; or even restitution for inappropriate comments, discrimination, or harassment.
  - g. Provide the media, in coordination with the PIO, information on donations management for dissemination to the public.
  - h. Provide local government officials with regular reports on donations management operations.
  - i. Ensure required donations system-related records are maintained.
3. The Donations Steering Group (DSG) will:
- a. Assist the donations coordinator (DC) in developing a donations management program for the city of Asheville and in preparing operating procedures for the donations management functions.
  - b. Meet regularly to coordinate, update, and collaborate on the donations system and operational process before, during, and after a disaster.
  - c. Assist the DC in determining which donations management functions should be activated after a disaster occurs.
  - d. Provide advice to the DC on suitable candidates for managing the various donations management functions.
  - e. Assist in locating volunteers to work in the donations management functions.
  - f. Assist the donations operations office in maintaining records on donations activities.
  - g. Provide information to donors regarding voluntary agency operations and needs through the donations phone bank.
  - h. Work together to determine the best method for handling and distributing large-volume or high-value donations received from the public or corporate entities.
  - i. Help the DC make decisions on when to terminate or consolidate donations management functions.
4. The Volunteer Coordinator will:
- a. Select a site for a volunteer center and coordinate equipping and staffing the facility.
  - b. Develop operating procedures for and train staff to operate the volunteer center.
  - c. Supervise volunteer center operations.

- d. Prepare and keep current Tab I to Appendix 4.
5. The Donations Staging Area (DSA) Manager will:
  - a. Select a site for a DSA and coordinate equipping and staffing the facility.
  - b. Develop operating procedures for and train staff to operate the DSA.
  - c. Supervise DSA operations.
  - d. Prepare and keep current Tab F to Appendix 4.
6. The Phone Bank Supervisor will:
  - a. Select a site for a phone bank and coordinate equipping and staffing the facility.
  - b. Develop operating procedures for and train staff to operate the phone bank.
  - c. Supervise phone bank operations.
  - d. Prepare and keep current Tab G to Appendix 4.
7. The Donations Financial Officer will:
  - a. Establish a donations account for receiving monetary donations.
  - b. Establish specific wording for the "*Pay to the Order of*" line for all checks and other securities so that appropriate information can be provided to potential donors.
  - c. Ensure written disbursing procedures are prepared in close coordination with the unmet needs committee so account disbursing officials have a clear mandate on how to prepare assistance checks (e.g., when, how much, to whom, etc.).

<b>VII. DIRECTION and CONTROL</b>
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**A. General**

1. The mayor is responsible for all governmental activities involved with the jurisdiction's donations management system.
2. The DSG, chaired by the DC, will provide general guidance for donations management operations.



3. The DC will manage the donations management program, supervise key donations management program personnel, and coordinate the efforts of volunteer groups and local government.
4. The work of volunteers and paid government employees at a donations management facility will be directed by the supervisor of that facility.
5. Volunteers working as an integral part of a recognized volunteer group (e.g., the Red Cross, the Adventist Community Services, The Salvation Army, etc.) will respond to direction from those organizations.
6. Each individual supervising a donations management function will select an appropriate assistant or designee to run the operation in his or her absence.

#### **B. Coordination**

1. The DC will work out of and communicate from the donations operations office, which should be located in or adjacent to the Asheville Emergency Operations Center (AEOC) if possible.
2. Each volunteer group assisting in the disaster will designate a specific individual with authority to accept task assignments and coordinate its activities with the donations operations office.

<b>VIII. INCREASED READINESS LEVELS</b>
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#### **A. Level IV – Normal Conditions**

See actions recommended in the preparedness activities in Section V. D. 1.

#### **B. Level III – Increased Readiness**

1. Monitor the situation and inform key donations management personnel of the potential for activating all or portions of the donations management system.
2. Review donation management procedures for currency.
3. Check recall rosters for accuracy and update as required.

#### **C. Level II – High Readiness**

1. Continue to monitor the situation.
2. Alert key donations management staff for potential operations.
3. Ensure source lists for volunteer workers are up-to-date.
4. Check potential donations operations facilities for accessibility and availability.

#### **D. Level I - Maximum Readiness**

1. Continue to monitor the situation.
2. Activate key donations management staff to update planning.
3. Make tentative donations management facility selections.
4. Review equipment and supply status and alert providers of possible need.
5. Alert organizations that provide volunteer workers of possible activation.

<b>IX. ADMINISTRATION &amp; SUPPORT</b>
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#### **A. Reporting**

1. During emergency operations, the donations operations office shall compile and provide a daily summary of significant donations management activities to the EOC/AEOC for use in staff briefings and inclusion in periodic Situation Reports. If the EOC/AEOC has been deactivated, a periodic summary of activities will be provided to local officials and the heads of volunteer organizations participating in the recovery process.
2. Donations management facilities, if government-operated, shall provide a daily report of their activities to the donations operations office. Such reports will include the following information:
  - a. Phone Bank
    - 1) Number of calls by type (donation offer, vendor capabilities, requests for information, etc.)
    - 2) Significant donations offered and their disposition
    - 3) Major issues or challenges
  - b. RSA
    - 1) Number and type of bulk donations received (truckloads, pallets, etc.)
    - 2) Significant donations and disposition
    - 3) Goods delivered to distribution points (truckload, pallets, boxes)
    - 4) Unneeded goods delivered to other agencies
    - 5) Current hours of operation
    - 6) Number of persons employed (volunteers and paid workers)
    - 7) Major operational activities
    - 8) Support activities (feeding, lodging, etc.)
    - 9) Major issues or challenges
  - c. Distribution Points
    - 1) Number of customers served
    - 2) Hours of operation

- 3) Number of workers (volunteers and paid workers)
- 4) Major issues or challenges

d. Volunteer Center

- 1) Hours of operation
- 2) Number of volunteers assigned to tasks
- 3) Number of workers within the facility
- 4) General types of jobs to which workers have been dispatched
- 5) Support activities (feeding, etc.)
- 6) Major issues or challenges

e. Financial Accounting

- 1) Cash received
- 2) Cash distributed
- 3) Major issues or challenges

## **B. Records**

1. Activity logs - Each donations facility will maintain a log of major activities at that facility, location including activation and deactivation, arrivals and departure of staff, receipt of or return of major equipment, and the commitment of people, equipment, or materials to specific tasks.
2. The donations steering group shall appoint a secretary to provide a written record of the policies formulated and activities undertaken at meetings of the group. Those records shall be maintained by the DC.
3. The unmet needs committee shall appoint a secretary to maintain a written record of its actions. When the recovery process is completed, those records shall be turned over to the DC for retention.
4. Documentation of costs – Expenses incurred in operating the donations management system are generally not recoverable. However, in the event state and/or federal reimbursement is considered, accurate records would need to be provided. Therefore, all government departments and agencies should maintain records of personnel and equipment used and supplies consumed during donations management operations.

## **C. Resources**

Government resources that may be needed to operate the donations management system are listed in the Resource Manual.

## **D. Post Incident Review**

The Basic Plan provides that the mayor shall organize and conduct a review of the emergency operations after termination of emergency operations. The purpose of this review is to identify needed improvements in this plan and its procedures. When the

donations management system has been activated after a major emergency or disaster, donations management program personnel shall participate in the review.

**E. Training**

1. The DC should attend training in donations management. Such training is offered by the North Carolina Division of Emergency Management and a number of volunteer groups.
2. Donations management facility supervisors are responsible for providing on-the-job training for individuals who will be working in the facility.

**F. Exercises**

Local drills, tabletop exercises, functional exercises, and full-scale exercises should periodically include a donation management scenario based on the anticipated hazards which could be faced by this jurisdiction.

**X. ANNEX DEVELOPMENT & MAINTENANCE**

- A. The donations coordinator is responsible for developing and maintaining this annex. Recommended changes to this annex shall be forwarded as needs become apparent.
- B. This annex will be revised annually and updated in accordance with the schedule outlined in Section X of the Basic Plan.
- C. Individuals, departments, agencies, and volunteer organizations assigned responsibilities in this annex are responsible for developing and maintaining appropriate standard operating procedures (SOPs) to carry out those responsibilities.

**XI. REFERENCES**

- A. FEMA, *Donations Management Guidance Manual*, Feb 1995
- B. FEMA, *Donations Management Workshop (Student Manual)*, Oct 1997
- C. FEMA, *Donations Management Workshop (Toolbox)*, Oct 1997
- D. FEMA, *Support Annex (DM-1)*, Apr 1999

**APPENDICES:**

- 1..... Current Donation Needs List
- 2..... Sample Record of Donation Offer
- 3..... Sample Public Information Release
- 4..... Donations Management Operations Guide (published separately)

Tab A	Letter of Appointment – Donations Coordinator
Tab B	Donations Steering Group Members
Tab C	Key Donations Management Personnel
Tab D	Unmet Needs Committee

Tab E	Donations Operations Office
Tab F	Donations Staging Area
Tab G	Phone Bank
Tab H	Distribution Points
Tab I	Volunteer Center
Tab J	Handling Cash Donations

**SAMPLE  
CURRENT DONATION NEEDS LIST**  
City of Asheville

**As of Date/Time:** \_\_\_\_\_

**1. Needed**

**a. Goods**

**b. Services**

**2. Unneeded:**

**SAMPLE  
RECORD OF DONATION OFFER**

Call received by: \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_

**Donor Name and Information:**

Salutation: \_\_\_\_\_

First Name: \_\_\_\_\_

Last Name: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Phone 1: \_\_\_\_\_

Phone 2: \_\_\_\_\_

Address 1: \_\_\_\_\_

Address 2: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Country: \_\_\_\_\_

Donated (free)     Goods    or     Services

Commercial (vendor)     Goods    or     Services

**Type of Resource:** (e.g., people, food, equipment): \_\_\_\_\_

Category: (e.g., clothing, water, bedding): \_\_\_\_\_

Sub-category: (e.g., shoes, blankets, chairs): \_\_\_\_\_

**Description/Notes:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Total Quantity: \_\_\_\_\_ Units (#): \_\_\_\_\_ Measure (e.g., box, each): \_\_\_\_\_

Packaging \_\_\_\_\_ Amount (#): \_\_\_\_\_ Size (e.g., can, dozen, gallon): \_\_\_\_\_

Palletized:    Yes    No                      Transportation required:    Yes    No

Refrigeration required:    Yes    No                      Restrictions:    Yes    No

Resource Location: \_\_\_\_\_

Estimated Value: \_\_\_\_\_ Available until: \_\_\_\_\_

Follow-up required:                      Yes    No                      Action taken: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**SAMPLE  
PUBLIC INFORMATION RELEASE**

(City Letterhead)

(Date)

**FOR IMMEDIATE RELEASE**

**FOR MORE INFORMATION, CONTACT:** [City Public Information Officer]

We are receiving citizen and community inquires regarding the [name of disaster]. The calls primarily involve citizens who want to offer assistance or make donations to the [name of disaster] victims. It is important that such good intentions do not create the potential for a disaster within a disaster. Therefore people who wish to offer assistance should do so in as effective a manner as possible.

Individuals or organizations that want to provide assistance to victims of the (name of disaster) should first work through their local disaster relief organizations. These may include the American Red Cross, The Salvation Army, the North Carolina Baptist Men, the Adventist Community Services, the Second Harvest Food Banks, Hearts with Hands. People can find these organizations listed in the Telephone Book Yellow Pages under "Social Service Organizations."

Cash is the best contribution since items can be purchased within the affected areas to meet the specific needs of victims. To contribute cash, contributions should be sent to [the precise organization name, address, and account number where cash contributions should go].

If people prefer to donate goods or service, they should still work through their local disaster relief organizations. These organizations know the immediate needs of people in the affected areas, how best to meet those needs, and how to ensure assistance is appropriate, adequate, and delivered to the right places. The disaster relief organizations can tell potential donors what is needed and what is not needed and how to package and transport those goods that are needed to the disaster area.

We encourage people not to send unsolicited donations to the disaster area. Unsolicited donations may not reach the proper people or even would meet their current needs. If donors plan to travel to the disaster area, they may find that lodging and other services are unavailable and they may add to problems in the disaster area rather than helping.

**Attention News Editors and Directors:** *Please assist us in publicizing this information relating to donations for the [name of disaster]. We would like to encourage donations of goods and services that are needed, while discouraging donations that cannot be used and that may add to the problems that already exist. You can also help us by discouraging sightseers from driving into the disaster area*



See Appendix 4, Tab C, for the list of key donations management personnel.

See Appendix 4, Tab B for the DSG membership roster.

Appendix 4, Tab D, for Unmet Needs Committee membership.

Donations Management Operations Guide (Appendix 4 to this annex)

suitable local facilities for each unit should be identified in pre-emergency preparedness planning; see Appendix 4, Tab 1.

(See Appendix 1 for a sample of a Current Donations Needs List.)

accounting and disbursing system is established for any cash donations received (see Appendix 4, Tab J).

Appendix 4, Tab E, for information on the operation of the Donations Operations Office and the facilities, equipment, and staffing required.

See Appendix 2 for an example of the Donation Offer Record.

See Appendix 4, Tab F, for information on the operation of the DSA and the facilities, equipment, and staffing required.

See Appendix 4, Tab H, for information on the operation of Distribution Points and the facilities, equipment, and staffing required.

See Appendix 4, Tab A.

Prepare and keep current Tab G to Appendix 4. Phone Bank