

**Santa Cruz County Catastrophic Earthquake**

**Donations Management Plan**

**May 2011**

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## Foreword

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The vulnerability of the San Francisco Bay Area to earthquakes is well known. According to the 2008 Uniform California Earthquake Rupture Forecast, the probability of a magnitude 6.7 or greater earthquake in the Bay Area within the next 30 years is 63 percent. An earthquake of this magnitude will result in widespread and catastrophic damage.

A catastrophic earthquake in the Bay Area will immediately overwhelm local, regional, and State emergency response capabilities. The region will need massive, rapid support from the Federal Government, other local governments in California, other states, and voluntary and private-sector organizations. The effectiveness of the region's response will affect the long-term recovery of the region's communities and economy. An effective response will only be possible if comprehensive planning has taken place.

The Federal Government is providing funding under the Regional Catastrophic Preparedness Grant Program (RCPGP) to selected metropolitan areas throughout the United States to plan for catastrophic events. The San Francisco Bay Area is one of those metropolitan areas. The Federal Emergency Management Agency (FEMA) is administering the program. The Bay Area Urban Area Security Initiative (UASI) Program is implementing the RCPGP for 12 counties and two cities in the Bay Area. For fiscal year 2009/2010, the UASI Program has used RCPGP funding to prepare regional and local plans for managing monetary donations and in-kind donations.

This document, the Santa Cruz County Catastrophic Earthquake Donations Management Plan (Plan), has been prepared under the RCPGP. Donations Management is an important component of the response to an earthquake.

This Plan is an annex to the Santa Cruz County Emergency Operation Plan. The Plan is consistent with:

- The San Francisco Bay Area Regional Emergency Coordination Plan
- San Francisco Bay Area Catastrophic Earthquake Readiness Response Concept of Operations Plan, prepared by FEMA

This Plan has been prepared for Santa Cruz County as part of the Bay Area Urban Area Security Initiative. The Plan describes the general strategy for emergency response to an incident with local—as well as regional—impacts. The Plan has been prepared in accordance with the standards of the National Incident Management System, the California Standardized Emergency Management System, and other Federal and State requirements and standards for emergency response plans applicable as of the date of the Plan's preparation.

The Plan provides guidance only; it is intended for use in further development of response capabilities, implementation of training and exercises, and defining the general approach to incident response. The actual response to an incident is dependent on:

- The specific conditions of the incident, including the incident type, geographic extent, severity, timing, and duration;
- The availability of resources for response at the time of the incident;
- Decisions of Incident Commanders and political leadership; and
- Actions taken by neighboring jurisdictions, regional entities, the State, and the Federal Government.

These and other factors may result in unforeseen circumstances, prevent the implementation of Plan components, or require actions that are significantly different from those described in the Plan. The Approval Authority and its contractors; the counties, cities, and other organizations that have participated in Plan development; the State; and the Federal Government are not responsible for circumstances related to the implementation of the Plan during an incident.

The Plan is not applicable outside the county for which it was written.

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## Executive Summary

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The management of donations has been identified as a significant gap in the level of preparedness of many Bay Area jurisdictions. Media coverage following a disaster often elicits an outpouring of both in-kind and monetary donations from individuals, services clubs, community organizations, small businesses, and large corporations, often in quantities that can overwhelm the receiving jurisdictions. A wide range of voluntary agencies, community and faith-based organizations, foundations, and other organizations can play a role in soliciting, receiving, and distributing donations. Many local government agencies have limited resources to address this complex issue.

At the same time, State policies and procedures for donations management are evolving through the ongoing Emergency Function (EF)-17 process. Additionally, the State Emergency Plan, the Standardized Emergency Management System (SEMS), and the Regional Emergency Coordination Plan (RECP) all provide the general framework for coordination and resource requests in the region. However, detailed planning on the specific mechanisms for donations management has not existed in Santa Cruz County until the development of this Plan.

Lessons learned from previous disasters consistently underscore that response and recovery efforts are more effective when: (1) organizational roles are defined prior to the disaster; and (2) pre-established relationships build for efficient response and faster recovery. Santa Cruz County's goal is to develop a donations management plan for use by the County Operational Area (inclusive of cities and special districts) that addresses both in-kind and monetary donations. This Plan identifies and pre-establishes relationships with key partners for the coordination of donated money and goods.

The premise for monetary donations planning in Santa Cruz County revolves around the idea of people giving to various local organizations for response and recovery efforts. Even though the organizations will use these funds for their own efforts, the Concept of Operations section in this Plan outlines how a collaborative effort by the Community Foundation of Santa Cruz County, the United Way of Santa Cruz County, and the Santa Cruz County Chapter of the American Red Cross will coordinate dispersal of additional funding to agencies providing services in the County.

If donors want to donate "in-kind" donations rather than money, the overarching planning strategy in donations management is to direct them to a web-based database where donors can register their donations online, and then potentially be matched with a recipient organization. Although such a system does not exist in the County, should one be obtained, it would be a much more efficient and cost-effective way of managing in-kind donations. However, even with the public

messaging encouraging monetary donations first and in-kind donations via a web portal second, a myriad of items will continue to arrive. This Plan outlines capabilities for managing in-kind donations working with a host of community-based organizations as key partners for successful implementation, thus speeding the recovery of the County's residents following a major disaster.

Local government and nongovernmental organizations are encouraged to continue planning, training, and exercising this Plan to strengthen the County's ability to direct donations to where they are most needed in times of disaster.

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# 1 Introduction

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The management of donations has been identified as a significant gap in the level of preparedness of many Bay Area 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. Although many local government agencies have limited resources to address this complex issue, a wide range of voluntary, community- and faith-based, grantmaking, and other types of organizations may play significant roles in receiving, tracking, and distributing donations. Collaborative donations management planning will help minimize the challenges and maximize the value of disaster donations to a community.

## 1.1 Purpose and Audience

The Santa Cruz County Catastrophic Earthquake Donations Management Plan (Plan) is a scenario-driven, function-specific operations plan for Santa Cruz County that describes the actions of and coordination between government agencies and nongovernmental organizations (NGOs) for managing donations in the aftermath of a catastrophic earthquake on the San Andreas fault.

Effective donations management after a catastrophic event requires close cooperation between government and NGOs, particularly with regard to monetary donations, the management of which is not usually the role of government. Further, existing practices for managing donations are less well developed than for other response activities.

The audience for this Plan is therefore not limited to government agencies, but rather includes representatives from the private sector and voluntary organizations. For these reasons, the Plan includes some concepts and details that are beyond the role of government, and much of the content herein pertains to organizations in those sectors. This content should not be considered prescriptive for those NGOs; instead, it should be read as descriptive, because it is intended to connect the government's own activities with the autonomous and independent activities of its nongovernmental collaborators.

One intention of this Plan is to illustrate the coordination and collaboration/cooperation between these sectors that is necessary for effective donations management. NGOs will maintain their own internal processes and operating principles, and nothing in this Plan is intended to convey that government agencies at any level will control or direct these independent NGOs.

The Plan is a guide for the coordination of in-kind and monetary donations for the benefit of those affected by the disaster. The Plan provides donations-related details for:

- Managing, allocating, and tracking monetary donations in Santa Cruz County.
- Receiving, managing, warehousing, distributing, and tracking in-kind donations (this term and others are defined in **Section 1.3.4** and **Appendix A**) in Santa Cruz County
- Application of the Incident Command System (or another suitable structure) for donations management operations
- Coordination of local, regional, State, and Federal agencies, and NGOs that have a role in donations management

As an event-specific annex to the Santa Cruz County Emergency Operations Plan (EOP), the Santa Cruz County Catastrophic Earthquake Donations Management Plan is intended for:

- The personnel responsible for implementing the EOP, including employees of Santa Cruz County, County emergency managers, and other Emergency Operations Center (EOC) personnel
- The agencies, departments, and organizations responsible for implementing donations management operations in Santa Cruz County, including NGOs

Finally, this document was developed as an incident-specific plan, and the details presented pertain to a catastrophic earthquake. However, the Plan could be readily scaled to smaller earthquakes or to non-seismic disasters such as fires or floods. Where appropriate, throughout this Plan, options and alternatives for adapting the Plan to smaller or other types of events are discussed

## 1.2 Objectives

The objectives of the Plan are to:

- Define planning assumptions for donations management based on projected catastrophic impacts of the earthquake
- Identify and describe the donations-related roles and responsibilities of agencies and organizations
- Describe the resources required and available for donations management operations and mechanisms for integrating State and Federal resources into donations management operations in Santa Cruz County
- Identify recommended, time-based priorities and objectives and tasks to guide response operations
- Establish a response timeline for individual tasks in donations management operations

### 1.3 Scope and Definitions

The Santa Cruz County Catastrophic Earthquake Donations Management Plan pertains to donations management operations within Santa Cruz County. A similar plan is being developed for the 12-county Bay Area Urban Area Security Initiative planning region, which is defined and discussed below. A Regional Catastrophic Earthquake Donations Management Plan will address the broader regional-level response to the disaster, and will focus on the interactions between the State of California and the Operational Areas that compose the region. Maps of the region and of Santa Cruz County are included in **Appendix B**.

#### 1.3.1 Nature and Duration of the Scenario Event

As described in the National Response Framework, a catastrophic event is any natural or human-caused incident that results in an extraordinary level of casualties, damage, or disruption that severely affects the population, infrastructure, environment, economy, morale, and government functions of the area in question, and potentially the Nation as a whole.

The scenario used in the development of this Plan is a moment magnitude 7.9 earthquake on the northern segment of the San Andreas Fault. The impacts from the earthquake are catastrophic. Although the shaking from an earthquake and the aftershocks last only seconds or minutes, recovery can take several years. See **Section 2** and **Appendix C** for more information about the scenario event.

#### 1.3.2 Geographic Scope

The earthquake will have a catastrophic impact in Santa Cruz County and in the 12-county Bay Area region as a whole. These counties will bear direct and significant impacts, impacts from regional disruption of critical infrastructure systems, and/or short- or long-term impacts to the economy. Adjacent counties, such as Mendocino, Sacramento, San Joaquin, and Stanislaus may be affected directly by damage or indirectly by evacuations and other response actions. Impacts to these jurisdictions affect local, regional, State, and Federal response and recovery decisions.

A Regional Catastrophic Earthquake Donations Management Plan addresses the full 12-county region, but the geographic scope of this Plan is limited to Santa Cruz County.

#### 1.3.3 Time Frame

The time frame for the Plan begins with the occurrence of the earthquake, and ends 60 days after the earthquake. The planning periods (phases) are presented in hours and days after the event (symbolized by “E” in the Plan). The Plan does not address preparedness activities that may occur before the earthquake or long-term activities that will occur after 60 days. However, it does provide guidance for and initial steps in planning the transition to long-term recovery activities.

#### 1.3.4 Definitions

The term *donations*, as used in this Plan, refers to all donations, both monetary and in-kind. *Monetary donations* are financial contributions from donors designated for disaster response, relief, and recovery. *In-kind donations*<sup>1</sup> include all non-monetary donations designated for disaster response, relief, and recovery. Donated goods may be bulk goods, which are generally new and most useful, or they may be non-bulk, which are generally used goods donated by individuals. Donated services include professional services, use of facilities and real estate, and loaned equipment or vehicles.

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 **Sections 5.8.1** and **5.9.1** of this Plan.

The term nongovernmental organization (NGO) is used as a categorical term for any organization that is external to government. NGOs can be further divided into two categories – the private sector, including corporations, businesses, and utilities; and the voluntary sector, which includes nonprofits, such as community-based organizations (CBOs), faith-based organizations (FBOs), grantmakers, and others. The term *grantmakers* is used to represent community foundations, corporate foundations, and other philanthropic organizations that disburse funds primarily to voluntary organizations.

The term *service providers* (or *direct service providers*) refers to a subset of voluntary sector organizations that may include CBOs, 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.

Donated items that are new or of high quality but that are not distributed to people or organizations are termed *unused goods*. The packaging and other trash generated from bulk donations, as well as used goods that are not clean or safe enough for distribution, are referred to as *material waste*. **Appendix A** includes a full glossary of these and other terms.

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<sup>1</sup> These are sometimes referred to as “donated goods and services.”

## 1.4 Applicability

As an incident-specific and function-specific annex to the Santa Cruz County EOP, this Plan is consistent with:

- The Regional Catastrophic Earthquake Donations Management, which is an incident-specific subsidiary plan of the Regional Emergency Coordination Plan (RECP), as well as with the RECP itself
- The 2008 San Francisco Bay Area Catastrophic Earthquake Readiness Response Concept of Operations Plan, prepared by the Federal Emergency Management Agency (FEMA)

## 1.5 Plan Organization

**Section 1 – Introduction** provides the scope and applicability of the Plan, and the authorities, regulations, and requirements that provide the foundation for the operations that are discussed in the Plan.

**Section 2 – Scenario and Assumptions** contains a description of the scenario event and its projected impacts, and the assumptions underlying the scenario event and the response to it.

**Section 3 – Roles and Responsibilities** describes the roles and responsibilities of the local, regional level, State level, and Federal response agencies.

**Section 4 – Priorities and Objectives** contains the operational priorities for donations management and the objectives that support each of those priorities.

**Section 5 – Concept of Operations** contains a listing of the time-based priorities and objectives for the response, and a description of the concept of operations, which includes the response coordination system and the operational components of the in-kind donations management and monetary donations management operations.

**Section 6 – Operational Response Timeline** contains a response timeline for the donations management component of the response. The timeline presents the individual tasks necessary to achieve the objectives and priorities laid out in **Section 4**.

**Section 7 – Plan Maintenance** describes how the Plan will be maintained, updated, and exercised.

**Appendix A** is a glossary of acronyms, abbreviations, and key terms.

**Appendix B** contains the maps that are referenced in the Plan.

**Appendix C** provides scenario and assumptions details.

**Appendix D** contains checklists for activities to be undertaken by staff at the EOC.

**Appendix E** provides sample press releases and public information announcements.

**Appendix F** gives a sample Memorandum of Understanding and Memorandum of Agreement that can be developed into more formal agreements among and between governments and nongovernmental entities.

**Appendix G** is a copy of a FEMA/National Voluntary Organizations Active in Disaster brochure called “How to Donate Successfully.”

**Appendix H** is the Local Donations Coordination Team List.

**Appendix I** is the Local Monetary Donations Coordination Team List.

## 1.6 Authorities, Regulations, and Requirements

The following local, State, and Federal authorities, regulations, and requirements apply to the preparation of this Plan and to donations management operations that are conducted in the response to a catastrophic earthquake.

### 1.6.1 Local

Not all cities or counties have regulations that specifically require them to be involved in donations management. However, in general, local governments, including cities and counties, have primary responsibility for the public health and safety of their residents after disasters of any type. Since donations are being made to assist residents, these local governments have a duty to use them to achieve those goals. Local authorities for emergency response are described in the Santa Cruz County EOP.

### 1.6.2 State

As described in the EOP, emergency response operations within Santa Cruz County are conducted in accordance with:

- California Emergency Services Act (Government Code ([G.C.] §§ 8550–8660)
- California Disaster Assistance Act (GC §§ 8680-8692), including recent amendments under Assembly Bill 903 (Chapter 400, Statutes of 2007-2008) that allow for provisions to reimburse private nonprofits for extraordinary expenses related to disaster responses in coordination with appropriate public partners; emergency regulations have been issued, and a final rulemaking package is moving forward
- California Disaster Assistance Act (CDAA)
- Emergency Management Assistance Compact (EMAC)
- California Code of Regulations, Title 19, that defines emergency-related terminology and establishes the role of the California Emergency Management Agency (Cal EMA)

- Governor's Executive Order S-02-08 establishing California Volunteers as the lead agency under the California Emergency Services Act for the coordination of monetary and in-kind donations during times of disaster, in cooperation with the Office of Emergency Services [February 2008]
- California's State Emergency Plan
- Standardized Emergency Management System (SEMS)
- RECP, Cal EMA Coastal Region, March 2008
- Cal EMA's guidance on Public Assistance and Individual Assistance programs<sup>2</sup>

### **1.6.3 Federal**

Federal operations in support of local and State governments are governed by the following:

- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (42 United States Code §§ 5121–5206 [2008])
- National Response Framework (NRF)
- National Incident Management System (NIMS)

Additional function-specific authorities, regulations, and requirements are:

- Volunteer and Donations Management Support Annex to the NRF
- Code of Federal Regulations, Title 44, that defines the roles of the Federal Emergency Management Agency and the Department of Homeland Security
- FEMA guidance on Public Assistance and Individual Assistance programs<sup>3</sup>

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<sup>2</sup> California's disaster-related assistance programs are described at <http://www.oes.ca.gov/webpage/oeswebsite.nsf/content/f51600CEC1269c8388257350005375a5?opendocument>

<sup>3</sup> Information on FEMA's Individual Assistance and Public Assistance programs is available at <http://www.fema.gov/individual/grant.shtm> and <http://www.fema.gov/government/grant/pa/index.shtm>

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## 2 Situation and Assumptions

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This section contains a description of those aspects of the scenario earthquake and its projected impacts that pertain specifically to donations management. The scenario earthquake for this Plan is the same as that developed for and used in previous Regional Catastrophic Preparedness Grant Program–funded planning efforts at the local and regional levels. The full description of the scenario earthquake and the additional general planning assumptions are presented in **Appendix C**. The scenario earthquake is a recurrence of the 1906 earthquake on the northern segment of the San Andreas fault. The basis for the scenario is a Hazards U.S.<sup>4</sup> model run and analysis, the details of which are also presented in **Appendix C**.

### 2.1 Catastrophic Nature of the Earthquake

Threats and hazards resulting from the earthquake include structural and nonstructural damage to buildings and infrastructure, fires, subsidence and loss of soil-bearing capacity, landslides, hazardous materials spills and incidents, dam/levee failure resulting in flooding, and civil disorder. Many residential, commercial, and industrial buildings would be rendered uninhabitable. The earthquake would affect all regional utilities and transportation networks significantly; large portions of the transportation infrastructure would be damaged or destroyed. Utility and water supply damage, even in areas with less extreme structural impacts, would compound the problem of housing people. Most internet connectivity, telephone lines, and cellular telephone systems would be damaged, causing communication difficulties throughout the region.

The earthquake would result in:

- More than 400,000 displaced households
- More than 300,000 people seeking shelter
- More than 1 million people who need transportation assistance
- 1.8 million households without potable water
- 7,000 fatalities
- 50 million tons of debris

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<sup>4</sup> HAZUS is a loss-estimation software program developed by the National Institute of Building Sciences (NIBS) for FEMA. The version used for this analysis (HAZUS-MH MR3) was developed by NIBS in 2003.

## **2.2 Assumptions Regarding Donations**

These impacts will trigger an influx of donations—both solicited and unsolicited. These donations may be monetary, or goods and services. The magnitude of the scenario earthquake requires a donations management response that will engage 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 and nongovernmental organizations 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.

### **2.2.1 Need for Donated Money, Goods, and Services**

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, in a mega-shelter, or in a spontaneous (informal) shelter. To the extent that these facilities have resource shortages, there will be a need for donated assistance.
- Many of the several hundred thousand commuters, tourists, and other visitors who are in the affected counties will be stranded away from their usual sources of support and will need similar forms of assistance.
- People with access and functional needs who are affected by the disaster; focused attention will be required to meet their needs.
- Many people arriving at shelters will have pets, companion animals, or service animals with them. Donated funds and goods will be directed to animal-protection organizations to meet the needs of these animals and their owners.

### **2.2.2 Assumptions about Donors**

- Media coverage following an event will elicit 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.
- 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 will be 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 there is someone who can transport it for them.

### **2.2.3 Monetary Donations**

- Monetary donations are preferred over in-kind donations by charitable organizations and other assistance or support groups.
- Individuals will make monetary donations via call centers, online systems, text messaging, and in person.
- 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.
- These donations will be in the form of cash, checks, credit card payments, and gift cards, some of which may be paid for online or through text messages or other smart-phone-enabled systems.
- Within 72 hours, major non-governmental organizations (NGOs) will launch national media campaigns to solicit monetary donations.
- Many organizations will act independently to solicit donations.
- Some attempts to solicit fraudulent donations will be made.
- Some donors will 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 will exist well into the long-term recovery phase.
- Unmet needs are identified after other resources are exhausted and after the actual donations have ceased.
- Processing donated funds will require much of the limited time and personnel that are available to perform this and other tasks.
- Administrative costs vary based on the amount of the donation and size of the disaster; in this case, these costs will be large.

### **2.2.4 In-Kind Donations**

- Businesses and other organizations will make contributions of new goods, including palletized water, canned food, and other useful bulk goods.
- Individual people will make donations of used goods, including clothing, blankets, sleeping bags, household items, toys, food, water, and other items.

- Individuals will also donate new goods like those above, although less commonly.
- Many of these individual donations will be unsolicited and “spontaneous,” which leads to confusion, inefficiencies, and waste.
- Many spontaneous donations will arrive unsorted and with minimal packaging or markings; others will be dirty or otherwise unready for use.
- Donations may not correspond to the needs of the individuals or community affected by the disaster.
- Material donations will overwhelm donation centers due to media focus on those locations.
- Businesses will donate unwanted inventory, whether or not those goods will be useful, in large quantities as a way to cheaply reduce their stockpiles.
- Piles of donations will begin to appear at undesignated reception sites, causing some disruption to other relief activities occurring there.

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

- After the scenario earthquake, donations management is led primarily by local and State emergency management officials and NGOs working cooperatively with support from the Federal Government.
- 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 sectors.
- 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 community-based organizations (CBOs), faith-based organizations (FBOs), and members of groups like Voluntary Organizations Active in Disaster (VOAD) that may have handled donations in the past will be involved again, particularly in the long-term recovery phase.

- Other CBOs, FBOs, civic clubs, and businesses, such as restaurants, will respond spontaneously.
- Donated goods will require significant attention and resources immediately following the event; if not managed promptly and appropriately, 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.
- Insufficient personnel resources exist for used donations that 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 will not be adequate.
- The governmental response will rely 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 will not always have knowledge of the national affiliate's role but will want to help/assist until national resources are able to come in to the affected area.
- Inexperienced and inadequately organized donations centers and voluntary organizations will cause confusion and will waste resources.
- Movement of donated goods into the affected area will be significantly affected by damage to transportation and infrastructure, removal of debris, requirements for inspections, and closures associated with repairs.
- State control over traffic traveling to the disaster area will affect vehicles shipping donated goods.

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# 3 Roles and Responsibilities

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This section discusses the roles and responsibilities of the government agencies and the non-governmental organizations (NGOs) that are involved in donations management. These discussions are separated into two major sections: one for monetary donations, and one for in-kind donations.

## 3.1 Monetary Donations

The roles and responsibilities for the management of monetary donations are discussed in this section.

### 3.1.1 Operational Area Level

Working through the County's Emergency Operations Center (EOC), County and local government will coordinate monetary donations through the Donations Management Unit in the Logistics Section. A Monetary Donations Coordination Team (MDCT) will be made up of individuals from local organizations, such as the Community Foundation for Santa Cruz County, the United Way of Santa Cruz County, and the Santa Cruz County Chapter of the American Red Cross. These organizations, in addition to seeking their own donations, will coordinate the methods through which other monetary donations are received and distributed throughout the County, while acting as the MDCT. In addition, communication and coordination will also take place with the County's Voluntary Organizations Active in Disaster (VOAD), and other NGOs and private organizations from the Liaison Officer position in the County EOC's Management Section.

### 3.1.2 Regional Level

The entity with the primary regional role in donations management is the California Emergency Management Agency (Cal EMA) Coastal Region. In addition, a number of NGOs have central roles that are briefly described below.

#### 3.1.2.1 Cal EMA Coastal Region

The Coastal Region of Cal EMA oversees Region II of the Mutual Aid System and the Coastal Administrative Region within the State. When activated, the Cal EMA Coastal 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. The Region coordinates mutual aid and other assistance between Operational Areas, as needed. The Region also coordinates overall state agency support for emergency response activities within the region. The primary role of the Region is the coordination of information and resources throughout the Region. The Regional-level Cal EMA also coordinates with the State-level functions at the

State Operations Center (SOC). In the event the Coastal REOC is not functional, the State Executive Duty Officer at the SOC will work with the Coastal Region Duty Officer to ensure the continuity of the Regional-level functions at the SOC or elsewhere.

#### *3.1.2.2 Northern California VOAD*

Northern California VOAD (NorCal 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 NorCal 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, 211 providers, and others. Other members of NorCal VOAD include local VOADs, which are predominantly county-based.

In an emergency, NorCal 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.

#### **3.1.3 State Level**

Cal EMA and California Volunteers are the State agencies with significant roles and responsibilities in managing monetary donations. Their roles and responsibilities in monetary donations are summarized below; their operational activities are noted in **Section 4** and **Section 5** of this Plan, and explained in full in the Regional Donations Management Plan.

##### *3.1.3.1 Cal EMA State Level*

The State-level function of Cal EMA typically runs out of the SOC, which is located at the Cal EMA Headquarters in Mather. When activated, the State level of Cal EMA supports the Regional-level staff at the activated REOC, coordinates the emergency activities of State agencies, and coordinates mutual aid at the State level.

The State level of Cal EMA provides the primary point of contact between the State, the Federal Emergency Management Agency (FEMA), and federal agencies; and with other states through an Emergency Management Assistance Compact (EMAC). If dictated by the magnitude and duration of an event, regional and State support of emergency activities may transition to a Joint Field Office (JFO) in order to co-locate operations with FEMA and other federal agencies. The SOC may activate the

Business and Utilities Operation Center (BUOC) to facilitate coordination with private-sector partners, including on resource issues.

Cal EMA has a Memorandum of Understanding with CaliforniaVolunteers (see below) to coordinate the management of in-kind donations. Cal EMA serves as the California State Administrator for the National Donations Management Network (NDMN), a web-based solution, built on the Aidmatrix Foundation's software platform, which facilitates the matching of donors to recipients. Finally, Cal EMA also administers post-disaster State and Federal recovery programs for individuals and households, and for public agencies.

### 3.1.3.2 *California Volunteers*

As directed by Governor's Executive Order S-02-08, CaliforniaVolunteers is the lead agency for the coordination of monetary and in-kind donations during times of disaster. CaliforniaVolunteers has the overarching responsibility, in coordination with Cal EMA, to establish State policy, processes, and procedures for monetary donations to the State. These responsibilities are incorporated into the State Emergency Plan within the Volunteer and Donations Management Emergency Function. Specifically, CaliforniaVolunteers will manage monetary donations, and Cal EMA will manage in-kind donations. For in-kind donations, CaliforniaVolunteers coordinates with Cal EMA.

CaliforniaVolunteers 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 activated BUOC in the SOC to coordinate with CaliforniaVolunteers' Business Partners Program members. CaliforniaVolunteers may also send staff to the JFO if requested.

CaliforniaVolunteers 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, CaliforniaVolunteers 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 to the Cal EMA 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. This process is described further in **Section 5**.

### 3.1.4 **Federal Level**

Given the scope and scale of the scenario earthquake, the Federal Government will necessarily play a large role in all aspects of the response and recovery operations.

The lead Federal agency for most aspects of disaster response is FEMA, although other agencies and departments may also be involved, including the U.S. Army Corps of Engineers and the Department of the Interior.

In accordance with the Standardized Emergency Management System (SEMS), Operational Areas will make all requests for Federal resources through Cal EMA. Cal EMA will determine whether a Federal request should be made, and will formally request resources through FEMA. Depending on the situation, however, coordination may occur at the National Response Coordination Center. The Department of Homeland Security/FEMA provides Donations Management staff to the National Response Coordination Center, Regional Response Coordination Center, and JFO in support of the State, as required. Under the Volunteer and Donations Management Support Annex to the National Response Framework, requests for Federal, State, tribal, and local authorities are generally coordinated through the Regional Response Coordination Center or the JFO.

The Regional Donations Management Plan provides a full discussion of the Federal Government's roles and responsibilities in donations management.

### **3.2 In-Kind Donations**

This section discusses roles and responsibilities for the management of in-kind donations.

#### **3.2.1 Operational Area Level**

Working through the County's EOC, County and local government will coordinate in-kind donations through the Donations Management Unit in the Logistics Section. An In-Kind Donations Coordination Team (IKDCT) will be made up of individuals from local organizations such as Goodwill Industries of Santa Cruz, Monterey, and San Luis Obispo counties; The Salvation Army; and the Second Harvest Food Bank. These organizations will coordinate how donations are asked for, received, and distributed throughout the County. In addition, communication and coordination will also take place with the County's VOAD and other NGOs and private organizations from the Liaison Officer position in the County EOC's Management Section.

#### **3.2.2 Regional Level**

The Coastal Region of Cal EMA is the lead entity for donations management, including in-kind donations. Its roles and responsibilities are described in **Section 3.1.2.1**. The roles and responsibilities of NorCal VOADs in donations management are described in **Section 3.2.2.2**. The operational details of these regional-level entities are presented in the Regional Donations Management Plan.

### **3.2.3 State Level**

The State agencies with primary roles and responsibilities in donations management are Cal EMA and CaliforniaVolunteers. NorCal VOAD and its member organizations also play roles at this level. The roles and responsibilities of each are noted in **Section 3.1.3** of this Plan. The operational activities of these agencies are explained in full in the Regional Donations Management Plan.

### **3.2.4 Federal Level**

Given the scope and scale of the scenario earthquake, the Federal Government will necessarily play a large role in all aspects of the response and recovery operations. As in monetary donations, the lead Federal agency for in-kind donations is FEMA, although other agencies and departments may again be involved, including the U.S. Army Corps of Engineers and the Department of the Interior. The Regional Donations Management Plan provides a full discussion of the Federal Government's roles and responsibilities in donations management.

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# 4 Priorities and Objectives

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This section outlines the:

- Operational priorities for donations management
- Objectives that support each of those priorities

## 4.1 Overview of Operational Priorities and Objectives

In general, the response priorities with regard to donations involve determining the needs of those affected by the disaster; efficiently informing the media and potential donors about those needs; receiving, processing, distributing, and tracking donated funds, goods, and services; and discouraging the donation of unneeded items. The detailed, time-based priorities, and objectives described in the following pages all serve to support these larger goals.

The list of priorities and objectives is about the overall response and is not limited to the specific duties of any particular agency or entity. Some of these priorities or objectives may be met by government, others by non-governmental organizations (NGOs), and others by a combined effort of those two types of actors. The rest of this Concept of Operations section addresses those details.

Many of the priorities or objectives involve interactions between government and NGOs. In these cases, the intent is to illustrate the coordination and collaboration/cooperation between these sectors that is necessary for effective donations management. NGOs will maintain their own internal processes and operating principles, and nothing in this Plan is intended to convey that government agencies at any level will take over or direct these independent NGOs.

The objectives are described according to the general phases of the response. The phases are:

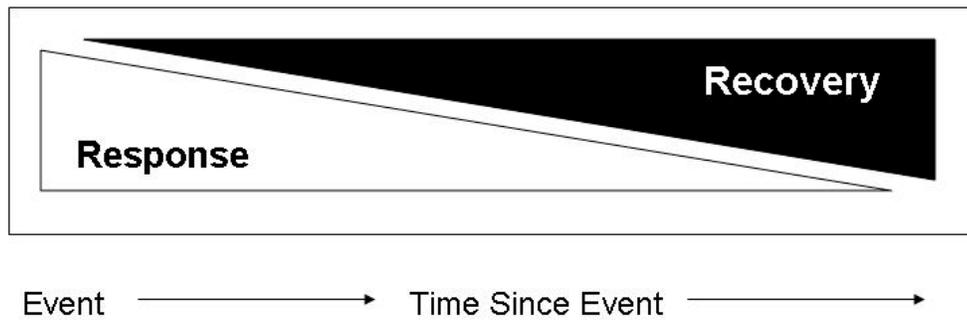
- Event (E) to E+72 hours
- E+72 hours to E+14 days
- E+14 days to E+60 days

The last of these phases includes the transition to a long-term recovery process. This involves establishing systems for ongoing maintenance of systems and processes to continue providing management for donated goods and funds. The systems for eventual cessation and shutdown of these management operations are beyond the scope of this Plan.

The three time periods do not correspond to any particular phase of the emergency management cycle (preparedness, response, recovery, and mitigation). Rather, this Plan recognizes that there is a gradual transition from the initial response to an

event—which focuses on immediate emergency support for lives and property—and the longer-term recovery, which focuses on reestablishing a healthy and functioning community. This transition and the necessary temporal overlapping of operational objectives and tasks are illustrated in **Figure 4-1**.

The following subsections present the operational priorities and objectives by time phase. Following that, **Section 6** contains a comprehensive response timeline for donations management operations. The timeline shows the individual tasks used to meet these objectives, and the agencies responsible for performing them.



**Figure 4-1.** Transition from Response to Recovery

Note that the particular time periods for the priorities, objectives, and tasks specified here are for a catastrophic earthquake in which damage to the transportation and communication infrastructure is extensive. In most heavily damaged places, it will take several days for initial damage assessments and communications systems to be completed. In smaller or more localized events—or in disasters other than earthquakes—many of these activities could be completed sooner. Thus, one way that this catastrophic earthquake Plan could be scaled and applied to multiple hazard types is to compress these activities in a more generalized plan than this one.

## 4.2 E to E+72 Hours

This section presents the priorities and objectives for the first 72 hours after the earthquake. It begins with the recognition that a catastrophic event has occurred and that massive levels of assistance will be required across a wide range of needs.

### 4.2.1 Operational Priorities

The operational priorities for this period are to:

- Establish the donations management function in the Emergency Operations Center (EOC)

- Participate in communications systems across all major response functions and between levels of government response and NGOs
- Begin early and consistent Operational Area–wide messaging and public information regarding donations
- Initiate operations for accepting, processing, and tracking in-kind and monetary donations

#### **4.2.2 Objectives**

The objectives that support the operational priorities for this period are described below. Each objective is elaborated on in **Section 6**, which presents a response timeline that itemizes all the tasks that are carried out to meet that objective.

- Activate the Donations Management Unit within the EOC
- Establish communication with the Regional Emergency Operations Center (REOC), and particularly with the voluntary-sector and private-sector liaisons there
- Begin gathering data from the cities, from NGOs, from the REOC, and other sources on activities pertaining to donations management
- Coordinate with the Public Information Officer and a Joint Information Center, if one is established, to ensure creation and dissemination of public information about donations, particularly the preference for monetary donations over in-kind donations
- Activate technologies—such as the National Donations Management Network (NDMN), toll-free telephone numbers, text messages, web-based, social media, and/or other systems—for accepting, processing, and tracking monetary and in-kind donations
- Activate existing plans for staffing, public outreach, accounting and tracking systems, and security; encourage NGOs to similarly activate additional staff
- Support or coordinate the reception, storage, allocation, and distribution of initial donations received, as appropriate
- Monitor media coverage of donations activities, and identify and address any problems as they arise

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

This section presents the priorities and objectives for the period from 72 hours to 14 days after the earthquake.

#### **4.3.1 Operational Priorities**

The operational priorities for this period are:

- Integrate public and private sectors into donations management operations

- Equitably distribute donations within the Operational Area, based on the areas of greatest need and the priorities for resource allocation
- Establish a donations management coordination function
- Develop local solutions to widespread donations issues such as warehousing, transportation, and waste management

#### 4.3.2 Objectives

The objectives that support the operational priorities are described below. Each objective is elaborated on in **Section 6**, which presents the tasks that will be carried out to meet that objective.

- Improve situational awareness and resource coordination through the EOC and with the REOC, with all response levels, with the Regional Coordination Group and/or with a Multiagency Coordination System group, and with other emergency management structures
- Improve and increase communications and coordination with Voluntary Organizations Active in Disaster (VOADs), grantmakers, and other critical NGOs inside and outside of the affected Operational Areas
- Provide additional and updated public information through all media and mechanisms
- Deploy and support additional staff as needed and begin planning rotations
- Increase coordination to process an increased level of monetary donations made directly to the State, if any, and in-kind donations offered through NDMN
- Support reception centers and locations for staging and sorting of donated items prior to distribution
- Support distribution of donated goods within affected areas according to the prioritization system
- Support distribution of monetary donations according to the prioritization system
- Continue monitoring donations-related activities
- Assist organizations accepting and distributing donations in following appropriate laws and regulations
- Begin to prepare for transition to long-term recovery

#### 4.4 E+14 Days to E+60 Days

This section presents the priorities and objectives for the period from 14 days to 60 days after the earthquake.

#### 4.4.1 Operational Priorities

The operational priorities for this period are:

- Continue to implement the systems and processes for receiving, tracking, prioritizing, and distributing donated goods and monetary donations
- Collaborate with NGOs and government agencies to integrate data and other information on the sources, types, and destination of donations
- Report to the public on distribution of monetary donations
- Continue to issue public information to support consistency of messages about donations policies
- Continue to identify and track unmet needs
- Plan for including donations management in the transition to long-term recovery

#### 4.4.2 Objectives

The objectives that support the operational priorities are described below. Each objective is elaborated on in **Section 6**, which presents the tasks that are carried out to meet that objective.

- Continue tracking donations and updating donations databases
- Form and operate a long-term recovery committee (LTRC) or long-term recovery organization (LTRO) in each affected Operational Area
- Continue to coordinate, through local assistance centers and Disaster Recovery Centers, with NGOs and government agencies to monitor locations and types of needs, effectiveness of distribution, and so on
- Update the public regularly about the flows of donated funds, goods, and services, any gaps in what is needed, and what is not needed
- Manage distribution systems to increase their efficiency and completeness
- Plan for long-term operation and eventual shutdown of event-specific donations management services and systems
- Support State or Federal efforts to identify and prosecute fraudulent solicitations for donations
- Support disposition of unused donated goods, trash, and other waste
- Prepare a public report on donations

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# 5 Concept of Operations

The concept of operations for the Santa Cruz County Catastrophic Earthquake Donations Management Plan provides the County with a response plan for donations management, addressing both in-kind and monetary donations. The concept of operations presents an overall framework for donations management, the roles and responsibilities of Santa Cruz County agencies, departments, and non-governmental organizations (NGOs), an outline for operations, and strategies for managing the donations to increase the response, relief, and recovery capabilities in the County. The following flow chart, **Figure 5-1**, is a conceptual framework of donations management. It illustrates an overview of the range of organizations involved and their roles in the coordination of in-kind and monetary donations.

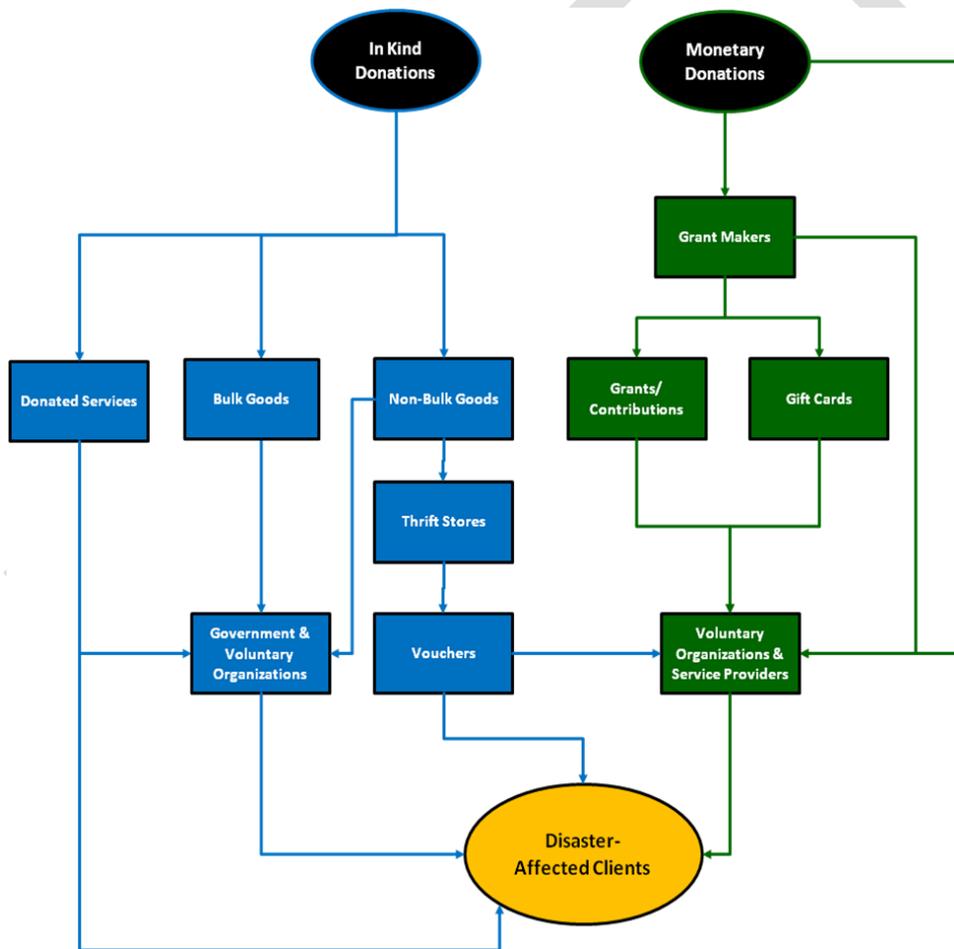


Figure 5-1. Conceptual Framework for Donations Management

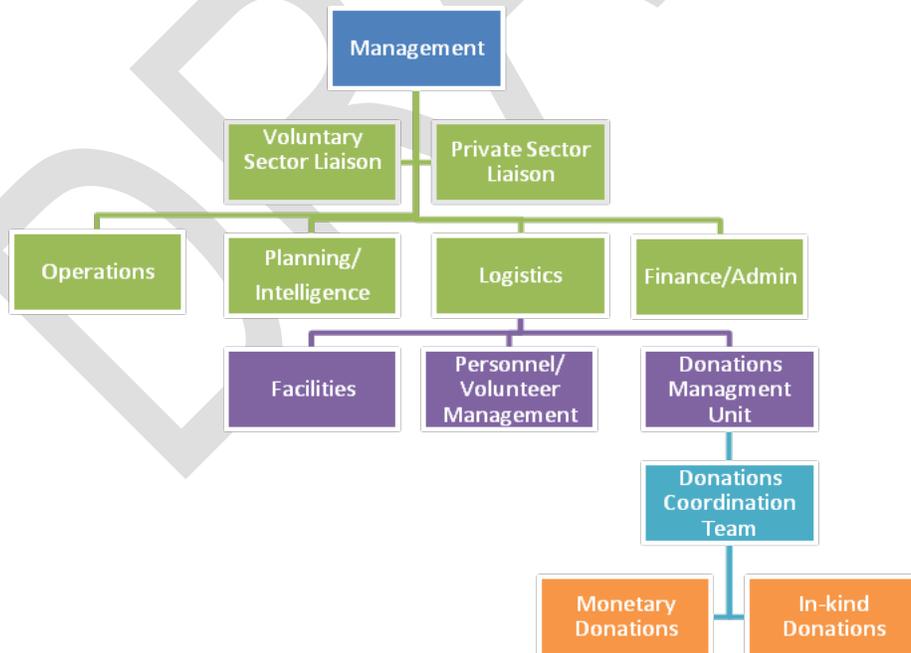
**5.1 Activation**

The Logistics Section Chief in the Santa Cruz County Emergency Operations Center (EOC) will activate the donations management plan. Reasons for activating the donations management plan 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 the nature of the disaster and/or media coverage prompts inquiries about where goods can be donated
- When goods spontaneously arrive at an incident site, Local Assistance Center, shelters, or other public locations
- 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

**5.2 Incident Organization**

The Santa Cruz County Emergency Operations Plan (EOP) contains a detailed description of EOC operations. In the Santa Cruz County EOC, donations management coordination falls in the Logistics Section/Donations Management Unit (DMU). The EOC structure is illustrated in **Figure 5-2**.



**Figure 5-2.** Organization Chart

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

The Santa Cruz County EOP contains a detailed description of EOC operations. In the Santa Cruz County EOC, donations management coordination falls in the Logistics Section, DMU.

The DMU Leader is assigned and staffed by personnel from Santa Cruz County. The functional activities of the DMU Leader include:

- Serve as point of contact for donations management coordination in the Santa Cruz County EOC
- Act as the liaison between the Monetary Donations Coordination Team (MDCT), the Donations Coordination Team, and the EOC
- Upon activation, notify key partner organizations
- Work with the EOC's Public Information Officer (PIO), the Joint Information Center (JIC) (if established), and the County's 211 phone center to ensure that early, accurate, and consistent information goes out to the public regarding the donation of money and goods. For assistance on public information, refer to **Appendix E**, Sample Press Releases
- Respond to requests from within the EOC and other agencies
- Track resource requests for donations management using standard EOC procedures such as the mission tracking request form. 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 resources for movement of goods
  - Providing logistical support to collection sites
  - Providing logistical support to distribution sites
- For monetary donations:
  - Activate the MDCT as needed. The points of contact for activation of the MDCT are the Santa Cruz County Community Foundation, the United Way of Santa Cruz County, and the Santa Cruz County Chapter of the American Red Cross
  - Direct donors to the following websites:
    - <http://www.cfsc.org>
    - <http://www.unitedwaysc.org>
    - <http://www.sccredcross.org>
  - Confirm accurate listings of website and phone numbers for directing donors for public information press releases

- For in-kind donations:
  - Activate the In-Kind Donations Coordination Team (IKDCT) as needed. The points of contact for activation of the IKDCT are Goodwill Industries of Santa Cruz, Monterey, and San Luis Obispo Counties, The Salvation Army in Santa Cruz County, and the Second Harvest Food Bank of Santa Cruz County
  - Contact the Liaison Officer in the EOC's Management Section to coordinate donations from the County's Voluntary Organizations Active in Disaster (VOAD) organization, and have that organization communicate with the members of the IKDCT as necessary
  - Contact the Liaison Officer in the EOC's Management Section to coordinate donations from the private sector, so those organizations may communicate with the members of the IKDCT as necessary

### **5.2.2 Monetary Donations Coordination Team**

The primary purpose of the MDCT is to coordinate the process of allocating monetary resources to help those affected by a disaster in Santa Cruz County. The MDCT works with the funding efforts of organizations such as the Community Foundation of Santa Cruz County, United Way of Santa Cruz County, 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 MDCT'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 MDCT consists of representatives from grantmakers, direct-service providers, and others who collectively communicate and coordinate strategies for monetary donations into Santa Cruz County. The coordinating agency/organization is the Community Foundation of Santa Cruz County. Supporting agencies/organizations include the United Way of Santa Cruz County, and the Santa Cruz County Chapter of the American Red Cross.

The MDCT 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 is possible.

The MCDT is activated by the DMU within in the EOC and may perform any of the following functions:

- Provide a coordination framework for communication among grantmakers
- Provide a forum for grantmakers to share information about needs
- Create funding partnerships, pool funds, and develop commonalities in the grant application process
- Coordinate with CaliforniaVolunteers as the State lead agency for monetary donations

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

- Identifying local needs, particularly among smaller community-based organizations (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 the Long-Term Recovery Committee (MDCT Allocation Committee)

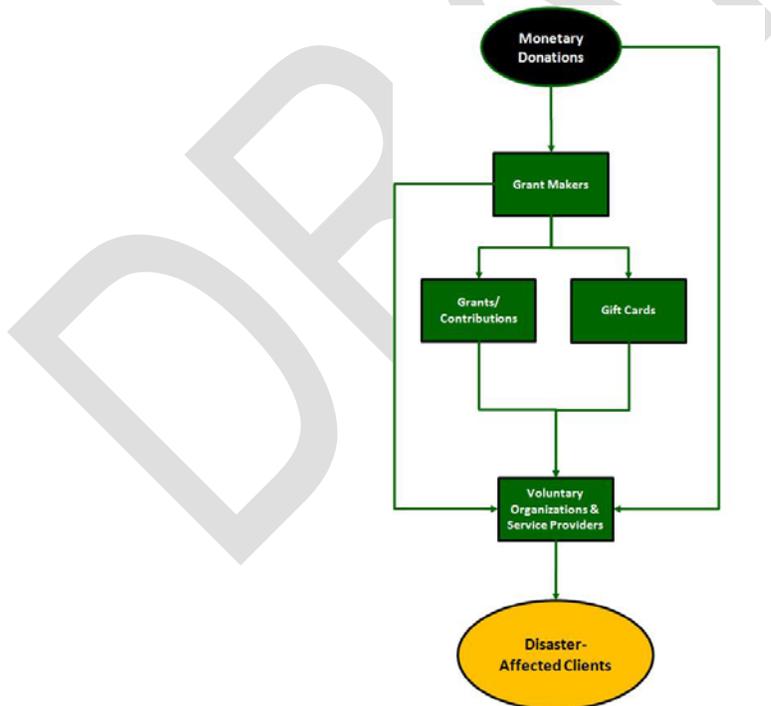


Figure 5-3. Conceptual Framework of a Monetary Donations System

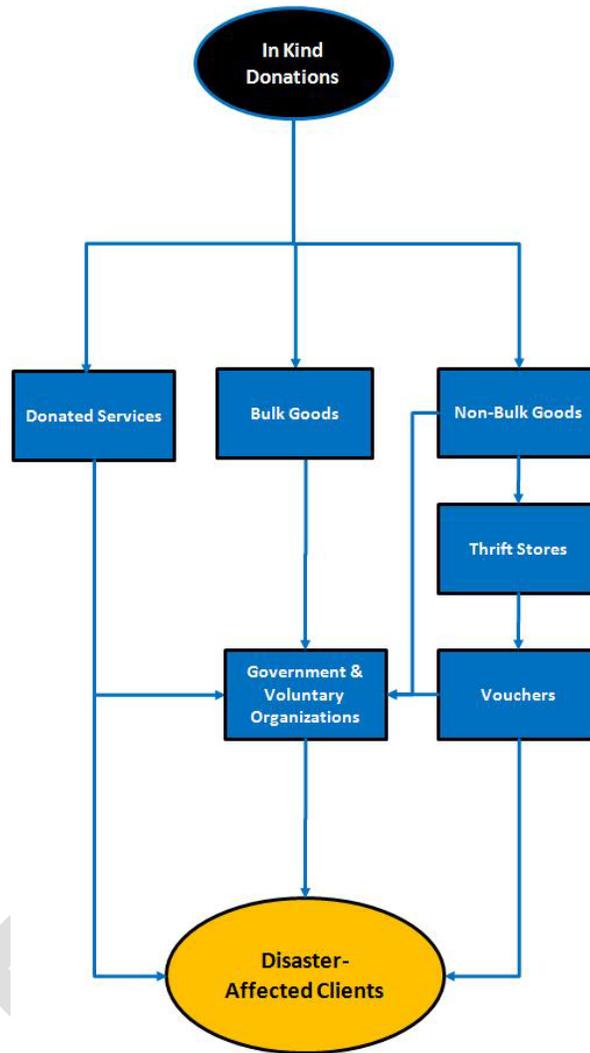
### **5.2.3 In-Kind Donations Coordination Team**

The IKDCT is comprised of organizations such as Goodwill Industries and The Salvation Army who have the knowledge and experience on how to process donated goods. Many of these organizations do this on a daily basis, and thus possess expertise in this function. The IKDCT may:

- Provide a coordination framework for the management of donated goods into affected local area working closely with the local Santa Cruz County VOAD, an agency made up from local nonprofits and faith-based organizations
- Establish an online web-based system for the registration of donated goods
- Set up a warehouse, such as the National Donations Management Network (NDMN), for the intake and distribution of bulk and/or corporate donations
- Designate other agencies within Santa Cruz County to provide collection stations to be coordinated by CBOs and NGOs with technical expertise in collecting, sorting, and distributing donated used items
- Direct donations to warehouses and specialized lead organizations/collection points for specific types of donations, such as a CBO thrift-store provider for household goods, or a food bank for food
- Coordinate with State and Federal Disaster Coordination Teams, Northern California VOAD, or the National VOAD (NVOAD) to provide support to Santa Cruz County
- Coordinate with private-sector partners such as Community Resiliency Alliance (CRA) and/or the United Way of Santa Cruz County and the Community Foundation of Santa Cruz County who routinely coordinate corporate donations in the County
- Determine if collection sites need any logistical support

A chief responsibility of the IKDCT is creation of a system and processes for allocating and matching donation offers with agencies and organizations that need them. This will involve:

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



**Figure 5-4.** Conceptual Framework of an In-Kind Donations Management System

#### 5.2.4 Private-Sector Liaison with the Emergency Operations Center

In the Santa Cruz County EOC, communication and coordination with the private sector is handled through the Liaison Officer in the Management Section. The Liaison Officer should coordinate with the DMU if members of the private sector wish to provide valuable donated goods and services for response, relief, and recovery.

#### 5.2.5 Voluntary-Sector Liaison with the Emergency Operations Center

In the Santa Cruz County EOC, communication and coordination with other unspecified NGOs and the County's VOAD are handled through the Liaison Officer in the Management Section. The Liaison Officer should coordinate with the DMU if

these agencies wish to provide donations to affected populations or be the recipients of donated goods to serve affected populations.

### **5.3 Communication and Coordination**

The communication and coordination section of this Plan describes inclusively, for both monetary and in-kind donations, the manner in which resources will be requested, received, and coordinated, and how integration with State and Federal resources will occur.

#### **5.3.1 SEMS and Resource Requests**

Donations management operations will follow Standardized Emergency Management System (SEMS) and the Santa Cruz County EOP. Information and resource requests will flow from the Operational Area EOC as needed to the Regional Emergency Operations Center (REOC), the State Operations Center (SOC), and a Federally operated Joint Field Office (JFO), all of which are expected to be needed in this large-scale disaster.

For the purposes of information-sharing and resource requests, local NGOs will coordinate with the Operational Area EOC; regional-, state-, or national-level NGOs will similarly interact with the REOC, SOC, or JFO, as appropriate. The Santa Cruz 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 resources for movement of goods
- Providing logistical support to reception sites
- Providing logistical support to distribution sites

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

Procedures for standard mutual aid resource requests and coordination are described in the Santa Cruz County EOP. NGOs providing support for donations management may have their own mutual assistance and/or cooperative agreements within their sector, professional organizations, or networks. For example, the 211 call center (United Way) or the food bank (Second Harvest) may call on support from out-of-area organizations based on pre-established agreements. Other NGOs may also have separate agreements or memoranda of understanding with similar organizations to provide certain services.

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

This section summarizes how State and Federal resources flow through the California Emergency Management Agency (Cal EMA) regional structure to support

the Santa Cruz County Operational Area and local governments. A more detailed description of these processes is available in the Regional Donations Management Plan.

Following the principles of SEMS, all disasters are local and will be coordinated by local government. State and Federal resources may be requested by Santa Cruz County using the standard mission tasking resource request process described in the Santa Cruz County EOP.

#### *5.3.3.1 State*

Cal EMA, California Volunteers, and other agencies and organizations will be part of the DMU at the regional level. The close communications between these organizations will allow disaster-specific priorities for donated funds to be coordinated with those for in-kind donations, whether bulk or non-bulk. This in turn helps donation operations to be coordinated with activities taken by other entities, such as the SOC Business and Utilities Operations Center. Donation coordination functions may continue once the SOC and REOC are deactivated, either through participation in donations activities at the JFO, if established, or through participating agency offices.

#### *5.3.3.2 Federal*

A catastrophic event in Santa Cruz County and the surrounding Bay Area assumes that the President declares a major disaster, and Federal resources become available for local communities. The Federal response for donations management is described in the Volunteer and Donations Management Support Annex to the National Response Framework. In accordance with SEMS, the Santa Cruz County EOC will make all requests for Federal resources through Cal EMA. Cal EMA will determine whether Federal resources should be requested, and will formally request resources through the Federal Emergency Management Agency (FEMA). Requests for support under this annex from Santa Cruz County are coordinated through the Regional Response Coordination Center or the JFO.

The Federal Government encourages donations from the general public to be made as cash to voluntary, faith-based, and/or community organizations providing services to those affected by the disaster. In conjunction with the Regional Response Coordination Center and JFO, the Department of Homeland Security and FEMA will provide communications support, including media relations support—and in catastrophic circumstances—possible activation of a national call center.

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

Adherence to pre-established priorities for allocation of monetary and in-kind donations will help ensure that resources get where they are most needed. In Santa Cruz County, priorities for guiding resource allocation are listed below. Not all of

these directly relate to donations in the immediate aftermath of a large disaster, but 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 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 will be made to protect California's environment from damage during and after an emergency or disaster.
- **Encouraging Community and Economic Recovery:** Emergency managers; local, county, and State government agencies; and the private sector and NGOs will 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.

## 5.5 Public Information

Procedures for public information are described in the Santa Cruz 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. For messaging concepts, see **Appendix G**, the FEMA/NVOAD brochure on donations management.

The DMU within the Santa Cruz County EOC will work closely with the PIO, a JIC if one is established, and nonprofit agencies to provide consistent messages to the public regarding what, where, and how they can donate.

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 take into account language and culture competence, as well as alternate formats for diverse disabilities, including multiple languages, large print, Braille, closed captioning, and sign-language interpreting.

The local 211 call center can provide information to the public on a wide variety of disaster-related topics, including donations management. In the County, the 211 call center is operated by the United Way of Santa Cruz County, under contract to the United Way of the Bay Area call center located in San Francisco.

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 the preferred method for donating in-kind goods
- Indication of types of donations 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

## **5.6 Information Management**

The collection, compilation, and sharing of data are a key component of effective donations management. Types of information that may be needed or desired include:

- Amounts of monetary donations for the disaster received by grantmakers
- Amounts distributed for the disaster by grantmakers
- 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 warehouses open
- Number and locations of designated reception points for goods
- Number and locations of designated distribution points for goods, vouchers, and gift cards

## 5.7 Monetary Donations

Monetary donations are primarily within the purview of grantmakers and other NGOs and are not usually the responsibility of the government. The purpose of addressing monetary coordination in this Plan is to bring together entities that may not have worked together in the past to create an effective system to help direct monetary donations to meet emerging and unmet needs for disaster-affected clients. Government agencies are often asked by the public where they can donate, and having a coordinated system helps enable the agencies to provide this information to the public.

An overarching goal of this type of coordination is to more quickly and effectively address gaps and get funding to where it is most needed. The strategies and tools outlined in these sections provide a framework for communication and coordination among government agencies and NGOs within Santa Cruz County to address unmet needs for disaster-affected clients. Coordination also helps the system support smaller local CBOs that may serve a wide range of diverse populations, such as clients and consumers with access and functional needs, undocumented and immigrant populations, and other underserved populations. These local organizations will be essential for providing services to meet a wide range of human needs following a major disaster, and funding for local organizations will be a critical resource.

A system for coordination and communication among funders and local government does not supplant or replace individual fundraising efforts of organizations providing response and relief services. Nothing in this Plan is intended to supersede a charity's own rights and legal decisions or uses of donated funds. Rather, it serves to extend the principles of emergency management, SEMS, and NIMS to be inclusive of a wide range of organizations providing post-disaster funding. Because government has an important role to play in supporting, coordinating, or enhancing these activities, many details of monetary donations are included in this Plan. Organizations that handle monetary donations have much latitude in terms of how those dollars are spent. These recipient organizations may use dollars for long-term recovery and to cover some of the costs of gift processing/grant distribution.

Strong and early public messaging can encourage donors to give monetary donations, the overwhelmingly preferred method of donations for most organizations providing services. The easier it is for donors to determine appropriate recipients for donated funds, the more likely they are to give.

Most organizations providing services prefer that donors make general donations rather than designated donations. General donations allow for latitude and flexibility in meeting changing and unmet needs. For donors who wish to make special designations for their donations, many organizations offer options to specify

geographic locations, types of assistance, specific clientele, or relief activities to ensure donations are applied as intended. Offering these options up front allows organizations to pre-determine the channels for allocating monetary donations rather than having to respond to individual donor requests.

Potential pre-event strategies for the coordination of monetary donations include:

- Establishing a MDCT to work with local grantmakers and direct service providers to direct funds coming into the affected area for response, relief, and recovery efforts
- The MDCT may also provide information on needs and gaps so that funders can direct resources on their own; not all funding processes will be centralized
- Identifying a coordinating agency or agencies, and supporting agencies, for monetary donations
- Providing early, strong, and consistent messaging encouraging donors to donate money rather than goods
- Building relationships and forming agreements between those parties that will have roles and responsibilities in donations management

The advantages of a local coordinated approach to monetary donations are that it will:

- Be a mechanism for providing funds to a diverse array of service providers
- Direct more funding to small, local CBOs and service providers that are knowledgeable about the local community
- Allow for opportunities to direct resources to meet needs of specific and diverse populations in Santa Cruz County, such as clients and consumers with access and functional needs, undocumented populations, diverse communities and underserved populations
- Keep money in the affected local communities or serving affected populations
- Honor donor intent and build donor confidence

Monetary donations can be in the form of 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, and may be donated to direct-service providers. Typically, foundations do not give cards directly to clients, but would direct gift cards to organizations that provide direct-service delivery, case management, etc. There are two ways that gift cards enter the donations system following an event:

- Individual donor buys card and donates it to disaster-affected clients
- Corporation donates gift cards for distribution to disaster-affected clients

### 5.7.1 Reception Processes and Systems

Based on previous events in Santa Cruz County, area NGOs have established collection processes for donated funds to be used by their agencies during local, regional, or other disasters. Due to prior collaboration, MDCT organizations in Santa Cruz County understand their pre-identified roles and responsibilities in the collection of monetary donations at various stages of the disaster.

#### 5.7.1.1 Disaster Relief Funds

Local grantmakers, as well as those organizations providing response, relief, and recovery services in Santa Cruz County, will set up disaster relief funds. The following types of funds may be set up post-disaster in the County:

- **Grantmaker's Disaster Relief Fund** – Individual grantmaking organizations, such as the Community Foundation of Santa Cruz County and the United Way of Santa Cruz County, accept donations and distribute them to agencies that provide direct services to populations affected by the disaster. Some grantmakers have set aside existing funding from local endowments to begin providing immediate assistance to local agencies following a major disaster in the Bay Area.
- **Direct-Service Provider Disaster Relief Fund** – Individual voluntary and FBOs providing direct services, which are also referred to as direct-service providers. Large national organizations will often set up their own relief funds when they begin addressing needs in an impacted area.

In Santa Cruz County, public information distributed from the County EOC, as well as other government and NGO sources, will instruct all donors to contact the organizations involved in the MDCT (Community Foundation, United Way, Red Cross) and/or the local VOAD (either via the 211 call center or the Internet), for a list of nonprofit organizations that would be accepting donations.

### 5.7.2 Monetary Allocations

Local government can work with grantmakers to help address how to meet the immediate (response/relief) and long-term unmet needs (recovery) of disaster-affected clients, using donations that are coming into Santa Cruz County. Primary functions of the MDCT include collaboratively assessing needs, developing joint strategies, and sharing information about types of services being provided. The outcome of this process is more informed grantmaking decisions that avoid duplication and address gaps in service delivery to affected populations. Communication among grantmakers and service providers helps to make this possible.

Monetary donations can be used to provide grants to local voluntary organizations that provide a variety of services to assist their clients with immediate response and relief, and into the recovery process. As the disaster moves from response into

recovery, there is more time to develop an application process for funds for these and other purposes. Grantmakers can establish communication with service providers, establish an application process, and consider providing grants to organizations that may not be pre-qualified or already receiving funds in the response phase. During the recovery phase of the disaster, emerging needs will be identified in the affected community. Depending on the size of the disaster and the amount of funds available, there may be several rounds of funding.

Grantmakers' or foundations' proposed use of disaster funds may include support for provision of critical resources such as food, shelter, health services, and mental health services.

#### 5.7.2.1 *Response*

Grantmakers may consider pre-identifying and -qualifying direct-service providers that would be involved in immediate disaster relief in order to move funds to these organizations as expeditiously as possible. One of the primary advantages of a coordinated system for monetary donations is the ability to provide funding as quickly as possible to organizations providing immediate response and relief services.

Pre-qualification of service providers by grantmakers prior to a catastrophic event means that monetary donations can move more quickly to where they are most needed in the response and relief phase of a disaster. However, some needs may emerge that are not addressed by those pre-identified needs or pre-qualified service providers, and procedures should also allow for addressing those needs. The key is administrative flexibility that allows for timely action. If this is necessary, the MDCT would develop a flexible grantmaking process to allow emergency response funds to be quickly disseminated. These procedures might include:<sup>5</sup>

- Having a plan for supporting grantees during a major disaster affecting the local area
- Providing formal discretionary authority to an appropriate person to make immediate grants
- Clear, simple communication to grantees describing disaster expense tracking expectations
- Signed MOU or pre-approved grants for quick funding to agencies that will likely take a lead in disaster response
- Developing methods to identify other organizations that meet newly emergent needs that were not identified previously

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<sup>5</sup> Northern California Grantmakers Disaster Preparedness and Response Initiative Strategic Plan 2007

- Signed MOU or pre-approved grants for quick funding to community- or faith-based organizations

Potential criteria to determine the allocation of money to service providers might include that the organization:

- Is registered as a 501 (c) (3) nonprofit organization with tax-exempt status
- Has developed a continuity of operations plan that is enacted and working after the event
- Has a designated geographic service area for the purpose of receiving and distributing disaster donations
- Is directly involved in activities in the affected area and has demonstrated capability in the coordination of disaster assistance programs
- Has non-discriminatory hiring practices
- Demonstrates involvement and partnerships with relief agencies and local government
- Has a policy in place defining its disaster role
- Demonstrates how it will manage the funds for this disaster (including history of sound funds management)
- Complies with general accountability standards
- Has minimal administration/overhead fee

#### 5.7.2.2 *Recovery*

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 will begin 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. Many communities will establish a long-term recovery committee (LTRC) or organization (LTRO) to address emerging and unmet needs, particularly where needs have not been completely met through government funding and other sources.

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 will 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, the local VOAD, other NGOs, and local government will 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.

In Santa Cruz County, it is anticipated that a collaboration of long-term recovery organizations from each of the governing boards representing the organizations involved in the MDCT — such as the Community Foundation, United Way, and the Red Cross — will review and approve the disbursement of long-term recovery funding that was taken into the County for the disaster.

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

Santa Cruz County may choose to work post-disaster with local grantmakers to develop fiscal management, tracking, and reporting criteria for local disaster relief funds. It is critical that reporting and tracking requirements for nonprofit recipients of funds not become too burdensome, especially at a time when their organizational capacity may be challenged.

Examples of grant tracking and reporting criteria from recipient organizations may include:

- Determining a time period for expenditure of funds
- Designating a separate account for fund management
- Requiring that administrative overhead not exceed a specific percentage
- Requiring tracking of individual donor contributions for tax deductions
- Articulating measurable objectives for use of funds
- Making a plan for how the receipt and distribution of donations will be reported and communicated to the public
- Establishing a tracking method that separates each designated disaster and includes associated dates with funds received and disbursed

Local governments in Santa Cruz County who may wish to receive reimbursement for expenditures made in managing donations or volunteers can do so, but under the California Disaster Assistance Act (CDAA), there are particular cost-tracking requirements that are currently being developed by Cal EMA.

## **5.8 In-Kind Donations**

Although the overwhelmingly preferred method of donations is monetary, the jurisdiction will have to be prepared for donors who prefer to make in-kind donations. An efficient way of managing in-kind donations would be to direct donors to a web-based system where donors can post their donation offers and be matched with a recipient organization. Even with strong and early public messaging encouraging monetary donations and/or offers of in-kind donations via a web system, donated goods will still arrive in an affected area. This Plan outlines strategies for the coordination of in-kind donations in collaboration with NGOs and private sector organizations within Santa Cruz County.

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

- Establishing an IKDCT 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 IKDCT and supporting agencies
- Providing early, strong, and consistent messaging regarding donations to limit the influx of unwanted goods
- Establishing policies and procedures regarding use of a web-based system for donated goods
- Identifying local resources for the management of donated goods
- Providing guidance on tracking and coordination of donations

#### **5.8.1 Resources Available for In-Kind Donations**

There currently is no computerized system in place in Santa Cruz County for local management of in-kind donations. Use of an interactive web-based system for registering donation offers would enhance the ability of the County to limit the influx of actual physical donations. Following a disaster, Cal EMA would be able to support the County by helping to provide access to a web-based system. With such a system, goods offered as donations are stored with their owners until they are wanted or needed, a process sometimes referred to as virtual warehousing. Such systems generally include database functions for posting and tracking donor offers, posting agency and organization needs, tracking donation transactions, and maintaining inventory records on a 24/7 basis.

The system currently in use by the State is the NDMN, a national online system developed by FEMA and powered by Aidmatrix software. Used by many State and local government entities, it profiles the needs of local government and NGOs so that donors can direct assistance to where it is needed. Conversely, donors may also post an undesignated donation. Recipient organizations may also be able to tap into transportation donations, often from the private sector, which may be posted on the website. The California Donations Portal, the landing page to NDMN, is administered by Cal EMA.

There is also a private-sector tool called the California Resilience Alliance Disaster Asset Registry (CRADAR). CRADAR is a web-based system administered by the California Resiliency Alliance (CRA). The system is designed to match pre-identified private sector resources, available on a voluntary or at-cost basis, with emergency response agencies and organizations in time of need. The CRA's intention is to work through business- and private-sector representation in Operational Area EOCs, the REOC, and the SOC, so that resources can be available at all three levels.

### 5.8.2 Bulk (New) Goods

Although 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.

Businesses, corporations, organizations, and individuals often donate new or “bulk” items in times of disaster. These bulk donations can provide critical and needed resources, such as hundreds of cases of water, or baby formula. The most desirable way to manage bulk donations is through a web-based donations database system.

*Reception/Intake Processes and Systems.* A key function in donations management, and of the IKDCT, is to implement a pre-planned system for receiving bulk goods and offers of bulk goods. Use of a web-based system for posting bulk goods offers and resource needs will facilitate matching of needs to resources. By directly linking donors with recipients, web-based clearinghouse systems may also help avoid the need to warehouse donated goods. Because such a system does not exist in Santa Cruz County, the established relationships and pre-identified roles and responsibilities of the parties involved (Goodwill Industries, The Salvation Army, and the local food bank) will be a great benefit in the reception of bulk in-kind donations.

*Warehousing.* Although the preferred method of bringing in-kind donations into Santa Cruz County is via a web-based system, some donors may still send new and bulk goods into the County. The individual agencies mentioned previously may establish their own warehouse systems 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 will be needed immediately: a site for the warehouse, and an agency to run it. Other points to consider and plan for are:

- A request to set up or locate a warehouse to manage donated goods should be made to the DMU in the County EOC.
- In addition to government-owned facilities, private-sector businesses may be able to provide a warehouse for this function.
- A 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 IKDCT.
- Make arrangements for “backup” warehouses in relatively unaffected areas in case those in heavily damaged areas are inaccessible or unsafe.

*Transportation.* Some donors may be willing to ship or transport the goods to recipient organizations. Otherwise, recipient organizations will need to make their

own arrangements for shipping or transport. Recipient organizations may be able to take advantage of donated transportation services by using the transportation portal on the NDMN website.

The County may establish traffic control points to regulate trucks entering the disaster area. It may also prioritize deliveries in favor of the most critically needed items. Drivers of donated goods coming into the County should be advised to carry documentation regarding the shipment, its destination, and the voluntary organization receiving it.

*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 and American Red Cross. Bulk goods distributed include items such as water, food, ice, first aid supplies, toiletries, and cleaning supplies. Distribution sites (or points of distribution, known as PODs) 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 or local government, or in donated space.

Although the IKDCT 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.* Tracking donations is critical for efficient management of donations. When donations are tracked, the IKDCT can know what is being offered, what donations have been received, what is stored in warehouses, and what items are needed by agencies and organizations. In addition to the usefulness of the NDMN in tracking donation offers and virtual warehousing, NDMN can also be used for posting and tracking all donated items that are warehoused, assuming the system can be accessed in the County. A system such as this provides a central clearinghouse on all in-kind donations management resources and activities.

### **5.8.3 Non-Bulk Goods (Used)**

After a catastrophic event, non-bulk donations (mostly used) typically pour into an affected area. These donations include a broad range of items, from used clothing to household goods, food, and toys.

*Reception/Intake Processes and Systems.* One of the primary functions of the Donations Coordination Team is to coordinate with organizations such as The Salvation Army and Goodwill Industries to receive and process used donations. These organizations do this on a daily basis, and already possess the expertise and knowledge needed for this function. In addition to donations collected through an online registration portal or warehouse for new and bulk goods, some smaller quantities of new goods may also come in through this system. In coordination

through the IKDCT, these agencies would provide collection stations for the intake, collection, sorting, and distribution of donated non-bulk items.

The IKDCT may choose to break up the County into smaller geographic areas, such as Central and South County, and designate separate collection sites. The IKDCT could then work with other governmental agencies and NGOs to provide for distribution of goods within Santa Cruz County. For instance, if one geographic area has more donated goods than it can manage or needs, and/or another area is not getting goods that it needs, the IKDCT lead agencies could communicate with one another to balance resource coordination to the extent reasonable and possible.

*Warehousing.* Warehousing of non-bulk goods is a last resort. The preferred strategy for avoiding central warehousing of these goods is by directing donors to CBO thrift stores and other organizations with the capacity to handle the donations. However, some non-bulk goods may find their way to a central warehouse, if one has been established. In such cases, these items may be sorted by type—for example, used clothing, food, or household items—so they can then be distributed to organizations that can use them to serve clients. Ideally, information about these donated items will be posted to a web-based system, enabling the IKDCT to coordinate their disposition.

*Transportation.* Most non-bulk goods are donated by individuals who generally transport the items themselves to a reception site. Items may have to be transported from reception sites to storage and/or distribution sites. In the event the need for transportation exceeds the organization's capacity, it may request assistance through the IKDCT.

*Resource/Goods Allocation.* Ideally, a system for allocation will already be in place. Such a system, strengthened by written agreements with the IKDCT, would do the following:

- Identify which organizations are willing to accept non-bulk donated items
- Identify potential sites of these organizations for receiving such items, with actual locations to be confirmed at the time of the disaster
- Adhere to pre-set policies and prioritization principles in regard to allocation of non-bulk donations

*Distribution.* Distribution of non-bulk donated goods is typically handled by the organizations providing response and relief services, or partner organizations with the expertise and ability to provide for the intake, sorting, and distribution of used goods. Distribution of these goods to clients and consumers often takes the form of a voucher system so that disaster-affected clients can “shop” for what best meets their individual needs. In Santa Cruz County, Goodwill Industries has a system in place to deal with the receiving, sorting, handling, and distribution of these non-bulk goods. They would be working with other NGOs and the County's VOAD to

assist in determining what kind of goods are needed and how they would be distributed.

*Tracking.* Organizations receiving donations of non-bulk items will use their own systems to track what has been received, where it is stored, and how it is being distributed. Non-bulk items that end up being stored in central warehouses may be tracked through the warehouse's tracking system.

#### **5.8.4 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 who 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

### **5.9 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 a donations management plan. Although it would not be appropriate to actually perform many of these activities during the 60-day period following a catastrophic earthquake, the planning for these activities needs to begin well in advance.

#### **5.9.1 Directing Donated Funds to Long-Term Recovery**

The need for funds often extends into the long-term recovery period, after the influx of monetary donations has ceased. Therefore, a large portion of the monetary donations will likely be used for long-term recovery. Community foundations, grantmakers, and other NGOs may direct or set aside some portion of all funding they receive for this purpose. The Operational Area and local governments should provide information to these NGOs 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 Operational Areas and local governments, possibly using web-based systems such as CRADAR and NDMN.

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

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 CaliforniaVolunteers 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.

## **5.10 Demobilization**

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

Local governments 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, and the organization that accepted them retains the primary responsibility of disposing of these items (see **Section 5.10.2**). 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. Plans should be made for regular pick-up and disposal of this material waste as it accumulates at donations reception sites, shelters, local assistance centers, disaster recovery centers, 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.

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

The organization receiving in-kind donations will prepare for removal and eventual repurposing or disposal of donated goods that were not distributed to individuals affected by the event. This is not the responsibility of local governments, unless these goods are so damaged or unusable that they fall into the category of material waste. These organizations will plan for these activities as part of the transition to long-term recovery and eventual demobilization. Government agencies (working

through the DMU at the County EOC) should assist and support these activities wherever possible.

### **5.10.3 Staffing**

NGOs involved in donations management will be required to mobilize and increase their staffing levels to deal with the increased volume of donations, both monetary and in-kind, that will follow a catastrophic earthquake. While this is occurring, the organizations must plan for the demobilization procedures that will be required to downsize the response staff. Both mobilization and demobilization plans should be prepared simultaneously in order to deal with these complex issues.

## 6 Operational Response Timeline

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This section consists of a response timeline listing all tasks necessary to achieve the operational priorities and objectives that were set forth in **Section 4**. The tasks are grouped by the time-phase of response.

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**Table 6-1.** Response Tasks Timeline for Donations Management – Santa Cruz County

Line	Objective	Time Frame	Task	Lead or Coordinating County EOC Section	Supporting County EOC Section or Branches	Details and Comments
A1	Activate the Donations Management Unit within the EOC	E to E+72h	Activate the Donations Management Plan and its needed components	EOC Director		EOC activation for catastrophic earthquake
			Review the Donations Management Plan	Logistics	DMU, MDCT, IKDCT, EOC Liaison	
			Activate the IKDCT or MDCT	DMU Leader		
			Establish a Donations Management Unit (DMU)	Logistics Section Chief		
			Activate the DMU Leader role to report to the EOC Logistics Section Coordinator	Logistics Section Chief		
			Establish a leader for a Donations Tracking Unit	Logistics Section Chief		
A2	Establish communication with the REOC and particularly with the voluntary-sector and private-sector liaisons there	E to E+72h	Through the voluntary-sector liaison, IKDCT, or MDCT, encourage NGOs to activate their existing plans for staffing, public outreach, accounting and tracking systems, and security	DMU	MDCT, IKDCT, EOC Liaison	
			Obtain continual situational awareness from EOC Operations, Planning and Logistics Sections, county and city departments, disaster relief organizations, and the REOC	DMU	Planning Section, EOC Liaison, Operations Section Care and Shelter Branch	
			Aggregate information from other parts of the EOC, from the REOC, and from the Donations Coordination Team	DMU		
			Establish communications with agencies and organizations responsible for mass care and shelter, transportation and evacuation, volunteer management, animal care, and others so that needs can be anticipated	DMU		
			Notify those donations management partners that comprise the larger IKDCT	DMU		
			Provide regular situation status reports to the REOC and SOC	Planning & Intelligence	Situational Analysis Unit, DMU	
A3	Begin gathering data from the cities, from NGOs, from the REOC, and from other sources on external activities pertaining to donations	E to E+72h	Obtain initial damage assessment and other situational reports to begin identifying the scope and locations of needed goods and assistance	Planning & Intelligence	Situation Analysis and Damage Assessment Units, DMU, MDCT, IKDCT	
			Ask the REOC to assess the need for the regional coordination of donated goods	Logistics	Operations	
			Monitor donations-related activities (e.g., large corporate in-kind donations of food or supplies) originating outside the affected areas and begin preparing for their arrival	EOC Liaison	DMU	

**Table 6-1.** Response Tasks Timeline for Donations Management – Santa Cruz County

Line	Objective	Time Frame	Task	Lead or Coordinating County EOC Section	Supporting County EOC Section or Branches	Details and Comments
	management		Coordinate with NGOs and private-sector liaisons to monitor which donation types are being offered, accepted, and brought into the area	EOC Liaison	DMU, EOC Liaison	
	Coordinate with the PIO, the JIC, and 211 to ensure creation and dissemination of public information about donations, particularly the preference for monetary donations over in-kind donations	E to E+72 h	Review pre-scripted message for public information and modify as needed	Management	DMU	JIC
Prepare and distribute public information messages encouraging cash donations instead of in-kind donations, and explaining how monetary donations can be made			PIO	DMU		
Establish and publicize a local call center— e.g., 211—and a designated website as the primary sources of donations information for the public			DMU	PIO IKDCT		
Access CaliforniaVolunteers website to share information about directing disaster monetary donations			DMU	PIO		
Release scripted public messages to convey what in-kind donations are most needed, when and where they will be accepted, and how they should be packaged			PIO	DMU, IKDCT, MDCT, EOC Liaison	JIC	
Release scripted public messages to convey which organizations (or, more rarely, which government agencies) are accepting monetary donations			PIO	DMU, IKDCT, MDCT	JIC	
<b>A5</b>	Activate technologies such as NDMN, toll-free numbers, text messages, web-based, social media, and/or other systems for accepting, processing, and tracking monetary and in-kind donations	E to E+72h	Activate any internal or web-based databases (e.g., NDMN) for tracking influxes and outflows of donations	DMU	MDCT, IKDCT	
Make sure all impacted jurisdictions in the Operational Area have access to NDMN			DMU			
Post lists of needed items and assistance types on websites, through social media, and via other public information portals			DMU	MDCT, IKDCT, EOC Liaison		
Determine the type of in-kind donations that are most needed			DMU	IKDCT, Operations Section, Care and Shelter Branch		
Begin directing offers of monetary and in-kind donations to appropriate organizations/agencies			DMU	PIO, MDCT, IKDCT		
<b>A6</b>	Agencies activate their existing plans for staffing, public	E to E+72h	Activate any agreements with NGOs to operate facilities or provide services in support of donations management	Management	Logistics Section DMU, EOC Liaison	
Notify disaster relief agencies and providers of reception and/or distribution sites that they will be needed			DMU	Operations Section Care and Shelter Branch		

**Table 6-1.** Response Tasks Timeline for Donations Management – Santa Cruz County

Line	Objective	Time Frame	Task	Lead or Coordinating County EOC Section	Supporting County EOC Section or Branches	Details and Comments
	outreach, accounting and tracking systems, and security; encourage NGOs to similarly activate additional staff		Obtain estimates for when they or their facilities can be operational	DMU	Operations Section Care and Shelter Branch, IKDCT, EOC Liaison	
			Activate any agreements or contracts with private-sector organizations to operate facilities or provide services (including transportation) in support of donations management	Management	Logistics Section DMU, EOC Liaison	
			Notify call centers (including 211) of their anticipated role with donor inquiries and assess their functional capacities and resources they need	DMU		
			Coordinate with Department of General Services to begin the process to identify any available State-owned warehouses that could be used to support donations operations, if needed/ requested	Logistics	REOC	
			Charities and government agencies that deal with donated goods activate their existing plans for staffing, public outreach, inventorying and tracking systems, and security	DMU	IKDCT, Operations Public Works Branch, Care and Shelter and Law Enforcement Branch	
			Address staff needs for the DMU, including liaisons with private-sector and voluntary-sector organizations and/or providers of resources	Logistics	Personnel, DMU, IKDCT, MDCT, EOC Liaison	
			Begin assembling equipment, supplies, staff, and volunteers for all donations-related operations	DMU	MDCT, IKDCT, Supply Unit, Facilities Unit, Transportation Unit, EOC Liaison, Personnel Unit	
A7	Support or coordinate the allocation of initial donations received	E to E+72h	Activate the appropriate prioritization strategy (developed in advance of the event) to allocate resources	Management	Logistics Section and Operations Section Mass Care and Shelter Branch	
			Use improved situational awareness to prioritize distribution of donations	DMU	MDCT, IKDCT, Operations Section Care and Shelter Branch	
			Use improved situational awareness to specify staffing and types of resources needed, as requested	DMU	MDCT, IKDCT, Operations Section Care and Shelter Branch	

**Table 6-1.** Response Tasks Timeline for Donations Management – Santa Cruz County

Line	Objective	Time Frame	Task	Lead or Coordinating County EOC Section	Supporting County EOC Section or Branches	Details and Comments
			Begin allocating donations received through systems that existed prior to the event	DMU	MDCT, IKDCT	
			Identify potential storage or warehousing facilities	DMU	Logistics Facilities Unit, IKDCT, EOC Liaison	
			Activate initial receiving and distribution (i.e., warehousing) facilities that may be run by government or— if requested—by NGOs	Logistics	DMU, EOC Liaison	
			Identify and confirm additional sites for donations management, including staging, sorting, and possible storage, as needed	Logistics	Logistics Facilities Unit, and Transportation Unit, IKDCT, EOC Liaison	
			Report to the Logistics Section	DMU	IKDCT, MDCT, EOC Liaison	
<b>B1</b>	Improve situational awareness and resource coordination through the EOC, and with the REOC and other emergency management structures	E+72h to E+14d	Conduct daily donations management briefings, including conference calls, with the IKDCT and MDCT to gather situational updates	DMU	Planning Section, Operations Section, Care and Shelter Branch, IKDCT, MDCT, EOC Liaison	
			Provide regular updates on the situational status of donations (including what is needed and not needed in what locations) to the PIO, liaisons, the REOC, etc.	DMU	MDCT, IKDCT, Operations Section, Care and Shelter Branch, EOC Liaison	
			Submit mutual aid requests as needed	DMU	MDCT, IKDCT	
			Assist other organizations, particularly those in the IKDCT, to meet their resource needs	Logistics	Facilities, Transportation, DMU and Personnel Unit, MDCT, IKDCT, EOC Liaison	
			Notify the Logistics Section about needs for disaster service workers and/or volunteer support for various monetary and in-kind donation services	DMU	MDCT, IKDCT, EOC Liaison	
			Use refined situational awareness to prioritize items and services needed and specify requests for them	DMU	MDCT, IKDCT, Operations Section, Care and Shelter Branch	
<b>B2</b>	Improve and increase communications and	E+72h to E+14d	Establish regular communications with other assistance-providing agencies and organizations	DMU	IKDCT, MDCT, Logistics Section, EOC Liaison	

**Table 6-1.** Response Tasks Timeline for Donations Management – Santa Cruz County

Line	Objective	Time Frame	Task	Lead or Coordinating County EOC Section	Supporting County EOC Section or Branches	Details and Comments
	coordination with VOADs, grantmakers, and other critical NGOs inside and outside of the impacted Operational Areas		Coordinate with other government agencies, private-sector organizations, and other NGOs outside of the affected area to begin storing and shipping donated goods, as needed	Logistics	Transportation, Facilities Units, DMU, EOC Liaison	
			Continue to monitor donations-related activities originating outside the affected areas, and begin preparing for their arrival	DMU	PIO, Logistics Facilities Unit, IKDCT, MDCT	
<b>B3</b>	Provide additional and updated public information through all media and mechanisms	E+72h to E+14d	Work with the PIO, JIC, and 211 to create public information messages for release to the media	DMU	IKDCT, MDCT, EOC Liaison	JIC
			Revise and repeat public information distribution as needed	PIO	DMU, IKDCT, MDCT	JIC
			Update public information systems about the types of donations needed and not needed in different locations; encourage monetary donations	PIO	Planning & Intelligence Section, DMU, MDCT, IKDCT	JIC
			Direct or request that people donate only those items that are most needed	PIO	DMU, IKDCT, MDCT	JIC
			Direct the influx of non-bulk in-kind donations to designated reception sites and other off-site locations, once they are established	PIO	DMU, IKDCT	JIC
			Provide regular updates on the situational status of donations (including what is needed and not needed in what locations) to the media outlets and other information distribution systems	PIO	DMU, IKDCT, MDCT	JIC
			Use the Local Assistance Center (LAC) to address individual issues related to monetary and in-kind donations	DMU	IKDCT, MDCT, Operations Section, Care and Shelter Branch	
<b>B4</b>	Deploy and support additional staff as needed, and begin planning rotations	E+72h to E+14d	Use improved situational awareness to identify additional staffing needs	DMU	MDCT, IKDCT, Planning & Intelligence Section, Situational Analysis Unit	
			Assign additional staff to donations management functions	DMU	Logistics Personnel Unit, IKDCT, MDCT	
			Ramp up donations management systems and staff to accept increased inflows of contributions	DMU	Logistics Section, Transportation, Facilities, Personnel Unit	
			Coordinate with volunteer management organizations or agencies to direct volunteers to needed areas and roles	DMU	IKDCT	

**Table 6-1.** Response Tasks Timeline for Donations Management – Santa Cruz County

Line	Objective	Time Frame	Task	Lead or Coordinating County EOC Section	Supporting County EOC Section or Branches	Details and Comments
B5	Increase coordination to process increased level of monetary donations made directly to the State (if any) and in-kind donations offered through NDMN	E+72h to E+14d	Broaden use of technology solutions (e.g., 800 numbers, web-based systems, text messages) for resource coordination	DMU	IKDCT	
			Provide technical assistance, including training on NDMN, to local government agencies	DMU	Logistics Section, Personnel Unit, EOC Liaison	
			Use databases, information-sharing systems, and trained personnel to process donations and begin aligning for distribution	DMU	IKDCT, EOC Liaison	
			Evaluate the adequacy of potential facilities for receiving, storing, and distributing donated items, and address problems as needed	Logistics	Facilities Unit, Planning & Intelligence Section, Damage Assessment Unit, EOC Liaison	
B6	Support reception centers and locations for staging and sorting of donated items prior to distribution	E+72h to E+14d	Evaluate the adequacy of facilities for receiving, storing, and distributing donated items, and address problems as needed	Logistics	Facilities Unit, Planning & Intelligence Section, Damage Assessment Unit	
			Determine the priority areas for donated goods given response and recovery needs	DMU	Operations, Care and Shelter Branch, Management Section, MDCT, IKDCT	
			Work with groups doing warehousing (e.g., Adventist Community Services) to determine donation support priorities	DMU	IKDCT	
			Add donations receiving, staging, storing, or distribution sites as needed	Logistics	DMU, Facilities Unit, IKDCT, EOC Liaison	
			Locate, establish, and assist with the opening of staging or sorting sites	Logistics	DMU, Facilities Unit, IKDCT, Planning & Intelligence Section, Situational Analysis and Damage Assessment units, EOC Liaison	
			Notify County and City departments of the locations of sites for receiving, sorting, staging, storing, and distributing donations	DMU		

**Table 6-1.** Response Tasks Timeline for Donations Management – Santa Cruz County

Line	Objective	Time Frame	Task	Lead or Coordinating County EOC Section	Supporting County EOC Section or Branches	Details and Comments
			Coordinate with government agencies and NGOs to begin storing and shipping donated goods, as needed	DMU	Logistics Section Transportation and Facilities units. IKDCT, Planning & Intelligence Section, Situational Analysis	
B7	Support distribution of donated goods within impacted areas, as per prioritization system	E+72h to E+14d	Use improved situational awareness to prioritize distribution of donations and types of resources needed	DMU	IKDCT, Planning & Intelligence Section, Situational Analysis Unit	
			Use the prioritized distribution systems to begin sorting and staging donated items in locales for distribution	DMU	IKDCT	
			Initiate distribution of donated goods in accordance with prioritization system	IKDCT	DMU	
			Match donations with the unmet needs of response operations and disaster-affected individuals	DMU	Operations Section, Care and Shelter Branch, MDCT, IKDCT, PIO	
			Assist NGOs with operations of in-kind donations processing and distribution	DMU	IKDCT, Logistics Section Transportation Unit	
B8	Support distribution of monetary donations as per prioritization system	E+72h to E+14d	Use improved situational awareness to prioritize distribution of donated funds relative to needs	DMU	MDCT, Planning & Intelligence Section, Situational Analysis Unit	
			Use the prioritized distribution systems to begin allocating donated funds for distribution	MDCT	DMU	
			Initiate distribution of donated funds in accordance with prioritization system	MDCT	DMU	
			Match donations with the unmet needs of response operations and disaster-affected individuals	DMU	Operations Section, Care and Shelter Branch, MDCT, PIO	
			Assist NGOs with operations of monetary donations processing and distribution	DMU	MDCT	
B9	Continue monitoring donations-related activities	E+72h to E+14d	Monitor tracking databases and other systems to identify donation offers that meet, or fail to meet, the needs of people affected by the disaster	DMU	MDCT, IKDCT, Operations Section, Care and Shelter Branch	

**Table 6-1.** Response Tasks Timeline for Donations Management – Santa Cruz County

Line	Objective	Time Frame	Task	Lead or Coordinating County EOC Section	Supporting County EOC Section or Branches	Details and Comments
			Coordinate, through LACs and Disaster Recovery Centers, with NGOs, and government agencies to monitor locations and types of needs, effectiveness of distribution, and so on	DMU	MDCT, IKDCT, Operations Section, Care and Shelter Branch	
			Gather information on donated goods that are available to supplement the resource needs of emergency responders and emergency operations	DMU	EOC Liaison, IKDCT, Operations Section	
			Assist NGOs with maintenance and tracking of donations databases and other systems	DMU	Logistics Section	
			Anticipate future donation needs and feed them back into the other information streams	DMU	IKDCT, MDCT	
			Archive the tracked donation information for use in future reporting and reimbursement	DMU	Planning & Intelligence Section, Documentation Unit	
<b>B10</b>	Assist organizations accepting and distributing donations in following appropriate laws and regulations	E+72h to E+14d	Follow established criteria for the effective use of funds	MDCT	DMU	
			Collect and collate data on distribution of cash donations for future reporting	DMU	MDCT	
			Share legal and policy information about health and safety considerations with organizations and entities participating in the donations response	DMU	Operations Section Health Branch, MDCT, IKDCT, Management Section Legal Unit	
			Share legal and policy information about data tracking and reporting with organizations and entities participating in the donations response	DMU	MDCT, IKDCT, Management Section Legal Unit	
			Periodically check for compliance with safety and reporting requirements	DMU	IKDCT, MDCT	
			Begin planning for report to public on distribution and use of cash donations	DMU	MDCT, PIO, Management Section Legal Unit	
<b>B11</b>	Begin to prepare for transition to long-term recovery	E+72h to E+14d	Encourage and support formation of a LTRC with support from CADRE	DMU	IKDCT, MDCT, Operations Section, Care and Shelter Branch	
			Participate in forming a LTRC/LTRO, if desired	DMU	MDCT, IKDCT, Operations Section, Care and Shelter Branch	

**Table 6-1.** Response Tasks Timeline for Donations Management – Santa Cruz County

Line	Objective	Time Frame	Task	Lead or Coordinating County EOC Section	Supporting County EOC Section or Branches	Details and Comments
			Activate process to solicit proposals for use of funds donated directly to the State (placeholder for approach CaliforniaVolunteers develops)	Management	Legal Unit, PIO, DMU, MDCT, Operations Section, Care and Shelter Branch	Local jurisdictions
C1	Continue tracking donations and updating donations databases	E+14d to E+60d	Collect and collate data on distribution of donations for report to public	DMU	MDCT, IKDCT, Operations Section, Care and Shelter Branch	
			Continue all other relevant and necessary activities of this type from the previous time period	DMU	MDCT, IKDCT, Operations Section, Care and Shelter Branch	
C2	Continue to coordinate, through LACs and disaster recovery centers, with NGOs and government agencies to monitor locations and types of needs, effectiveness of distribution	E+14d to E+60d	Continue all other relevant and necessary activities of this type from the previous time period	DMU	MDCT, IKDCT, Operations Section, Care and Shelter Branch	
C3	Update public regularly about the flows of donated funds, goods, and services, any gaps in what is needed, and what is not needed	E+14d to E+60d	Continue all other relevant and necessary activities of this type from the previous time period	PIO	DMU, MDCT, IKDCT, Operations Section, Care and Shelter Branch	JIC
C4	Manage distribution systems to increase their efficiency and	E+14d to E+60d	Support continued distribution of monetary donations as per prioritization system	MDCT	DMU, EOC Liaison	
			Support donations management unit staff and begin plans for rotation periods	Logistics	DMU, MDCT, IKDCT, Logistics Section, Personnel	

**Table 6-1.** Response Tasks Timeline for Donations Management – Santa Cruz County

Line	Objective	Time Frame	Task	Lead or Coordinating County EOC Section	Supporting County EOC Section or Branches	Details and Comments
	completeness		Increase staffing levels as needed to function at required capacity	DMU	Logistics Section, Personnel Unit, IKDCT, MDCT	
			Evaluate priorities for distribution to minimize unmet needs	DMU	IKDCT, MDCT, Operations Section, Care and Shelter Branch	
<b>C5</b>	Plan for long-term operation and eventual shutdown of event-specific donations management services and systems	E+14d to E+60d	Assist State-level efforts to support operation of an LTRC/LTRO in each impacted Operational Area	DMU	IKDCT, MDCT, Operations Section, Care and Shelter Branch	
			Arrange for long-term operation of the functions of the DMU that persist throughout the recovery phase to persist after the EOC closes	DMU	IKDCT, MDCT, Operations Section, Care and Shelter Branch, EOC Liaison	
			Plan for long-term staffing of call centers and public information providers	DMU	PIO, IKDCT, MDCT	JIC
			Support State or Federal efforts to identify and prosecute fraudulent solicitations for donations	DMU	Operations Section Law Enforcement and Care and Shelter Branches, MDCT, IKDCT	Local law enforcement agencies
			Solidify and continue the accounting requirements for cash donations	DMU	MDCT	
			Identify agencies and other organizations that will be involved in long-term (i.e., beyond 60 days) donations coordination	DMU	IKDCT, MDCT, Operations Section Care and Shelter Branch, EOC Liaison	
<b>C6</b>	Support State or Federal efforts to identify and prosecute fraudulent solicitations for donations	E+14d to E+60d	Respond promptly to information requests from State or Federal law enforcement agencies or Departments of Justice	DMU	Operations Section Law Enforcement and Care and Shelter Branches, MDCT, IKDCT	
			Work through Law Enforcement Mutual Aid system and other mechanisms to contribute or share necessary resources	Operations	Law Enforcement Branch, Logistics Section DMU	

**Table 6-1.** Response Tasks Timeline for Donations Management – Santa Cruz County

Line	Objective	Time Frame	Task	Lead or Coordinating County EOC Section	Supporting County EOC Section or Branches	Details and Comments
			Analyze tracked and archived information on donations received and distributed for signs of possible fraud or abuse	Operations	Law Enforcement Branch, Logistics Section	DMU, MDCT, IKDCT
C7	Support disposition of unused donated goods, trash, and other waste	E+14d to E+60d	Distribute surplus of donations to disaster relief agencies; agencies receiving such goods will provide transportation and staff needed to load items	Logistics	DMU, Transportation and Facilities Units, IKDCT	
			Identify unneeded goods and arrange for disposition	DMU	IKDCT, Operations Section, Public Works Branch	
			Provide assistance in the disposition of unneeded goods, if requested	DMU	MDCT, IKDCT, Operations Section, Mass Care and Shelter Branch	
			Dispose of remaining unwanted goods and recycle when possible	Operations	Public Works Branch, Logistics Section	DMU
			Dispose of trash and unused materials	Operations	Public Works Branch	
C8	Prepare public report on donations	E+14d to E+60d	Complete collection and analysis of data on distribution of donations	DMU	MDCT, IKDCT	
			Draft public report on distribution of monetary donations	PIO	DMU, IKDCT, Management Section, Legal Unit	
			Draft public report on distribution of in-kind donations	PIO	DMU, IKDCT, Management Section, Legal Unit	
			Identify agencies and other organizations that will be involved in long-term (i.e., beyond 60 days) donations coordination; integrate with long-term recovery efforts	DMU	IKDCT, MDCT, Operations Section, Care and Shelter Branch	
			Deliver draft public reports to agencies responsible for maintaining response and recovery activities beyond 60-day planning period	PIO	DMU, IKDCT, MDCT	

**Table 6-1.** Response Tasks Timeline for Donations Management – Santa Cruz County

Line	Objective	Time Frame	Task	Lead or Coordinating County EOC Section	Supporting County EOC Section or Branches	Details and Comments
— = Not applicable			LAC = Local Assistance Center			
d = days			LTRC = Long-term Recovery Committee			SEMS = Standardized Emergency Management System
DMU = Donations Management Unit			LTRO = Long-term Recovery Organization			SOC = State Operations Center
E = event			MDCT = Monetary Donations Coordination Team			VOAD = Voluntary Organizations Active in Disaster
EOC = Emergency Operation Center			NDMN = National Donations Management Network			
h = hours			NGO = nongovernmental organization			
IKDCT = In-Kind Donations Coordination Team			PIO = Public Information Officer			
JFO = Joint Field Office			REOC = Regional Emergency Operations Center			
JIC = Joint Information Center						

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# 7 Plan Maintenance

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

## 7.1 Plan Distribution

The Santa Cruz County Office of Emergency Services has identified the following departments and organizations as designated recipients of the completed Donations Management Plan.

- All County departments having a role in the Emergency Operations Center
- All cities and involved special districts in the Operational Area
- The organizations that make up the Monetary Donations Coordination Team and the In-Kind Donations Coordination Team
- All other non-governmental organizations (NGOs) and additional agencies having a role in the Emergency Operations Center

## 7.2 Plan Updates

The Plan may also be modified as needed after an incident, exercise, or changes in procedures, law, rules, or regulations pertaining to donations management. The staff of the Santa Cruz County Office of Emergency Services is responsible for developing, maintaining, and drafting revisions to the Plan. It will annually assess the need for revisions to this Plan based on the following considerations:

- The addition of the National Donations Management Network (NDMN), the web-based donations management system currently used throughout the Nation and the region
- 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 and coordinated with the Bay Area Urban Area Security Initiative Management Team
- Implementation of tools or procedures that alter or improve on Plan components

The Santa Cruz County Office of Emergency Services (OES) will maintain the record of amendments and revisions (in the table provided in the front of the document),

as well as executable versions of all documents, and will be responsible for distributing the Plan to all applicable agencies.

Some aspects of this Plan were not able to be fully developed within the time frame of the funding allocated for its creation. These topics include:

- Identifying, developing, or implementing innovative training and exercise systems such as using food drives to “simulate” in-kind donations.
- Aligning government and local NGOs behind a single donations technology.

These topics warrant further consideration and attention towards their development and implementation. Part of the Plan-updating process should include improving the amount and quality of the content regarding them, possibly through the testing, training, and exercise processes described below in **Section 7.3**.

The OES has determined that the Santa Cruz County Board of Supervisors is designated to give final approval of this Plan in accordance with County Ordinances.

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

Exercising the Plan and evaluating its effectiveness involves using training and 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.

Exercises allow emergency responders and government officials to become familiar with the procedures, facilities, and systems that they will actually use or manage in emergency situations.

### **7.4 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 after-action report (AAR), which captures observations and recommendations based on incident objectives as associated with the capabilities and tasks; and an improvement plan, which identifies specific corrective actions, assigns them to responsible parties, and establishes targets for their completion. The Santa Cruz County Office of Emergency Services is the lead agency for the development of the AAR/IP, and will convene participants to discuss action items and solicit recommendations for improvement.

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**Appendix A:  
Glossary and Terms**

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## Acronyms and Abbreviations

AAR	After-Action Report
AAR/IP	After-Action Report/Improvement Plan
Cal EMA	California Emergency Management Agency
CBO	Community-based Organization
CDAA	California Disaster Assistance Act
CRA	California Resiliency Alliance
CRADAR	California Resiliency Alliance Disaster Asset Registry
DCT	Donations Coordination Team
DMU	Donations Management Unit
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FEMA	Federal Emergency Management Agency
FBO	Faith-based Organization
HAZUS	Hazards U.S.
IKDCT	In-Kind Donations Coordination Team
JFO	Joint Field Office
JIC	Joint Information Center
LAC	Local Assistance Center
LTRC/LTRO	Long-term Recovery Committee/Organization
MDCT	Monetary Donations Coordination Team
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NDMN	National Donations Management Network
NIMS	National Incident Management System
NGO	Nongovernmental Organization
NorCal VOAD	Northern California VOAD
OES	Office of Emergency Services
PIO	Public Information Officer
RCPGP	Regional Catastrophic Preparedness Grant Program
RECP	Regional Emergency Coordination Plan
REOC	Regional Emergency Operations Center
SEMS	Standardized Emergency Management System
SOC	State Operations Center
UASI	Urban Area Security Initiative
VOAD	Voluntary Organizations Active in Disaster

**Definitions of Key Terms**

211	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
Donated Services	Donations category that includes donated professional services, use of facilities and real estate, and loaned equipment 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 Team	Multi-agency team that serves a specific and defined purpose in support of a Donations Management Unit
Donations Management Unit	Functional unit within an Emergency Operations Center that coordinates donations-related activities, such as communication, information management, resource management, and public information
Goodwilled Intent	Benevolent aim or purpose, as in "They donated the used toys with goodwilled intent"
Grantmakers	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
In-Kind Donations Coordination Team	A form of a Donations Coordination Team (defined above) specific to in-kind donations
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 Team	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
Nongovernmental Organization	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 nongovernmental organizations; includes businesses, corporations, and utilities
Service Providers	A subset of voluntary-sector organizations that may include community-based organizations, faith-based organizations, 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, grantmakers, and others
Voluntary Sector	A subset of nongovernmental organizations consisting of all voluntary organizations; sometimes referred to as the nonprofit sector

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**Appendix B:  
Maps**

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**List of Maps**

**Map B-1.** Twelve-county San Francisco Bay Area region.

**Map B-2.** Shaking intensity.

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**Appendix C:  
Scenario and Assumptions Details and HAZUS  
Description**

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## C.1 Scenario Earthquake

The scenario earthquake is a moment magnitude (**M**) 7.9 earthquake on the northern segment of the San Andreas fault. The basis for the scenario is a Hazards U.S. (HAZUS) analysis performed by the Earthquake Engineering Research Institute, with support from the U.S. Geological Survey and the California Emergency Management Agency (Cal EMA), beginning in 2005 and modified in 2009 by URS Corporation for the Regional Catastrophic Preparedness Grant Program.

The characteristics of the scenario earthquake and its impacts on the region are:

1. The earthquake occurs in January on a weekday at 1400 hours Pacific Standard Time.
2. A foreshock precedes the main shock by 20 to 25 seconds. There is no other warning.
3. The main shock lasts 45 to 60 seconds.
4. The epicenter is just outside the entrance to the San Francisco Bay, west of the Golden Gate Bridge.
5. The earthquake ruptures approximately 300 miles of the northern segment of the San Andreas Fault, from the San Juan Bautista area in the south to Cape Mendocino in the north.
6. Shaking is felt in Oregon to the north, Los Angeles to the south, and Nevada to the east.
7. The estimated magnitude is **M** 7.9, with a Modified Mercalli (MM) intensity of VIII (severe shaking/moderate to heavy damage) to IX (violent shaking/heavy damage) in widespread areas of the most severely affected counties. Pockets in the affected counties experience instrument intensity of MM X (extreme shaking/very heavy damage); particularly, areas immediately adjacent to the fault, and areas where liquefaction is likely to occur.
8. Ground shaking and damage occurs in 19 California counties, from Monterey County in the south to Humboldt County in the north, and into the San Joaquin Valley.
9. Damage is catastrophic in the areas that experience shaking intensities of MM IX and X, and high or very high levels of susceptibility for liquefaction, which are the areas adjacent to the fault in Marin, San Francisco, San Mateo, Santa Clara, Santa Cruz, and Sonoma counties.
10. Counties along the fault outside the Bay Area, such as Mendocino, may sustain damage and require response.

11. Central Valley counties such as Sacramento and San Joaquin may be affected immediately by evacuations and other response actions.
12. The rest of California and the Nation are affected significantly by the need to respond; the deaths, injuries, and relocations of the Bay Area residents; economic disruption; and media attention.
13. Threats and hazards resulting from shaking, surface fault rupture, and liquefaction include:
  - Structural and nonstructural damage to buildings and infrastructure, including widespread collapse of buildings
  - Widespread fires
  - Subsidence and loss of soil-bearing capacity, particularly in areas of liquefaction
  - Displacement along the San Andreas fault
  - Widespread landslides
  - Hazardous materials spills and incidents
  - Dam/levee failure resulting in flooding
  - Civil disorder
14. Threats and hazards resulting from the main shock are aggravated or recur during aftershocks, which continue for months after the main shock.
15. The earthquake does not generate a tsunami or seiche, despite its magnitude.
16. Potable water supply systems suffer major damage because of the following:
  - Extensive damage to pipelines from ground deformation
  - Interruption of pumps and treatment due to power outages
  - Damage to treatment facilities, storage facilities, and distribution infrastructure
  - Contamination of potable water systems because of damaged lines

The number of households without potable water is provided in **Table C-1**<sup>6</sup>, based on the estimated damage to potable water pipelines and facilities, and derived using HAZUS.
17. The earthquake results in massive power outages, and auxiliary power systems and generators are not sufficient to meet critical needs. The number of households without electricity is provided in **Table C-2**, based on the estimated damage to electrical facilities, substations, and distribution circuits.

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<sup>6</sup> As with all tables in this Plan, numbers are rounded to the nearest hundred.

**Table C-1.** Number of households without potable water after the scenario earthquake.

County	Total Households	Households without Potable Water Post-Earthquake			
		E+24 Hours	E+72 Hours	E+7 Days	E+30 days
Alameda	564,200	465,000	459,800	448,200	341,800
Contra Costa	384,600	105,700	85,700	45,600	N/A
Marin	105,300	56,300	48,600	29,300	N/A
Monterey	130,300	N/A	N/A	N/A	N/A
Napa	50,300	3,900	<100	0	0
San Benito	17,300	N/A	N/A	N/A	N/A
San Francisco	358,900	340,100	336,400	326,100	N/A
San Mateo	268,000	236,900	234,300	228,100	149,700
Santa Clara	624,700	516,800	512,300	502,700	423,100
Santa Cruz	95,800	16,100	6,500	<100	<100
Solano	140,900	12,500	3,700	<100	<100
Sonoma	182,900	87,800	81,900	69,100	<100
<b>Total</b>	<b>2,923,200</b>	<b>1,841,100</b>	<b>1,769,200</b>	<b>1,649,400</b>	<b>914,900</b>

Source: HAZUS analysis conducted by URS in 2009. The estimates were adjusted, by county, for population increases since 2000.

E = scenario event

N/A = Not available (HAZUS results are unreliable)

**Table C-2.** Number of households without electricity after the scenario earthquake.

County	Total Households	Households without Electricity Post-Earthquake			
		E+24 Hours	E+72 Hours	E+7 Days	E+30 days
Alameda	564,200	23,600	13,700	5,400	1,200
Contra Costa	384,600	15,400	9,300	3,700	800
Marin	105,300	3,700	2,400	1,100	200
Monterey	130,300	N/A	N/A	N/A	N/A
Napa	50,300	2,000	1,200	500	100
San Benito	17,300	N/A	N/A	N/A	N/A
San Francisco	358,900	253,900	161,300	73,100	18,300
San Mateo	268,000	100,100	62,800	27,900	6,800
Santa Clara	624,700	57,100	34,300	14,400	3,400
Santa Cruz	95,800	15,500	9,600	3,900	800
Solano	140,900	5,600	3,200	1,400	300
Sonoma	182,900	60,000	40,400	19,700	5,000
<b>Total</b>	<b>2,923,200</b>	<b>492,200</b>	<b>308,400</b>	<b>139,000</b>	<b>34,300</b>

Source: HAZUS analysis conducted by URS in 2009. The estimates are adjusted, by county, for population increase since the year 2000. For Contra Costa, Napa, and Solano counties, the power loss is not accurately represented in HAZUS and is an average of losses for Alameda and Marin counties. HAZUS does not provide reliable results for Monterey and San Benito counties, but it can be assumed that there will be some power loss in these counties.

E = scenario event

N/A = Not available (HAZUS results are unreliable)

## C.2 General Planning Assumptions

The key planning assumptions include:

1. Within 24 hours:
  - Local governments declare a local emergency. The Governor of California proclaims a State of Emergency and requests that the President declare a disaster.
  - The President declares a Major Disaster, making Federal assistance available under the Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988.
  - The U.S. Department of Homeland Security and the Federal Emergency Management Agency (FEMA) implement the Catastrophic Incident Supplement to the National Response Framework, and begin mobilizing Federal resources.
2. Because of extensive damage to building and transportation infrastructure in Oakland, the Cal EMA Regional Emergency Operations Center (REOC) in

Oakland may not be functional. The Cal EMA Regional Level function within the Standardized Emergency Management System (SEMS) will persist, but may be run out of an alternate location at:

- A REOC outside the region
- The State Operations Center (SOC)
- The Joint Field Office (JFO), once it is established as part of the Cal EMA and FEMA Unified Coordination Group (UCG)<sup>7</sup>

Cal EMA will notify the Operational Areas of the appropriate channels for communication with the regional function, once it has been established.

The Cal EMA State Level function will also be active and will operate out of the SOC or the JFO.

3. On a statewide basis, all elements of the SEMS are functional, including communications and mutual aid systems.
4. The response capabilities and resources of the local governments and the State in the region are quickly overwhelmed or exhausted.
5. A detailed and credible common operating picture cannot be achieved for 24 to 48 hours (or longer) after the disaster. As a result, response activities begin without the benefit of detailed and complete situational or critical needs assessments (except as available from scenario-based pre-disaster impact modeling).
6. First responders, providers of recovery services, and other critical response personnel are personally affected by the disaster and may be unable to report to their posts for days because of the damaged transportation infrastructure. First responders who are on duty may be held over for additional shift coverage.
7. Once the President declares a disaster and commits Federal resources, the State and Federal governments establish joint operations to provide assistance to local jurisdictions.
8. Massive assistance in the form of response teams, equipment, materials, and unsolicited volunteers begins to flow toward the region, providing urgently needed resources but creating coordination and logistical support challenges.
9. Because of damage to the transportation infrastructure, out-of-region mutual aid, State and Federal resources, and resources from other states cannot begin to arrive inside the worst-impacted areas for up to 72 hours.

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<sup>7</sup> According to the California Catastrophic Incident Plan (CCIP), this joint Federal-State function is a critical part of responding to a disaster of this scale.

10. Depending on location, some Operational Area emergency operations centers (EOCs) experience significant damage, but others are partly or wholly operational.

### **C.3 Mass Care and Shelter-related and Transportation-related Assumptions**

1. Several hundred thousand commuters, tourists, and other non-residents will be in the 12-county region at the time of the event. Many of these people will be effectively stranded where they are because of road damage, trapped vehicles, or other impediments.
2. An estimated 1,416,000 children will be in school at the time of the earthquake.
3. An estimated 331,400 people in the 12-county Bay Area region are projected to seek shelter after the earthquake. This includes residents as well as homeless and visitors or tourists in the region. These people will be a major source of need for donated goods, services, and funds.
4. Nongovernmental organizations (NGOs), including faith-based and community-based organizations, will also need resources to meet the needs of their clients.
5. Over 1 million people will need transportation assistance. As they gather at pickup points, evacuees may have to wait for as long as 24 hours at the evacuation pickup points.
6. Large numbers of affected residents will choose not to sleep at shelters and will stay near their residences in vehicles, in tents, or at other temporary shelters; however, many of them will seek food, supplies, or other services at shelters.
7. Spontaneous shelters, which are not pre-designated or known by local government, will open in communities within hours of the earthquake. They may not be properly supported for several days after the earthquake and will need outside resources.
8. Mega-shelters (facilities with populations greater than 1,000)<sup>8</sup> may open in the first week after the earthquake to shelter large numbers of people seeking short-term shelter (up to E+14 days). Most local plans do not cover the specifics of mega-shelters, but possible sites include stadiums, convention centers, military bases, and the like. The large open spaces surrounding mega-shelters may also be used for other activities such as staging of supplies and commodities, or distribution of bulk goods.

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<sup>8</sup> This threshold was used in the UASI Shelter Operations Guide, which was developed with the support of the ARC, the California Department of Social Services, and local county stakeholders.

9. Several hundred thousand animals are expected to need shelter or other assistance after the event. These animals are a likely intended recipient of donated goods and funds.
10. There are other shelter needs resulting from the impacts of the earthquake that are relevant to effective donations management. These include the following:
  - Provision for the basic medical support requirements of the general shelter population, including contagious disease monitoring and control, providing access to prescription medications, the provision of first aid, and monitoring of people with chronic health conditions.
  - Identification of locations that will not be suitable for people with access and functional needs (e.g., no wheelchair access).
  - Utilities or alternate methods (e.g., water trucks, gas-powered generators) for shelter facilities.
  - Staff and supplies to support shelters and meet shelter demand.
  - Specialized staff and supplies, including medical staff, Functional Assessment Service Teams, durable medical equipment, and common medicines, to satisfy the estimated access and functional needs shelter populations.
  - Security inside and around the shelter facility.
  - Hygiene and sanitation facilities and supplies.
  - Feeding and distribution supplies, equipment, and staff for shelters and for mass feeding or supply distribution away from shelters.
  - Accessible transportation support for people who need services not provided in current shelters.

#### **C.4 Interim Housing–related Assumptions**

There will be several hundred thousand people (see **Table C-3**) that will need some form of interim housing. These people will also be intended and appropriate recipients of donated goods and funds, although much of this need will take place outside of the 60-day planning window.

1. Interim housing needs will be driven by the timeline to restore damaged housing or construct new housing.
2. Housing restoration timelines are highly dependent on the availability of financing; local, State, and Federal assistance; the availability of contractors and construction materials and equipment; and local planning and permitting decisions.
3. It is likely that the restoration of some structures will take more than 5 years, and resources will not be available to restore all damaged units.

5. Approximately 15 percent of households in the Bay Area have earthquake insurance. It is likely that housing restoration resources (insurance, private financing, and Federal grants and loans) will be insufficient to restore all damaged or destroyed housing.
6. Access to schools, health care, grocery stores, social support networks, accessibility, and other amenities affect decisions about interim housing.

**Table C-3.** Estimated number of households in the region that will need interim housing 1, 3, 6, and 12 months after the earthquake.

County	Number of Households in the Region Needing Interim Housing			
	E+1 Month	E+3 Months	E+6 Months	E+12 Months
Alameda	95,400	76,700	64,000	38,700
Contra Costa	17,500	13,500	11,400	7,300
Marin	8,000	6,500	5,500	3,300
Monterey	2,300	1,500	1,200	500
Napa	3,500	2,600	2,200	1,200
San Benito	300	200	200	100
San Francisco	116,800	92,800	77,000	45,500
San Mateo	41,700	33,700	28,000	16,300
Santa Clara	97,300	79,100	65,800	39,200
Santa Cruz	3,600	2,700	2,100	900
Solano	3,400	2,700	2,300	1,400
Sonoma	14,600	11,700	9,600	5,400
<b>Total</b>	<b>404,200</b>	<b>323,800</b>	<b>269,100</b>	<b>159,700</b>

Source: URS analysis of HAZUS damage estimates  
 E = scenario event

### C.5 Volunteer Management–related Assumptions

1. Both affiliated and unaffiliated volunteers may be involved with various aspects of donations management, including receiving, sorting, warehousing, transporting, and distributing donated items.
2. Affiliated volunteers involved through their agency affiliation with donations management activities are pre-trained for their roles.
3. Unaffiliated volunteers that assist an agency with donations management tasks need to be trained for their roles.
4. Some donations management agencies may be overwhelmed with offers of help from unaffiliated volunteers.

5. Agencies needing extra assistance with donations management activities should submit volunteer requests to a local Emergency Volunteer Center, if one is present.
6. Individuals seeking to volunteer with donations management tasks learn about such volunteer opportunities in a variety of ways, including through hearing media announcements, by contacting 211, by contacting a local Emergency Volunteer Center, through social networking contacts, and by word-of-mouth.

#### **C.6 Debris Management–related Assumptions**

1. Debris from unwanted/unneeded donations consists primarily of clothing that is torn, dirty, or otherwise unusable; and perishable and nonperishable food items whose shelf life has expired, are damaged, and/or otherwise unusable.
2. Other types of unwanted donations include used medical equipment, relic appliances, and other unusable items.
3. Agencies and organizations with unwanted/unneeded donations find their ability to clear and remove debris is exceeded, and request assistance from local government.
4. Unwanted/unneeded donations have lower priority for removal than items that are blocking priority transportation routes and access to critical facilities, among others.

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**Appendix D:  
Checklists**

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### **D.1 Donations Management Unit Leader**

The Donations Management Unit (DMU) Leader is the point of contact for donations management coordination in the Santa Cruz County Emergency Operations Center (EOC). This person acts as the liaison between the Monetary Donations Coordination Team (MDCT), the In-Kind Donations Coordination Team (IKDCT), and the Emergency Operations Center (EOC). In addition, the DMU Leader coordinates with the Public Information Officer (PIO) to ensure that early, accurate, and consistent information goes out to the public regarding the donation of money and goods. He or she also coordinates with the State and with other public and nonprofit agencies regarding donations issues throughout the event.

### **D.2 Action Checklist**

- Identify yourself as the DMU Leader.
- Read this entire checklist.
- Review the County's Donations Management Plan and become familiar on how donations are handled in the County.
- Gather the latest information from the Situation Status Unit.
- Contact the agencies involved in both the MDCT and the IKDCT to advise them of the activation of the DMU in the EOC.
- Develop a plan of action with each team as to how donations will be handled.
- Work with the PIO on the preparation of News Releases on how donations should be made. Refer to Appendix E of the Donations Management Plan.
- Work with the Liaison Officer in the Management Section to help coordinate donations from the private sector and the local VOAD.
- Notify the Operations Section that you should be contacted whenever issues surrounding donations occur in the field so that immediate and preventative action can be taken.
- Contact other agencies supporting mass care and sheltering, transportation, evacuation, volunteer management, and animal care to ascertain the needs for any donated goods. Communicate those needs to other agencies as required.
- Communicate with the County's 211 call center to ensure they are aware of the current public message, and gather information about what they may be hearing from the public about donations.

- Contact the Logistics Sections in each of the cities to assess their need for donations, and to gather information on how they are dealing with donations in their jurisdictions.
- Coordinate the delivery of bulk goods, either requested or not requested, through the Donations Coordination Team.
- Determine the need for a warehouse facility, and locate one through the other Units in the Logistics Section.
- Determine the need for additional volunteers to assist in both bulk goods (new) and non-bulk goods (used) in sorting, transportation, and distribution through the non-governmental organizations who are responsible for that activity. Communicate those needs to the Volunteer Management Unit Leader.
- Contact the State's Regional Emergency Operations Center (REOC) to coordinate issues surrounding donations, especially the need for monetary donations and bulk goods donations.
- If distribution sites are going to be set up, communicate that to the PIO, the Operations Section, and the Logistics Section so that they can assess the situation and take action accordingly.
- Brief the Logistics Chief, the Situation Status Unit, and the Liaison Officer regularly on the status of donations throughout the County.
- Monitor how unwanted donated goods (non-bulk) are being dealt with to ensure that debris removal issues are dealt with on a timely manner.
- Obtain updates from both the MDCT and the IKDCT as the event continues, and deal with coordination issues as they occur.
- Work with all agencies involved on demobilization issues, especially those related to the eventual disposition of monetary funds and all in-kind goods.
- Maintain a log noting messages received; releases published; interviews granted; and other activities.
- Complete an After-Action Report that should include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
  - Issue
  - Corrective Action
  - Assigned to and due date for completion

**Appendix E:  
Sample Press Releases and Public Information  
Announcements**

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## **E.1 Public Messaging Templates**

These are templates only and can be adapted as necessary based on specifics and needs of the incident, and to reflect local strategies for directing donors. Be sure to coordinate the release of all information to the press and the public with the Emergency Operations Center's (EOC) Public Information Officer (PIO).

For each type of template (television, radio, print, social media) there are two versions:

- one for jurisdictions establishing a joint community monetary fund; and
- another for jurisdictions where donors can go to a single source, such as a local Voluntary Organizations Active in Disaster (VOAD) or 211, to get information about a variety of local relief organizations

These templates can also be adapted to include directing donors to multiple sources, if needed.

## **For Jurisdictions Establishing a Joint Community Monetary Fund Television Public Service Announcement (PSA) Template**

*The following PSA template, designed to be used by commercial or public television stations during a disaster, is a voice-over script to inform the public on how to donate.*

### **Post-Incident Voice-Over Script**

FOR USE: IMMEDIATE

TIME: Estimated at [number] seconds

AGENCY: Santa Cruz County Office of Emergency Services

TITLE: [name of fund]

Wondering how you can help with the response to the [name of event]? The best way is to make a cash donation to the [name of fund]. This fund was established by [names of partner organizations]. Your single contribution will support a variety of efforts helping those affected by the disaster, and reach the areas of greatest need. To donate, or to get more information, visit [URL], or call 211.

# # #

## **Radio PSA template**

*The following Radio PSA template is a reader announcement message to inform the public on how to donate.*

### **Post-Incident Script**

FOR USE: IMMEDIATE

TIME: Estimated at [number] seconds

AGENCY: Santa Cruz County Office of Emergency Services

TITLE: [name of fund]

Wondering how you can help with the response to the [name of event]? The best way is to make a cash donation to the [name of fund]. This fund was established by [names of partner organizations]. Your single contribution will support a variety of efforts helping those affected by the disaster, and reach the areas of greatest need. To donate, or to get more information, visit [URL], or call 211.

# # #

## Print Media – Press Release Template

*[Insert logo(s)]*

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

### **FOR IMMEDIATE RELEASE**

#### **[Name of fund] Announced**

**Santa Cruz, CA** –The **[name of fund]** has been established to accept cash donations in response to the **[name of event]**. The fund allows donors to make contributions quickly and easily in support of a range of local service efforts, and to give help where it is most needed. The disaster relief fund is a joint effort of **[partner organization names]**.

Organizers of the joint community fund believe that financial contributions are the best way to assist residents affected by the disaster. To donate to the disaster relief fund or to get more information, residents should go to **[URL]**, or call 211. Donations to the **[name of fund]** are tax-deductible.

#### **IF APPROPRIATE:**

According to **[spokesperson, title and organization]**, “At this time, there is no need for donated food, clothing, or other goods for the disaster. Those willing to donate such items for non-disaster purposes should contact a local organization, or call 211 to get more information.”

# # #

## **Social Media – Press Release Template**

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

**Date:**  
**Time:**  
**Contact:**  
**Phone:**  
**Email:**  
**URL:**  
**Fax:**

### ***FOR IMMEDIATE RELEASE***

#### ***Santa Cruz County Disaster Relief Fund Announced***

**Santa Cruz, CA** –The **[name of fund]** has been established to accept cash donations in response to the **[name of event]**. The fund allows donors to make contributions quickly and easily in support of a range of local service efforts, and to give help where it is most needed. The disaster relief fund is a joint effort of **[partner organization names]**.

Organizers of the joint community fund believe that financial contributions are the best way to assist residents affected by the disaster. To donate to the disaster relief fund, or to get more information, residents should go to **[URL – insert link]**, or **[URL –insert link]**. Donations to the **[name of fund]** are tax-deductible. **[Insert links to any additional URLs, YouTube, or other social media sites]**

#### **IF APPROPRIATE:**

According to **[spokesperson, title and organization]**, “At this time, there is no need for donated food, clothing, or other goods for the disaster. Those willing to donate such items for non-disaster purposes should contact a local organization, or call 211to get more information.”

# # #

## **Telephonic Notification Script**

*The following telephone message script template is a notification message to inform the public on how to donate.*

### **Post-Incident Script**

FOR USE: IMMEDIATE

TIME: Estimated at [number] seconds

AGENCY: Santa Cruz County Office of Emergency Services

TITLE: Donation requested for [name of event]

Hello. This message is from the Santa Cruz County Office of Emergency Services. In light of the recent [name of disaster event], you may be considering making a donation. At this time, the [name of organization or project] is requesting [list type of donation or specific items]. To donate or get more information, please call [name of organization] at [phone number – say it twice], or email [email address – say once and spell once].

## **For Jurisdictions with Single Information Source on Multiple Organizations**

### **Television PSA template**

*The following PSA template, designed to be used by commercial or public television stations during a disaster, is a voice-over script to inform the public on how to donate.*

### **Post-Incident Voice-Over Script**

FOR USE: IMMEDIATE

TIME: Estimated at [number] seconds

AGENCY: Santa Cruz County Office of Emergency Services

TITLE: Financial Donations Encouraged for [name of event]

Wondering how you can help with the response to the [name of event]? Santa Cruz County encourages financial donations as the best way to help people affected by the disaster. If you're not sure where to direct your donation, contact the [name of organization or service] at [URL], or you may call 211. There, you'll learn more about the needs in Santa Cruz County; which relief organizations are helping; and where your dollars can make the greatest difference.

# # #

## **Radio PSA Template**

*The following Radio PSA template is a reader announcement message to inform the public on how to donate.*

### **Post-Incident Script**

FOR USE: IMMEDIATE

TIME: Estimated at [number] seconds

AGENCY: Santa Cruz County Office of Emergency Services

TITLE: Financial Donations Encouraged for [name of event]

Wondering how you can help with the response to the [name of event]? Santa Cruz County encourages financial donations as the best way to help people affected by the disaster. If you're not sure where to direct your donation, contact the [name of organization or service] at [URL], or you may call 211. There, you'll learn more about the needs in Santa Cruz County; which relief organizations are helping; and where your dollars can make the greatest difference.

# # #

## **Print Media – Press Release Template**

*[Insert logo]*

**Date:**  
**Time:**  
**Contact:**  
**Phone:**  
**E-mail:**  
**Fax:**

### ***FOR IMMEDIATE RELEASE***

#### **Financial Donations Encouraged for [name of event]**

**Santa Cruz, CA** – Santa Cruz County encourages financial contributions as the best way to help residents affected by the [name of event]. Monetary donations enable disaster response, relief, and recovery organizations to give help where it is most needed—quickly and efficiently.

Donations can be made directly to any local disaster relief organization, or a local fund. Those who are not sure where to donate their money may contact the [list single point of contact with link and phone number], where they can find out more about needs in Santa Cruz, and the range of organizations that are responding.

#### **IF APPROPRIATE:**

According to [spokesperson, title and organization], “At this time, there is no need for donated food, clothing, or other goods for the disaster. Those willing to donate such items for non-disaster purposes should contact a local organization, or call 211 to get more information.”

# # #

## **Social media – Press Release Template**

*[Insert logo]*

**Date:**  
**Time:**  
**Contact:**  
**Phone:**  
**Email:**  
**URL:**  
**Fax:**

### ***FOR IMMEDIATE RELEASE***

#### **Financial Donations Encouraged for [name of event]**

**Santa Cruz, CA** – Santa Cruz County encourages financial contributions as the best way to help residents affected by the [name of event]. Monetary donations enable disaster response, relief, and recovery organizations to give help where it is most needed—quickly and efficiently.

Donations can be made directly to any local disaster relief organization or local fund. Those who are not sure where to donate their money may contact the [list single point of contact with link and phone number], where they can find out more about needs in Santa Cruz County, and the range of organizations that are responding.

#### **IF APPROPRIATE:**

According to [spokesperson, title and organization], “At this time, there is no need for donated food, clothing, or other goods for the disaster. Those willing to donate such items for non-disaster purposes should contact a local organization, or call 211 to get more information.”

# # #

## **Telephonic Notification Script**

*The following telephone message script template is a notification message to inform the public on how to donate.*

### **Post-Incident Script**

FOR USE: IMMEDIATE

TIME: Estimated at [time] seconds

AGENCY: Santa Cruz County Office of Emergency Services

TITLE: Donation requested for [name of event]

This is a message from the Santa Cruz County Office of Emergency Services. In light of the recent [name of disaster event], you may be considering making a financial donation. At this time, Santa Cruz County is encouraging cash donations. To donate or get more information, please call [name of single point of contact] at [phone number – say it twice], or go to [list URL – say once and spell once].

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**Appendix F:  
Sample Memoranda of Understanding  
and Memoranda of Agreement**

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*Disclaimer*

What follows are draft Memoranda of Understanding (MOUs) or of Agreement (MOAs). The information within them is intended for stakeholder discussions during the Regional Catastrophic Preparedness Grant Program Donations Management Project and its processes. The information is for illustrative purposes only.

These documents should be reviewed by the local jurisdiction's legal counsel to be certain that they are appropriate for the management of monetary donations after a catastrophic event and will accomplish the purposes intended by the parties involved.

The templates begin on the following page. The sources for them include these similar agreements:

- Idaho Bureau of Homeland Security Donations Management Annex, 08/01/2002
- Maine Emergency Management Agency Donations Management Annex, 05/01/2003
- Montana Disaster and Emergency Services Donations Management Annex, 11/25/2003
- Santa Clara County Donations Management Countywide Coordination Plan, 6/2009
- South Carolina Emergency Management Division Donations Management Annex, 1/1/2003
- King County Office of Emergency Management Omnibus Legal and Financial Agreement, 11/28/2006

## **MEMORANDUM OF UNDERSTANDING BETWEEN THE COUNTY OF SANTA CRUZ AND [INSERT FOUNDATION]**

This understanding provides a mechanism by which the County of Santa Cruz and [INSERT FOUNDATION] can coordinate their responsibilities for relief efforts after a catastrophic event and to provide support and stability to the local agencies involved with collecting monetary donations, disseminating public information, and addressing the human needs of the disaster victims. By the distribution of resources from a post-disaster fund, the County of Santa Cruz and [INSERT FOUNDATION] enter into the following agreement:

- The County of Santa Cruz understands, acknowledges, and appreciates the critical role that monetary foundations have in providing emergency monetary relief for disaster survivors.
- The County of Santa Cruz further understands and acknowledges that [INSERT FOUNDATION], while not itself a response agency, is the agency under which key community monetary donations are collected, and provided to the survivors directly or through local nonprofit agencies.
- The [INSERT FOUNDATION], through its elected Chairperson, likewise acknowledges and fully accepts that the County of Santa Cruz is lawfully responsible to serve and protect the citizens of [insert local government] during times of emergency or disaster.
- The [INSERT FOUNDATION] understands and fully accepts that it is therefore in the best interest of the citizens of the County of Santa Cruz that [INSERT FOUNDATION], through its Chairperson, provides information pertaining to monetary donations relief efforts and needs to the County of Santa Cruz Operational Area Emergency Operations Center (EOC).
- The [INSERT FOUNDATION] provides resources to staff the following positions:
  - EOC Coordinator for the [insert local government] Disaster Relief Function Branch
  - Representative on the Donations Management Unit
  - Representative on the Resource Allocation Committee
- The [INSERT FOUNDATION] will support the phases for the distribution of funds, processing of funds, and fiscal report criteria in accordance with the [insert local government] Donations Management Countywide Coordination Plan.
- The [INSERT FOUNDATION] will provide leadership and grantmaking training for community-based organizations to coordinate the flow of incoming designated and undesignated monetary resources and the completion of disaster relief fund request documents.
- The [INSERT FOUNDATION] initiates the formation of a monetary unmet needs committee (Resource Allocation Committee); and that it arranges and conducts meetings with its member agencies, County of Santa Cruz government officials, and other appropriate agencies to coordinate monetary relief efforts.

- The [INSERT FOUNDATION] will participate in a multi-agency Donations Management Unit and coordinate local activities in the communications, receiving, inventory, and allocation of monetary donations for operational periods in support of the activation of the Operational Area EOC.
- The [INSERT FOUNDATION] will establish the [insert local government] Disaster Relief Fund] and coordinate the [insert local government] Disaster Relief Function Branch of the Operational Area EOC.
- In the event that there are multiple disaster relief funds in the County of [insert local government], the [INSERT FOUNDATION] will provide oversight of the allocated disaster money to agencies.
- The [INSERT FOUNDATION] will make all monetary donations available to recognized, and qualified, local community-based nonprofit organizations carrying out a monetary resource distribution program and will keep remaining funds in [insert local government].
- The [INSERT FOUNDATION] will supply on request a copy of the most current monetary donations inventory to County, State and local officials.
- In the event that [INSERT FOUNDATION] is unable to fulfill its obligations under this agreement, the [INSERT FOUNDATION] will turn over the overall operation and coordination to another organization as identified by the In-Kind Donations Coordination Team and local government officials.
- In the event that monetary donations are not adequate to support the [INSERT FOUNDATION] operations, the Santa Cruz County Operational Area may provide support as follows:
  - Information technology resources to establish, or re-establish donation collections systems
  - Communications systems
  - Facilities or space for operations staff
  - Equipment to include desks, work tables, chairs, computers and printers, copier service
    - Assistance in obtaining transportation for operations staff
    - Site security
  - Services to include power, water, sanitation and debris removal

### *Term*

The agreement shall become effective upon execution by both parties and shall remain in effect until termination in writing. Either party in writing with or without cause may make such termination at any time. Any termination under this MOU shall be without prejudice or hardship to any obligations and liabilities of either party already accrued prior to such termination.

*Activation*

The agreement shall be activated by request of the Santa Cruz County Operational Area EOC.

*Indemnification and Liability*

1. [INSERT FOUNDATION] shall be solely responsible to parties with whom it shall deal in carrying out the terms of this agreement, and shall save the County of Santa Cruz harmless against all claims of whatever nature by third parties arising out of the performance of work under this agreement. For purposes of this agreement, [INSERT FOUNDATION] agrees that it is not an employee or agent of the County of Santa Cruz.
2. Nothing herein is intended to serve as a waiver of sovereign immunity by any party or recipient to whom sovereign immunity applies. Nothing herein shall be construed as consent by a government agency or subdivision of the County of Santa Cruz to be sued by third parties in any matter arising out of any contract.
3. [INSERT FOUNDATION] agrees to indemnify, defend, and hold free and harmless, County of Santa Cruz and each of its members, agents, employees, officers, and directors, from and against any and all actions, claims, liabilities, assertions of liability, losses, costs, and expenses including, but not limited to, attorney fees, reasonable investigative and discovery costs, and court costs, which in any manner may arise or be alleged to have arisen, or resulted, or alleged to have resulted, from the presence and activities, or any nature or otherwise of [INSERT FOUNDATION], its agents, or employees relating to this MOU, including but not limited to, claim or claims for bodily injury or death of persons, and for loss of or damage to property, including claims or loss by the County of Santa Cruz or its agents, and employees.

Therefore, the County of Santa Cruz and the [INSERT FOUNDATION] do enter into this agreement to exchange information and coordinate efforts to ensure that all possible donated monetary resources are made available to the citizens of the County of Santa Cruz to meet their needs in times of disaster.

This agreement may be terminated by either party with sufficient notice which will not cause hardship on the operation itself.

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2011.

\_\_\_\_\_  
[Authorized local gov't official, title]

\_\_\_\_\_  
[Authorized foundation official, title]

## **MEMORANDUM OF UNDERSTANDING BETWEEN THE COUNTY OF SANTA CRUZ AND [INSERT ORGANIZATION]**

This understanding provides a mechanism by which the County of Santa Cruz and [INSERT ORGANIZATION] can coordinate their responsibilities for relief efforts after a catastrophic event and to provide support and stability to the local organizations involved with carrying out disaster relief to address victims' human needs. These responsibilities may include but are not limited to: collecting donations; transporting donations; establishing collection and distribution centers; sorting and packaging of donated goods; tracking of victims' needs; warehousing donations; distribution and allocation of donations and the dissemination of public information.

By the distribution of in-kind donations, the County of Santa Cruz and [INSERT ORGANIZATION] enter into the following agreement:

- The County of Santa Cruz understands, acknowledges, and appreciates the critical role that in-kind donations organizations have in providing emergency relief for disaster survivors.
- The County of Santa Cruz further understands and acknowledges that [INSERT ORGANIZATION], while not itself a response agency, is the agency under which key in-kind donations are collected, and provided to, the survivors directly or through other nonprofit agencies.
- The County of Santa Cruz and [INSERT ORGANIZATION] will support the operational transition to a long-term recovery committee.
- The [INSERT ORGANIZATION], through its elected Chairperson, likewise acknowledges and fully accepts that the County of Santa Cruz is lawfully responsible to serve and protect the citizens of the County of Santa Cruz during times of emergency or disaster.
- The [INSERT ORGANIZATION] understands and fully accepts that it is therefore in the best interest of the citizens of the County of Santa Cruz that [INSERT ORGANIZATION] provides information pertaining to in-kind donations relief efforts and needs to the Santa Cruz County Operational Area Emergency Operations Center (EOC).
- The [INSERT ORGANIZATION] operates on a voluntary basis and may own and maintain equipment and materials and employs trained personnel for a variety of services, and is willing, under certain conditions, to provide services to the citizens of the County of Santa Cruz during times of emergency or disaster.
- The [INSERT ORGANIZATION] will support the phases for in-kind donations management in accordance with the Santa Cruz County Donations Management Plan.
- The [INSERT ORGANIZATION] will participate, as requested, in a multi-agency Donations Management Unit and coordinate local activities in the communications, receiving, inventory, and allocation of in-kind donations for operational periods in support of the activation of the Operational Area EOC.

- The [INSERT ORGANIZATION] will make all in-kind donations available to recognized, and qualified, local community-based nonprofit organizations carrying out an in-kind resource distribution program and will keep remaining donations in the [insert local government].
- The [INSERT ORGANIZATION] will supply on request a copy of the most current in-kind donations inventory to County, State and local officials.
- In the event that [INSERT ORGANIZATION] is unable to fulfill its obligations under this agreement, the [INSERT ORGANIZATION] will turn over the overall operation and coordination to another organization as identified by the In-Kind and Monetary Donations Coordination Teams, the EOC Donations Management Unit and local government officials.
- The County of Santa Cruz recognizes that [INSERT ORGANIZATION] will retain its identity on all facilities and with all its stock materials, services and personnel, and that coordination with the County of Santa Cruz and cooperation with other local agencies will not involve subordination of the agency to any other private cooperating agencies.
- Coordination between the County of Santa Cruz and [INSERT ORGANIZATION] at times of a major disaster and during the post-disaster recovery period should be maintained at efficient levels and be a part of the purpose of this memorandum of understanding.

The County of Santa Cruz will include the [INSERT ORGANIZATION] on its Disaster Alert List so that disaster needs can be made known and appropriate response of personnel can be made available.

To assure this coordinated effort, the respective parties agree to the following:

- The County of Santa Cruz will:
  - Provide leadership for the Donations Management Unit
  - Provide resources to support the Donations Coordination Teams
  - Provide notice of requesting activation through the Logistics Section Donations Management Unit
  - Provide information technologies resources to establish, or re-establish, donation collections systems including a technology portal to coordinate and allocate resources in the EOC Logistics Section
  - Provide communications systems
  - Establish a Joint Information Center and coordinate public communications for donations management
  - Provide site security
- When donated resources cannot meet the needs for the in-kind donations management operations, the County of Santa Cruz will coordinate acquisition of the following to include, but not limited to:

- Shipping boxes, packing materials, pallets and pallet jack(s)
- Dumpster service
- Forklift(s) and fuel for forklift(s)
- Computers, printers and copiers
- Tables and chairs
- Trucking (for delivery of goods to distribution centers) and fuel
- Utilities, Internet, and phone/fax services
- Warehouse space (50,000-100,000 sq. ft. suggested)
- Services to include power, heat, water, sanitation and debris removal

The above is intended to provide additional information for locating and procuring items that will be needed for in-kind donations management. It is not all inclusive and quantities may change as conditions and time dictate.

The **[INSERT ORGANIZATION]** will:

- Keep the County of Santa Cruz informed of its operations and projects, and look to the County of Santa Cruz for guidance and assistance if problems arise in disaster response and recovery operations.
- Provide support to coordinate the flow of incoming undesignated in-kind donations.
- Provide support to the EOC Logistics Section Donations Management Unit, as requested.
- Provide leadership to the Donations Coordination Teams.
- Receive, process, and distribute in-kind donated goods, which may include but are not limited to, bottled water, groceries, baby supplies, personal comfort items, blankets, cleaning materials, clothing, and other household goods needed by survivors.
- Support the County of Santa Cruz technology portal to coordinate and allocate resources in the Logistics Section.
- Distribution may include direct distribution to individuals or families, as well as providing supplies to other voluntary agencies involved in direct distribution to individuals and families.
- Operate, or support the operations of, a donated goods hotline in conjunction with the County of Santa Cruz.
- Conduct direct contact programs, such as door-to-door distribution of information packets, when personnel are available and it is deemed by local government to be helpful and advisable.
- Abide by the decisions of the County of Santa Cruz concerning the coordination of donations management organizations for the rendering of assistance for disaster victims.
- Provide management of a multi-agency warehouse and supervise local donations management volunteers in receiving, sorting, packing, transportation and inventorying of in-kind donations.

*Term*

The memorandum of understand shall become effective upon execution by both parties and shall remain in effect until termination in writing. Either party in writing with or without cause may make such termination at any time. Any termination under this MOU shall be without prejudice or hardship to any obligations and liabilities of either party already accrued prior to such termination.

*Activation*

The memorandum of understanding shall be activated by request of the Santa Cruz County Operational Area EOC.

*Indemnification and Liability*

1. **[INSERT ORGANIZATION]** shall be solely responsible to parties with whom it shall deal in carrying out the terms of this agreement, and shall save the County of Santa Cruz harmless against all claims of whatever nature by third parties arising out of the performance of work under this agreement. For purposes of this agreement, **[INSERT ORGANIZATION]** agrees that it is not an employee or agent of the County of Santa Cruz.
2. Nothing herein is intended to serve as a waiver of sovereign immunity by any party or recipient to whom sovereign immunity applies. Nothing herein shall be construed as consent by a government agency or subdivision of the County of Santa Cruz to be sued by third parties in any matter arising out of any contract.
3. **[INSERT ORGANIZATION]** agrees to indemnify, defend, and hold free and harmless the County of Santa Cruz and each of its members, agents, employees, officers, and directors, from and against any and all actions, claims, liabilities, assertions of liability, losses, costs, and expenses including, but not limited to, attorney fees, reasonable investigative and discovery costs, and court costs, which in any manner may arise or be alleged to have arisen, or resulted, or alleged to have resulted, from the presence and activities, or any nature or otherwise of **[INSERT ORGANIZATION]**, its agents, or employees relating to this MOU, including but not limited to, claim or claims for bodily injury or death of persons, and for loss of or damage to property, including claims or loss by the County of Santa Cruz or its agents, and employees.

Therefore, the County of Santa Cruz and the **[INSERT ORGANIZATION]** do enter into this agreement to exchange information and coordinate efforts to ensure that all possible donated in-kind resources are made available to the citizens of the County of Santa Cruz to meet their needs in times of disaster.

This agreement may be terminated by either party with sufficient notice which will not cause hardship on the operation itself.

Dated this \_\_\_\_ day of \_\_\_\_\_, 2011.

\_\_\_\_\_

\_\_\_\_\_

[Authorized local government official, title]

[Authorized organization official, title]

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**Appendix G:  
FEMA/National VOAD Brochure – How to Donate  
Successfully**

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**This brochure exists already and is not being created as part of this Plan. It does not need to be reviewed as part of the template creation and will instead be inserted into the first Draft Local Donations Management Plans for each jurisdiction that wants it.**

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**Appendix H:  
Local Donations Coordination Team List**

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## **Santa Cruz County Donations Management Plan**

### **In-Kind Donations Coordination Team (IKDCT)**

#### **Goodwill Industries of Santa Cruz, Monterey, and San Luis Obispo Counties, Inc.**

350 Encinal Street  
Santa Cruz, CA 95060  
(831) 423-8611

IKDCT Contact: Michael Paul, Executive Director  
(831) 423-8611 X227  
mjpaull@scgoowill.org

#### **The Salvation Army**

3100 Bean Creek Road  
Scotts Valley, CA 95066  
(831) 246-3719

IKDCT Contact: Clarke Hall, Business Consultant  
(831) 246-3719  
clarke.hall@usw.salvationarmy.org

#### **Second Harvest Food Bank Santa Cruz County**

800 Ohlone Parkway  
Watsonville, CA 95076  
(831) 722-7110

IKDCT Contact: Brooke Johnson Parker, Chief Operations and Programs Officer  
831-722-7110 x 220  
brooke@thefoodbank.org

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**Appendix I:  
Local Monetary Donations Coordination Team List**

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## **Santa Cruz County Donations Management Plan**

### **Monetary Donations Coordination Team (MDCT)**

#### **Community Foundation of Santa Cruz County**

7807 Soquel Drive  
Aptos, CA 95003  
(831) 662-2000

MDCT Contact: Christina Cuevas, Program Director  
(831) 662-2070  
christina@cfsc.org

#### **American Red Cross, Santa Cruz County Chapter**

2960 Soquel Avenue  
Santa Cruz, CA 95062  
(831) 462-2881

MDCT Contact: Patsy Hernandez, Emergency Services Manager  
(831) 462-2881 X16  
phernandez@scrc.org

#### **United Way of Santa Cruz County**

4450 Capitola Road, Suite 106  
Capitola, CA 95010  
(831) 479-5466

MDCT Contact: Mary Lou Goeke, Executive Director  
(831) 465-2202  
mlgoeke@unitedwaysc.org

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