Unit 1 Activity

Purpose: To explore the relationship of the national strategies to the types of events you have faced, or will face, on the local, county, or tribal level.

Directions:

1. Each person in the group should read the assigned strategy.

2. Working with other members of your group, discuss the following questions:
   Were any of the elements or principles a surprise to you or unclear?
   Which elements or principles has your jurisdiction(s) already taken into account:
   During preparedness activities?
   In plans?
   Informally?
   During response activities?

3. Record the key points of your answers on the easel and be prepared to give a 2- to 3-minute report to the class.
10 Principles of National Donations Management Strategy

1. **DONATIONS ACTIVITIES MAY BEGIN BEFORE A DISASTER DECLARATION:** Donations and volunteers may flow into a disaster area immediately after a disaster. It is imperative that efforts are made to coordinate these early efforts to prevent difficult problems and misunderstandings later. Donations planning, coordination, and management are necessary to avoid the chaos, waste of time, and effort that large shipments of undesignated goods can cause. This is also necessary toward addressing spontaneous, unaffiliated volunteers who often arrive on-site at a disaster ready to help. Because they are not associated with any part of the existing emergency management response system, their offers of help are often underutilized and even problematic to professional responders.

2. **DONATIONS MANAGEMENT SHOULD ADDRESS UNDESIGNATED GOODS AND SPONTANEOUS VOLUNTEERS:** State and Federal donations management concerns and efforts are the unsolicited or undesignated goods and spontaneous or convergent volunteers. Designated goods and services are not addressed by the national strategy; they are managed by voluntary agencies, as designated goods are part of a voluntary organization’s supply line and designated volunteers are affiliated with an organization. Spontaneous volunteer efforts should be carefully monitored to ensure that there are no health or safety issues associated with the volunteer services.

3. **SHIPMENT OF DESIGNATED GOODS MAY BE AFFECTED BY STATE POLICIES:** During a catastrophic disaster, the State may set policies that affect the transportation of all vehicles including shipments of designated donated goods. These policies should facilitate, and not interfere with, the shipment of designated goods.

4. **STATE AND LOCAL GOVERNMENTS ARE IN CHARGE OF DONATIONS OPERATIONS:** The government should address critical issues, such as what procedures should be established at weigh stations, toll booths, and other points of entry. The government also should address developing and disseminating a message to the public regarding donated goods and volunteer services.
5. FEDERAL GOVERNMENT AND NATIONAL VOLUNTARY ORGANIZATIONS ACTIVE IN DISASTER (NVOAD) HAVE SUPPORT ROLES: NVOAD is a coalition of disaster relief agencies in the United States founded in 1969 after Hurricane Camille. Its mission is to foster cooperation, coordination, collaboration, and communication among voluntary agencies. It provides guidance to Voluntary Organizations Active in Disaster (VOAD), a State-level coalition of disaster relief agencies. The NVOAD works together with FEMA in a supporting role to State and local governments and State VOADs.

6. STATE SHOULD MAKE FULL USE OF EXISTING VOLUNTARY AGENCY CAPABILITIES: State and local donations management personnel should be very familiar with the strengths and interests of the voluntary agencies in their area. Disaster volunteer agencies, community-based organizations, and other non-governmental organizations have a wide variety of abilities that can be used during a disaster. Experienced voluntary agencies are often the best judges of what donated goods and volunteer services may be needed in the disaster area. Voluntary agencies are very concerned with making full use of potential donated goods and services and in developing a good rapport with donors, in case of future disasters.

7. USE A FLEXIBLE STRATEGY: Flexibility must always be used in disaster operations. There is no single correct way to manage unsolicited goods and spontaneous volunteers for all disasters. The approach taken will depend on the size of the disaster and the kinds of needs in the affected community. Other factors determining the appropriate approach will depend on the types of working relationships and agreements that are made between government emergency management personnel and voluntary agencies prior to a disaster.

8. USE A TEAM APPROACH: While the government is responsible for certain critical issues, the leading voluntary agency representatives are actively involved in the day-to-day operations.

9. CASH DONATIONS TO VOLUNTARY AGENCIES ARE PREFERRED: Cash donations to the voluntary agencies experienced in disaster relief help the agencies purchase precisely what the affected community needs, such as food items for the food bank. Cash donations to voluntary agencies help the local
economy affected by the disaster because the money is spent in the local area. Cash donations also eliminate the difficult transportation and logistics requirements necessary for the donation of goods.

10. INFORMATION MANAGEMENT IS ESSENTIAL: During a large-scale or catastrophic disaster, several thousand calls to a phone bank (hotline) can be anticipated. A phone bank is the backbone of a successful donations management operation. The public should know where to call to discuss and coordinate their offers before they collect and send goods and volunteers into the disaster area. A volunteer and donations phone bank must be adequately staffed to give the caller accurate and timely information about the need for donations of goods and volunteers.

10 Principles of Managing Unaffiliated Volunteers

1. VOLUNTEERING AND COMMUNITY LIFE: Volunteering is a valuable part of every healthy community. Volunteers come from all segments of society and often provide essential services. Everyone has the potential to contribute strength and resources in times of emergency.

2. THE VALUE OF AFFILIATION: Ideally, all volunteers should be affiliated with an established organization and trained for specific disaster response activities. However, the spontaneous nature of individual volunteering is inevitable; therefore it must be anticipated, planned for, and managed.

3. VOLUNTEER INVOLVEMENT IN THE FOUR PHASES: There are valuable and appropriate roles for unaffiliated spontaneous volunteers in mitigation, preparedness, response, and recovery – as well as in other areas of community need. The response phase provides an opportunity to direct volunteers toward longer-term affiliation and community involvement.

4. MANAGEMENT SYSTEMS: Volunteers are a valuable resource when they are trained, assigned, and supervised within established emergency management systems. Similar to donations management, an essential element of every emergency management plan is the clear designation of responsibility for the on-site coordination of unaffiliated volunteers.
5. **SHARED RESPONSIBILITY:** The mobilization, management, and support of volunteers is primarily a responsibility of local government and nonprofit sector agencies, with support from the State level. Specialized planning, information sharing, and a management structure are necessary to coordinate efforts and maximize the benefits of volunteer involvement.

6. **VOLUNTEER EXPECTATIONS:** Volunteers are successful participants in emergency management systems when they are flexible, self-sufficient, aware of risks, and willing to be coordinated by local emergency management experts. Volunteers must accept the obligation to “do no harm.”

7. **THE IMPACT ON VOLUNTEERS:** The priority of volunteer activity is assistance to others. When this spontaneous activity is well managed, it also positively affects the volunteers themselves and thus contributes to the healing process of both individuals and the larger community.

8. **BUILD ON EXISTING CAPACITY:** All communities include individuals and organizations that know how to mobilize and involve volunteers effectively. Emergency management experts and VOAD partners are encouraged to identify and utilize all existing capacity for integrating unaffiliated volunteers.

9. **INFORMATION MANAGEMENT:** Clear, consistent, and timely communication is essential to successful management of unaffiliated volunteers. A variety of opportunities and messages should be utilized in order to educate the public, minimize confusion, and clarify expectations.

10. **CONSISTENT TERMINOLOGY:** When referring to volunteer involvement in emergency management, it is helpful to use consistent terminology. The following terms and definitions are recommended:

    **Affiliated volunteers** are attached to a recognized voluntary or nonprofit organization and are trained for specific disaster response activities. Their relationship with the organization precedes the immediate disaster, and they are invited by that organization to become involved in a particular aspect of emergency management.
Unaffiliated volunteers are not part of a recognized voluntary agency and often have no formal training in emergency response. They are not officially invited to become involved but are motivated by a sudden desire to help others in times of trouble. They come with a variety of skills. They may come from within the affected area or from outside the area (also known as: “convergent,” “emergent,” “walk-in,” or “spontaneous”).

Unit 2 Activity

Purpose: To develop solutions to several common barriers limiting organizations from building successful collaborative relationships.

Directions:

1. Working with other members in your table group, discuss the potential barrier assigned.
   • Determine whether it is applicable to organizations in your area.
   • If so, develop as many solutions as possible.
   • If it is not applicable, explore whether organizations in your area face additional potential barriers.

2. Prepare an easel chart with the key points from your discussion and be ready to give a brief report to the rest of the class.
Unit 3 Activity

The Message and Its Delivery: An Activity

To practice developing and delivering a message based on a scenario.

1. Read the scenario.
2. Working with other members of your group, answer the questions.
3. Record your answers on the easel and be prepared to report to the class.

SCENARIO

At 6:04 a.m., local and mutual aid fire and ambulance vehicles rushed to the scene of a huge fire engulfing the largest apartment building in your town. It took 125 firefighters more than 3 hours to bring the fire under control. Twenty-two apartments are consumed by the fire, meaning that 58 people are displaced. While the structure is not a total loss, it will take at least a year to rebuild.

Fortunately, the building manager roused all the residents so everyone evacuated. No one was seriously hurt during the evacuations.

Only one of the families has renter’s insurance; the rest are totally uninsured for their loss. Many have only the clothes in which they were sleeping, although a few of the families were able to rescue household pets and a few of their belongings.

By 9:15 a.m., the county American Red Cross has set up operations in a local church. They are providing 3 days of shelter for the displaced families in a local hotel but have warned local officials that they cannot provide money for housing beyond that date.
Since the first sirens sounded, dozens of people have walked to the scene to see what is happening. They are 3 blocks away because of the police barricade tape. Some are just gawking, but several are talking to each other about what they can do to help out.

The mayor has posted a notice about the fire requesting that all donations be dropped off at a local restaurant. Fortunately, he has gotten permission from the business owner before his announcement. However, he did not specify what was needed or when people were to drop off donations.

Simultaneously, and with all good intentions, one of the town commissioners announced on the same Website: “Please give all you can. We need donations for the fire victims from the apartment building tragedy this morning. Most of them have no family in the area to depend on and they have nothing left. Drop your donations at the fire station any time, day or night, and we will make sure the victims get what they need.”

**Questions/issues for this Unit to be addressed by the groups:**

- Develop a news release OR message map for the “response” to this scenario, given the conflicting messages sent by town officials. It should include your immediate “message” for donating goods vs. cash and your immediate need for volunteers.
  - Who will you coordinate this release with before you send it out?
  - Where and how will you disseminate the information?
- Are there any groups that will require a message specifically targeted: foreign-language communities, residents with access and functional needs, etc.?
- You have received calls from two neighboring communities asking if there is any message they should share with their residents about donating goods and volunteering for your emergency response that would be helpful to the overall effort.

**Stakeholder:**

**Question or Concern:**

<table>
<thead>
<tr>
<th>Key Message 1</th>
<th>Key Message 2</th>
<th>Key Message 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supporting Information 1-1</td>
<td>Supporting Information 2-1</td>
<td>Supporting Information 3-1</td>
</tr>
<tr>
<td>Supporting Information 1-2</td>
<td>Supporting Information 2-2</td>
<td>Supporting Information 3-2</td>
</tr>
<tr>
<td>Supporting Information 1-3</td>
<td>Supporting Information 2-3</td>
<td>Supporting Information 3-3</td>
</tr>
</tbody>
</table>
Unit 4 Activity

Purpose: To select warehouse space and accept donated goods that are needed based on the details of a scenario.

Directions:
• Review the scenario (in Unit 3).
• Read through the additional scenario information for this unit.
• Working with other members of your small group, answer the questions for Unit 4.
• Record your answers on the easel and be prepared to report to the class.

Additional Scenario Information:
The media message created in Unit 3 has been released. Between word-of-mouth about the fire, Tweets, blogs, local newspaper articles, and even a few TV news reports, many donors have been drawn to collect stuff from their own houses to donate.

Since the fire station is usually locked, town and area residents have started dropping off large green trash bags of donations at the local restaurant. The owner donated a 40’ x 20’ room to house the donations. After a day and a half, the room is full of green trash bags. Extra bags and boxes being dropped off are now being placed on the sidewalk. Two days later, the business owner says, “I’m tired of my restaurant looking like a garbage dump. You need to get that stuff out of here. I’ve got a party using that room in 2 days.”

Questions/issues for this Unit:
• Describe your process for finding space to be used for a new collection center in your town. How would you determine what product(s) are needed by the survivors? What stakeholders would you engage in these processes?

• Based on the scenario and additional information above, list the top 10 items on your immediate “needs list” of donated items and draft another press release/Tweet in which you address these specific needs.

• What groups in your town will you involve in collection center operations and in organizing the “green trash bags” in the restaurant?

• Would you encourage survivors to come to the collection center? If yes, why? If no, what mechanism(s) would you set up for distribution?

**Unit 5 Activity**

**Purpose:** To determine your role in the process of managing spontaneous volunteers.

**Directions:**

• Review the scenario (in Unit 3).

• Read through the additional scenario information for this unit.

• Working with other members of your small group, answer the questions for Unit 5.

• Record your answers on the easel and be prepared to report to the class.

**ADDITIONAL SCENARIO INFORMATION FOR THIS UNIT**

Even though a media message including information about volunteers was released in Unit 3, spontaneous unaffiliated volunteers are hanging around, wanting to help. At least 2 dozen people are milling around the burned out
apartment building, but no one is directing them. Over the next few days, others volunteer their services to help people left homeless by the fire. No one has a structured process in place for managing or coordinating the spontaneous volunteers.

Questions/issues for this Unit to be addressed by the group:

• Spontaneous volunteers will need to be coordinated. What key stakeholders from your community would you collaborate with and what would be their role?
• What tasks could these volunteers undertake?

Unit 6 Activity

Purpose: To determine the most efficient process for handling cash donations based on a scenario.

Directions:
• Review the scenario and read the additional information.
• Working with other members of your small group, answer the questions for Unit 6.
• Record your answers on the easel and be prepared to report to the class.

ADDITIONAL SCENARIO INFORMATION FOR THIS UNIT

Another message has been released in the local media about donated cash vs. donated goods. While the message is clear that cash is best, several voluntary organizations are each receiving funds. To date, there is no central accounting or
management. Rumors say there is more than $35,000 that has been collected just 4 days after the fire, but no one can verify that amount or state how it is being used.

**Questions/issues for this Unit to be addressed by the group:**

- What is the best way to handle this situation based on the particulars in your community? Would you put one group in charge of the cash? What process would you use to ensure that all survivors’ needs are being addressed?