

**Appendix 4
to
Annex T
Donations Management**

**DONATIONS
MANAGEMENT
OPERATIONS
GUIDE**

Comanche County, and Cities of Comanche & Gustine
03/05/08
Jurisdiction

DONATIONS MANAGEMENT

OPERATIONS GUIDE

1. This Guide is intended to provide information on donations management personnel and facilities and operating guidance for the donations management program. The Guide is Appendix 4 to the Donations Management Annex, but is published separately because it contains names, contact information, and facility data that change frequently.
2. In the pre-emergency phase, the Guide should be at least partially completed to provide contact information for the Donations Steering Group and other key donations personnel, to describe the functions to be performed by donations management operating units, to outline facility and equipment requirements for each unit, identify candidate facilities, and to describe the general operating process at each facility. In this phase, a Donations Coordinator should be appointed (include appointment letter in Tab A to this Guide) and Donations Steering Group members and key donations management personnel identified (complete Tabs B and C to this Guide). The Guide may be further developed during the pre-emergency phase; the Donations Coordinator should maintain it with the assistance of the Donations Steering Group. Copies will be provided to members of the Donations Steering Group, key donations management personnel, and the Emergency Management Coordinator.
3. When a disaster occurs, the Guide will be updated to identify specific facilities to be used in the donations management effort, to include staff rosters for each facility, and to include operating procedures developed for each facility. Tabs D through I should be completed during this phase. It is anticipated that the Guide will have to be regularly updated during the recovery phase to keep it current. Copies of the Guide will be distributed to members of the Donations Steering Group, key donations management personnel, the UnMet Needs Committee, and the Emergency Management Coordinator, and other local officials. Copies may also be distributed to those volunteer groups supporting local donations management operations.
4. Contents of this Guide include:

Tab A	Donations Coordinator – Sample Letter of Appointment
Tab B	Vacant
Tab C	Key Donations Management Personnel
Tab D	Vacant
Tab E	Donations Operations Office (DOO)
Tab F	Resources Staging Area (RSA)
Tab G	Phone Bank
Tab H	Distribution Points
Tab I	Volunteer Center
Tab J	Handling Cash Donations

DONATIONS COORDINATOR

APPOINTMENT

Effective this date, I have appointed John M. Weaver as the Donations Coordinator (DC) for the County. The above-designated individual will supervise the entire donations management program for Comanche County using both my guidance and the recommendations of the Donations Steering Group.

The DC will provide additional guidance, direction, and supervision to all functions of the County's donations management program which are activated during and after a major emergency or disaster and fall under the jurisdiction of this County.

The DC will additionally work closely and collaborate with all recognized voluntary agencies in the County that will be helping victims during and after a disaster.

This appointment will remain in force until terminated by either party.

County Judge

10 -22-2004
(Date)

Donation Steering Groupe Members

**Lisa Nelsony
673 S. Bowie
De Leon, Tx 76444
254 893 6540**

**Jim Adams
433 E Reynosa
De Leon, Tx 76444
254 893 3428**

**John Floyd
6150 Hwy 6
De Leon, Tx 76444
254 893 3777**

**Cled Heathgton
401 CR 496
De Leon, Tx 76444
254 893 5532**

**James Dudley
701 W. Wright
Comanche, Tx 76442
325 356 2048**

**Jimmy Gore
1010 E Central
Comanche, Tx 76442
325 356 5681**

**Gary Easley
Hwy 16 North
Comanche, Tx 76442
325 356 5263**

**Genell Stuteville
103 Berry St.
Gustine, Tx 76455
325 667 1067**

KEY DONATIONS MANAGEMENT PERSONNEL

1. **Donations Management Coordinator: John M. Weaver**
Agency Address:
Office Phone: 254 893 6837

2. **Asst. Donations Management Coordinator: Bobby Schuman**
Agency Address:
Office Phone: 254 893 2929

Vacant

DONATIONS OPERATIONS OFFICE (DOO)

1. Purpose

The Donations Operations Office is the primary function established to set up and operate the County's Donations Management program/system.

The DOO coordinates and collaborates with the volunteer agencies on the Donations Steering Group to set policy and establish donations management procedures.

The DOO performs as the liaison between the County's Emergency Operating Center (EOC) and the donations management operational entities/functions.

2. Facilities & Equipment

a. The Donations Operations Office should operate in a facility that is located, if at all possible, in proximity to both the County's EOC and the disaster area.

b. Typical equipment in the DOO would be:

- 1) Sufficient desks, tables, and chairs for staff personnel
- 2) A large conference room (for daily meetings of the Donations Steering Group)
- 3) Copier and facsimile machine
- 4) Sufficient phones for personnel
- 5) Computers (with Internet access) and printer
- 6) Break area with microwave, refrigerator, and sink

3. Staffing

See Attachment 1.

4. Operations

The DOO should accomplish the following:

- 1) Select which donations management facilities/functions will operate for the disaster
- 2) Work closely with local government officials on disaster-related activities
- 3) Facilitate regular meetings of the Donations Steering Group
- 4) Provide operational policy for the operational donations management facilities
- 5) Coordinate with the County EOC to assess donations needed/not needed, and to obtain the latest disaster-related information for relay to callers
- 6) Coordinate with the volunteer agencies to determine updated referral numbers and other key information
- 7) Ensure the County Financial Officer is dealing with the issue of cash donations (e.g., account number, check address, disbursement policies, etc.)
- 8) Work with the County Public Information Officer to prepare public service announcements and media pleas
- 9) Perform as the webmaster for the disaster web site, if one is established
- 10) Maintain updated records on all donations (e.g., cash, goods, and volunteers)

- 11) Operate as the initial Phone Bank if one is needed
- 12) Assist in coordinating transportation issues with the Resources Staging Area and Distribution Points
- 13) Assist in establishing an UnMet Needs Committee, if one is required
- 14) Prepare "letters of thanks" as appropriate

Attachment 1
Donations Operations Office Staffing

1. **DCO Supervisor**
Name: John M. Weaver

RESOURCES STAGING AREA (RSA)

1. Purpose

A Resources Staging Area (RSA) is established to receive, sort, organize, repackage if necessary, and temporarily stores donated goods and then transport them to Distribution Points where victims can pick them up. A regional RSA area may be established by the State to serve a group of affected communities. If a regional RSA area is established, volunteers from those communities that receive goods from the facility will normally participate in its operation.

2. Facilities & Equipment

a. General facility requirements are outlined below. Vacant warehouses and large stores are frequently used (see Attachment 1 for candidate facilities).

- 1) Sufficient space (50,000-100,000 square feet) with hard flooring (for forklifts)
- 2) Several loading docks
- 3) Heated/cooled storage and work areas and some type of office space
- 4) Refrigerated area for selected foods and medicines
- 5) Large, paved parking lot for numerous commercial trucks to maneuver and park
- 6) Adequate power
- 7) Security fencing with entry point and perimeter lighting

b. General equipment/supply requirements are:

- 1) Phone service
- 2) Adequate lighting for work areas
- 3) Sufficient desks and chairs
- 4) Long (raised to chest-height) tables for sorting and packaging incoming goods
- 5) Packaging materials (e.g., special cartons, binding tape, shrink-wrap, steel bands with binder, etc.)
- 6) Drinking water and restrooms
- 7) Copier and fax machine
- 8) Computers (with Internet access) and printer
- 9) Pallet jacks
- 10) Forklifts (electric or natural gas if used inside closed building)
- 11) Medium-sized (bread) trucks with an elevator lift if possible, for transporting goods from the RSA to distribution facilities
- 12) Designated area/location for fueling distribution trucks (e.g., government facility)

Note: If volunteer workers will be living at the facility, then showers, a food preparation/dining area, and a separate sleeping area are desirable.

3. Staffing

See Attachment 2.

4. Operations

a. Pre-emergency Phase:

- 1) Identify facilities in the local area that could serve as an RSA.
- 2) Keep current telephone numbers of the lessors/realtors/owners that could provide the status of applicable facilities.
- 3) Develop a method for determining the availability status of a potential facility in the event a disaster has occurred or is occurring.

b. Set-Up:

- 1) Locate an available facility and obtain authority/permission for its use.
- 2) Equip the facility (basic requirements are outlined above).

c. Develop guidelines for:

- 1) Obtaining and recording costs for fuel used in distribution trucks
- 2) Ensuring proper certifications for drivers of all RSA-associated trucks
- 3) Ensuring proper training of forklift operators
- 4) Recording the receipt, storage, and distribution/disposition of donated goods
- 5) Training, maintaining the status of, and assigning jobs to volunteer workers

**Attachment 1
Proposed Resources Staging Areas**

1. Proposed RSA 1: Comanche City/County Airport

Manager Fred Bookout

Address: 301 Industrial Blvd. Comanche, Tx 76442

Office Phone: 325 356 2175 :

:

2. Local Real Estate Agents Handling Commercial Real Estate:

Name: Central Texas Realty

Point of Contact: Robert Merworth

Phone: 325 356 5285

Name:

Point of Contact:

Phone:

6. Local Office of Economic Development and/or Chamber of Commerce:

Name: Comanche Chamber of Commerce

Point of Contact: Darlene Causey

Phone: 325 356 3233

Attachment 2
Resources Staging Area Staff

1. **Equipment Unit Manager: Fred Bookout**
Address: 301 Industrial Blvd. Comanche, Tx 76442
Office Phone: 325 356 2175

PHONE BANK

1. Purpose

- a. To provide the capability to handle a large number of phone calls during and after a disaster from donors and other persons that are overloading emergency operations center (EOC) capabilities.
- b. Calls can generally be classed into four types:
 - 1) Donors providing a donation, starting a “drive,” or wanting to know how best to donate
 - 2) Vendors wanting to provide services or materials at a reduced cost to the disaster victims
 - 3) Drivers, en route to the disaster area, desiring to know where they should deliver their cargo, who will off-load it, etc.
 - 4) Persons, including disaster victims, seeking disaster-related information

2. Facilities & Equipment

See Attachment 1.

3. Staffing

See Attachment 2.

4. Operations

- a. Set-Up
 - 1) Locate the building/room(s) for the Phone Bank.
 - 2) Obtain an “800” toll free number.
 - 3) Obtain the appropriate number of incoming and outgoing phone lines (if they are not the same) based on the numbers of incoming calls anticipated and the types of outgoing calls to be made.
 - 4) Obtain corresponding switching equipment so incoming calls can be distributed equally.
 - 5) Obtain appropriate answering equipment (phone instruments, headsets, etc.).
 - 6) Obtain appropriate furniture for operators (desks, chairs, cubicles, etc.).
 - 7) Select and train personnel.
 - 8) Designate an area or room from which the Donations Steering Group can operate.
 - 9) Prepare complete donations-related Phone Operator Guides with referral numbers.
 - 10) Prepare training agenda and conduct training as appropriate.
- b. Operations
 - 1) Alert pre-certified phone operator volunteers for duty; obtain additional volunteers or paid personnel.
 - 2) Prepare duty times and schedules (based on anticipate incoming calls).

- 3) Consider security of workers (especially at night).
- 4) Consider accommodations for disabled workers.
- 5) Consider parking accessibility (especially at night and for older or disabled workers).
- 6) Prepare a phone recording device on the 800 line for responding to donors during non-operational hours.
- 7) Record donations-related information:
 - a) A listing of donations offered
 - b) Information on donors
 - c) Donations referrals
 - d) An updated resources database derived from vendors
 - e) Thank You Letters sent
- 8) Prepare procedures for dealing with donations collection and transportation issues such as steering donor “drives” to be more productive, assisting truck drivers en route in finding the donations drop-off point, etc.

Attachment 1
Proposed Phone Bank Locations

1. **Proposed Phone Bank 1: Comanche County Telephone Co.**
Manager: Perry Jordan: 254 893 2003

**Attachment 2
Phone Bank Staffing**

1. Operations Unit Manager: None at this time

Address:

Office Phone:

Cell:

Pager:

Fax:

E-mail Address:

DISTRIBUTION POINTS

1. Purpose

- a. Distribution Points are locations where disaster victims pick up donated goods, materials, and supplies, etc. after a disaster strikes.
- b. The Donations Coordinator (or designee) should work closely with the applicable voluntary agencies to determine where exactly these distribution points will be.
- c. In the event that a distribution site is not established, then the (County/City) will need to establish one to distribute any goods received.

2. Facilities, Equipment, & Supplies

See Attachment 1.

3. Staffing

These facilities are generally operated by either local community-based organizations or nationally-recognized voluntary organizations and agencies. These voluntary organizations will initially use their own trained personnel for distribution operations and solicit volunteers from the community and other sources to assist as needed.

4. Operations

- a. Since local distribution operations are generally conducted by the volunteer agencies, the procedures for such operations would be the ones already used by the particular agency operating the distribution point (e.g., The Salvation Army, the American Red Cross, the Adventist Community Services, etc.).
- b. The Adventist Community Services has special expertise in managing, handling, sorting, storing, and distributing large volumes of donated goods, especially those that may not have been requested. Coordination with that agency for assistance is encouraged.

**Attachment 1
Distribution Point Locations**

- 1. Proposed Distribution Point: Comanche County Airport**
Agency in charge: Airport Authority
Site Manager: Fred Bookout
Address: 301 Industrial Blvd
Office Phone: 325 356 2175

VOLUNTEER CENTER

1. Purpose

- a. The Volunteer Center is a facility where spontaneous, emergent, or unaffiliated volunteers are assembled and assigned tasks to assist the disaster victims or the community as a whole.
- b. The Volunteer Center performs several functions, including:
 - 1) Task Identification – Determining exactly what needs to be done and the types of individuals and services needed to do the job.
 - 2) Registration – Identifying volunteers and checking their background, skills, credentials, and providing appropriate identification badges.
 - 3) Dispatch – Matching jobs with skills and directing volunteers where to go to complete the needed task(s).
 - 4) Communications – Working between the Volunteer Center and disaster scene operations to ensure volunteers are being used effectively.
 - 5) Support – Established to provide food, water, lodging, transportation, first aid, and appropriate tools (shovels, chainsaws, gloves, back braces, etc.) to assist volunteer disaster workers.

2. Facilities & Equipment

Pre-Emergency Planning

- 1) Determine potential locations for the Center (civic center, churches, recreation centers). If possible, the facility should have:
 - a) An office area
 - b) A kitchen, dining area, and restroom facilities
 - c) A sufficient parking area for large numbers of people arriving in cars, vans, trucks, buses, etc.
- 2) Make arrangements in advance to use suitable facilities. See Attachment 1 for a list of candidate facilities.
- 3) Identify nearby sources of potential volunteer workers. See Attachment 3.

3. Staffing

See Attachment 2.

4. Operations

- a. Facility Set-Up. Obtain the following in the event the Volunteer Center is activated:
 - 1) Sufficient phone lines and phone instruments to conduct volunteer operations, and sufficient furniture, desks, chairs, etc. to accommodate workers and staff
 - 2) Copier and fax machine

- 3) Computers (with Internet access) and appropriate printer
- 4) Capability to produce security access badges
- 5) Tools with appropriate markings to preclude theft
- 6) Vehicles (vans, buses, etc.) to transport volunteer workers to and from the Volunteer Center and the work sites
- 7) Temporary floor coverings (plastic, etc.) for protecting the high traffic areas in the event the Volunteer Center is located in a special-use building (e.g., church, etc.)

b. Facility Operation

- 1) An Administrative function to in-process volunteer workers; to determine their job interests, skills, and certifications; to issue security badges; etc.
- 2) A Dispatch function to catalog what jobs exist, to match the volunteer workers with the appropriate tasks to be accomplished, and to issue appropriate tools for the job (e.g., gloves, saws, brooms, rakes, shovels, etc.)
- 3) A Support function to provide meals, drinks, etc. for the workers both at the Volunteer Center and their workplaces

**Attachment 1
Volunteer Center Locations**

1. **Proposed Site 1: Comanche High School**
Name of Manager Rick Howard
Address: 1414 N Austin Comanche, Tx 76442
Office Phone: 325 356 2727 Fax: 325 356 2312
E-mail Address: rhoward@Comancheisd.net

2. **Proposed Site 2: Comanche City/County Airport**
Manager : Fred Bookout
Address: 301 Industrial Blvd. Comanche, Tx 76442
Office Phone: 325 356 2175 :

**Attachment 2
Volunteer Center Staffing**

Site Manager Contact: Ruth Shugart
Address: 1800 Hwy 2318 De Leon, Tx 76444
Office Phone: 254 893 3809

Alternate Site Manager Contact: Kerry Dudley
Address: Comanche, Tx 76442

**Attachment 3
Potential Sources of Volunteer Workers**

Name of Organization: Lions Club
Point of Contact: Comanche, Tx 76442

Name of Organization: Kiwanas Club
Point of Contact: Comanche, Tx 76442

HANDLING CASH DONATIONS

1. Cash donations are frequently the best type of donation since the money received can easily be used by the recipient organization to assist disaster victims in purchasing goods and clothing, obtaining transportation, repairing their home, etc.
2. Donors should be encouraged to contribute cash, not to the county, but rather to the local community-based organizations or the voluntary disaster relief agencies, Texas Baptist Men, United Methodist Committee on Relief (UMCOR), and others.
3. Cash donations should generally not be accepted by the County since the management of donated disaster funds by the government often turns to be a “lose-lose” proposition in that the disbursement of these funds can rarely, if ever, be carried out in an equitable manner that is sufficient to satisfy all the recipients and non-recipients.
4. If, however, unsolicited funds are received and accepted (i.e., not returned) by the County, then the subsequent steps should be followed:
 - a. A separate bank account with an appropriate account number should be established.
 - b. Persons, corporations, organizations, etc. wishing to donate cash should know exactly who to make the check out to, the appropriate address to which the check should be sent, and any other information needing to be written on the check to validate and enhance its processing.
 - c. The same applies to other forms of donated securities such as stocks, bonds, etc.
 - d. Procedures should be written to clearly show:
 - 1) How the account will be managed.
 - 2) Who will establish and maintain the account.
 - 3) Under what authority.
 - 4) Who will give the approval to the bank account managers for disbursement.
 - 5) What will be the exact process used to authorize disbursement.
 - 6) By what method is the payment made (two-party check, etc.).
 - e. The person(s) authorized to disburse the funds should be a neutral party and not associated with the recipients, the government, or any other person or entity that could prejudice the disbursement of monies or otherwise indicate impropriety.

