

RESOLUTION 69-2025
TO ADOPT A RESOURCE MANAGEMENT AND LOGISTICS PLAN

WHEREAS, the Board of County Commissioners has determined that it would be desirable to have a County Resource Management and Logistics plan to formalize the current county policy so that all elected officials, employees, appointees and department heads are duly advised of the County's position of their rights / obligations and understand the parameters of the aforementioned policy; and

WHEREAS, this policy is required for Washington County Emergency Management; and

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF WASHINGTON COUNTY, as follows:

1. The Board of County Commissioners hereby determines to adopt the following policy listed in attachment 69A.
2. Said policy changes shall become effective immediately.

The foregoing Resolution was presented at a regular meeting of the Washington County Commissioners held on the 23rd day of December 2025 by Commissioner Ramey who moved its adoption. The motion was seconded by Commissioner Ward and on roll call vote, all votes being yes, the resolution was adopted.

Attest: Anne Kuntz



The seal is circular with a double-line border. The outer ring contains the text "WASHINGTON COUNTY" at the top and "COLORADO" at the bottom. The inner circle contains the word "SEAL" at the top, the year "1887" in the center, and "ORGANIZED" at the bottom.

Gisele Jefferson
Chairman

Brandy Ward
Commissioner

Scott H Ramey
Commissioner

Resource Management and Logistics Plan

Washington County



Emergency Management

2025

Record of changes

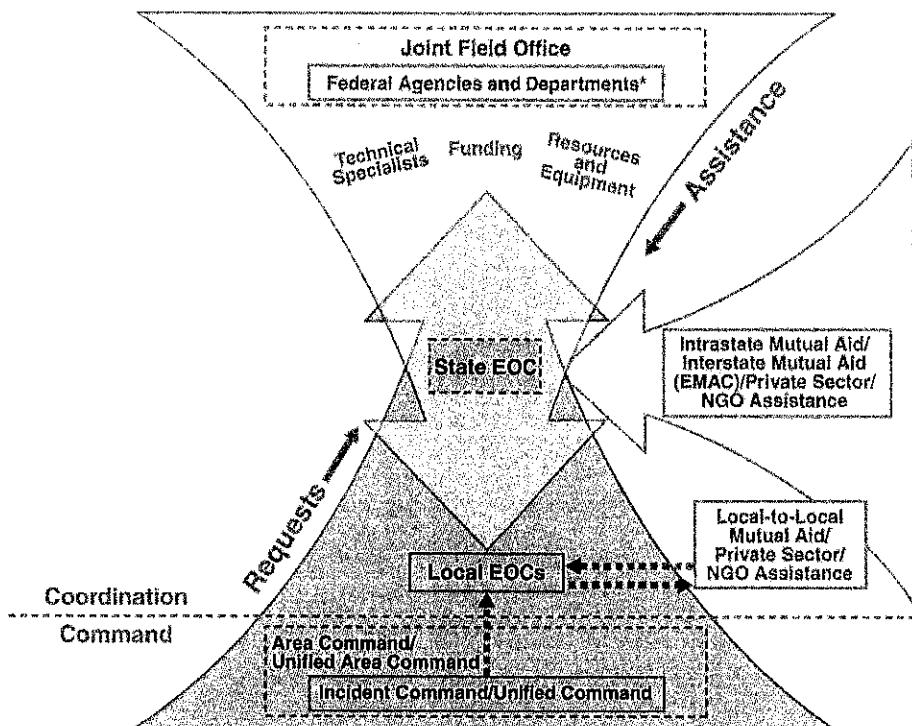
PURPOSE:

This plan describes the resource management processes and functions that support the county's emergency response and recovery operations. It describes the capabilities, process and procedures, and resources available to support the emergency response and recovery efforts, and as part of the Emergency Operations Plan (EOP) and is designed for all-hazard use.

BACKGROUND:

The Logistics Section inside the Emergency Operations Center (EOC) will order and manage resources not typically managed through dispatch centers. The activation and deactivation of emergency response procedures, including this guide will be in accordance with the Washington County Emergency Operations Plan (EOP).

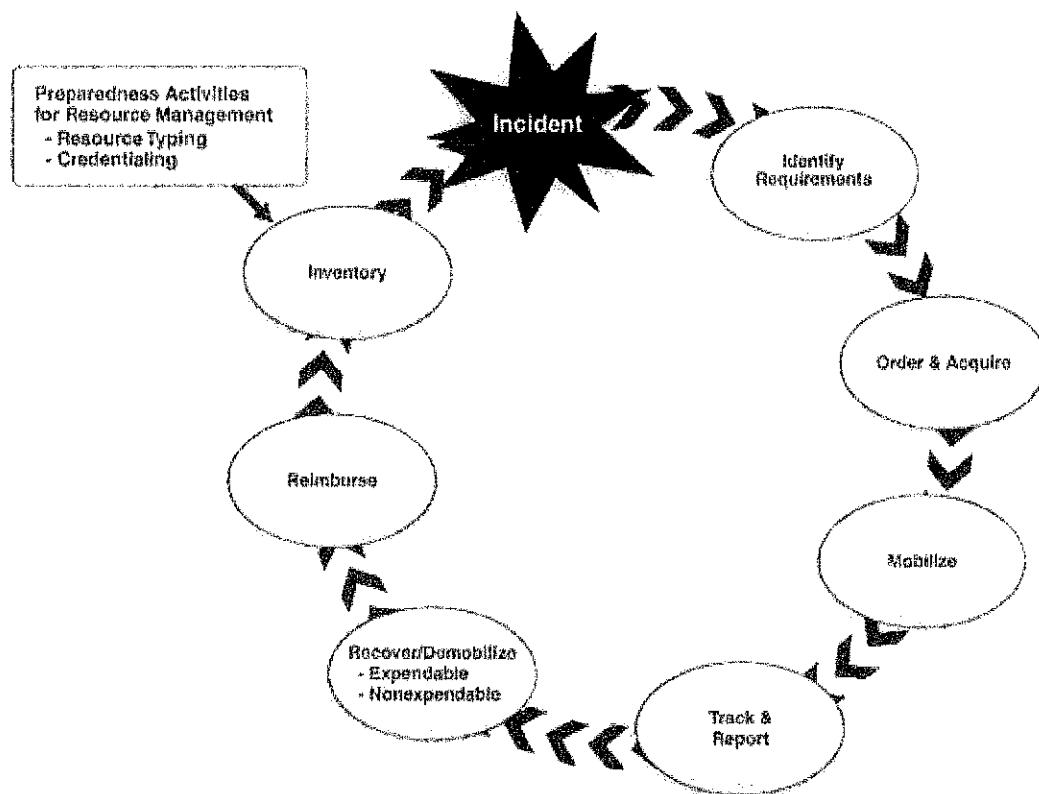
Emergencies and disasters are typically handled at the lowest jurisdictional level with defined escalation processes as required. Response levels and basic sequence of actions before, during and after an incident are outlined in the Washington County EOP. Effective resource management during an incident response is critical to successful operations. However, resource management does not begin and end with disaster response and recovery. As described in this guide, resource management is a continuous process that never ends.



Resource requirements are fluid and need close coordination between response agencies at all levels. Coordination must be done before, during and after the incident response. Effective resource

management requires the development of resource strategies that include a resource assessment (pre-incident, during and post-incident) and gap analysis.

As depicted in NIMS, resource management is a continuing cycle involving various processes. The following chart depicts the continuing cycle of resource management.



CONCEPT OF OPERATIONS:

Washington County's Office of Emergency Management (OEM) is the primary agency responsible for Logistics and Resource Management. OEM maintains the resource management system that includes objectives and procedures that address the identification, location, acquisition, storage, maintenance and testing, timely distribution, and accounting of resources to address the hazards identified by the jurisdiction. The ESF 7 Logistics Section within the County's EOC has overall responsibility for resource management to local response.

The resource management system includes procedures that address the following:

1. Mobilizing resources prior to and during an emergency
2. Dispatching resources prior to and during an emergency
3. Demobilizing or recalling resources during and after an emergency

INFORMATION MANAGEMENT SYSTEMS:

Microsoft Excel and fillable ICS forms are the primary information management system(s) used in the Emergency Operations Center (EOC) for ordering and tracking of local resources, mutual aid, and

state/federal resource requests. These are platforms accessible through local computers or any form of internet connection, and are locally hosted on the computers used in the EOC.

Web-EOC is used to request resources from the state EOC. This is a cloud based platform accessed from any internet connection. It is a secure cloud based platform and hosted on redundant servers located around the country. In the event that Web-EOC should encounter an error causing inability of use, Washington County OEM maintains its previous information management system (Excel Spreadsheet) in redundancy. For training consistency and continuity, process/procedures for ordering and tracking resources in Excel are the same as with Web-EOC. Should both systems become inoperable, resource requests / tracking will be accomplished through the use of paper 213-RR forms.

RESOURCE MANAGEMENT PROCEDURES:

A set of procedures is necessary for the effective operation of a resource management system. These procedures are identified as a guide for the resource management process, have been developed to be adaptable, and to address the resource needs of all hazards identified in the Emergency Operations Plan (EOP).

IDENTIFYING RESOURCE REQUIREMENTS:

Identifying resource requirements means knowing the following:

- What and how much is needed?
- Where and when it is needed?
- Who will be receiving or using it?

Prior to an emergency, resource requirements for identified hazards are determined through the planning process, including development of operational plans and resource gap analysis. During an emergency, Emergency Support Function (ESF) representatives in the EOC communicate resource needs from the field to the Logistics Section. Resource requirements are further determined through the Incident Action Planning process to support incident objectives.

RESOURCE GAP ANALYSIS:

A resource gap analysis is conducted to assist in identifying shortfalls of available resources for disaster operations. This gap analysis covers all hazards identified in the EOP, and addresses current resource capability, a determination of the resources required for each hazard, and subsequent resource gaps. Methods of fulfilling resource gaps are identified in the gap analysis and fulfillment is prioritized based on the associated hazard risk rating for each hazard, consistent with the Northeast Regional Hazard Mitigation Plan (HMP).

The resource gap analysis is updated/revised on an annual basis. It is listed within and follows the method and schedule for evaluation and revision outlined in the Plan Maintenance Section of the EOP.

RESOURCE MANAGEMENT OBJECTIVES:

WASHINGTON COUNTY RESOURCE MANAGEMENT AND LOGISTICS PLAN

A set of objectives have been developed to help guide the resource management process. These objectives are identified through the resource gap analysis process:

- Maintain a resource inventory capable of responding to immediate life safety needs for identified hazards.
- Ensure resources are maintained in a deployment ready state through established testing and maintenance procedures.
- Identify resource gaps through a periodic resource gap analysis associated with identified hazards.
- Fulfill resource gaps through all identified and available means, prioritized by hazard risk.
- Maintain a resource management system which is capable of requesting, mobilizing, tracking, and demobilizing resources.

MAINTENANCE / TESTING OF RESOURCES:

1. Washington County departments/divisions track due dates for scheduled preventative maintenance (PM) and testing of their resources.
2. Preventative Maintenance schedules will vary by resource type.
3. Service Techs will follow an equipment and PM schedule checklist specific for each type of resource for maintenance/testing.
4. All maintenance/testing/service logs will be generated and maintained by the departments/divisions.
5. Costs of service for each work order will be recorded against the acquisition cost of the resource to provide an up-to date cost of ownership for each resource, which is tracked by the department/division with ownership.

STORING / STAGING RESOURCES:

1. On a day-to-day basis, resources used during an emergency will be stored in the areas designated by each Department/Division for their respective inventories (example: emergency shelter supplies are stored in the Events Center).
2. Prior to and during an emergency, resources ordered through the Logistics Section (that are not sent directly to the point of use) will be sent to a designated staging area(s).
3. Staging areas will be determined based on incident need and the type of emergency.
4. When a resource ordered through the Logistics Section arrives at the staging area, a staging area manager will report back to the Logistics Section for resource accountability.
5. Resources in staging will be indicated with an "In Staging" status, and available for dispatch/deployment.

ACCOUNTING FOR RESOURCES:

In accordance with Washington County Accounting Policy for purchasing and asset management procedures, all resource (property) assets with an original cost or value or cost of \$1,000.00 or more, will require Board of County Commissioner approval before purchase, and a will be recorded on the county fixed asset inventory as a "Capital Purchase".

Assisted by the Chief Finance Officer, each Department/Division will conduct an annual inventory of the resources (property) in their custody. Department Directors will be named custodian with assigned responsibility of the resources.

REQUESTING, LOCATING AND ACQUIRING RESOURCES:

Those resources needed, that are outside of normal inter-department use and dispatch, will typically be requested from the field through the ESF representatives to the Logistics Section. If the resource is not available at the County level, through purchase/contract or mutual aid, the County may request resource assistance from the State EOC through the 213-RR form in Web-EOC.

Colorado Revised Statutes § 24-33.5-705.4:

The general assembly hereby finds, determines, and declares that the statewide all-hazards resource mobilization system, which provides for efficient mobilizing, tracking, allocating, and demobilizing of emergency and disaster resources and ensures that a requesting unit of government receives proper equipment and qualified personnel, is necessary to provide resources to any emergency incident beyond local capabilities and thus necessary to protect life, property, the environment, and cultural and economic resources. The general assembly further finds and declares that the need to ensure that the state is adequately prepared and able to address large-scale emergencies and disasters requires a mechanism to reimburse state agencies, tribal governments, and local jurisdictions that respond to requests for help from other jurisdictions in times of need.

The Logistics Section will coordinate resource order flow through the Web-EOC Resource Request board. Any Emergency Support Function (ESF), municipality, or supporting agency responding to a disaster or emergency in Washington County can submit resource requests through the Web-EOC system. Resource requests placed into the Web-EOC system will be prioritized, tracked, and accounted for and are subject to any and all requirements of the incident objectives, Washington County, and/or State and Federal partners.

Order Flow

All resource requests will be submitted to the Logistics Section through an electronic fillable 213-RR form and triaged / prioritized based on incident objectives and the following criteria:

- Life Safety
- Property Protection
- Financial Impact

The procedures for requesting a resource, locating the resource, and or acquiring the resource are as follows:

Resource Request:

1. Resource requests will be communicated from the field to the respective ESF representative in the EOC.
2. The ESF representative will ensure detailed information is collected from the field representative to include:

- a. What and how much is needed?
 - b. Where and when is it needed?
 - c. Who will be receiving or using it?
3. The ESF representative will input this information into the 213-RR form following the format and requirements indicated in the form.
4. Logistics Section staff will triage / prioritize incoming resource requests for action based on afore mentioned criteria.
5. The Logistics Section will follow up with the ESF representative or on-scene / field contact for confirmation and or clarification of any missing or unclear request details.

Locating Resources:

1. The Logistics Section will first attempt to fulfill the resource request locally through identification of resource details, matched against existing county inventories.
2. If a resource is available under existing inventories, the mobilization process will begin.
3. If no resource is available under existing inventories, fulfillment will be attempted under purchase / contract (acquisition) or mutual aid.
4. If a resource cannot be located / acquired through the above processes, the Logistics Section may request the resource from the State Logistics Section through the State Mission Board in Web-EOC.

Acquiring Resources:

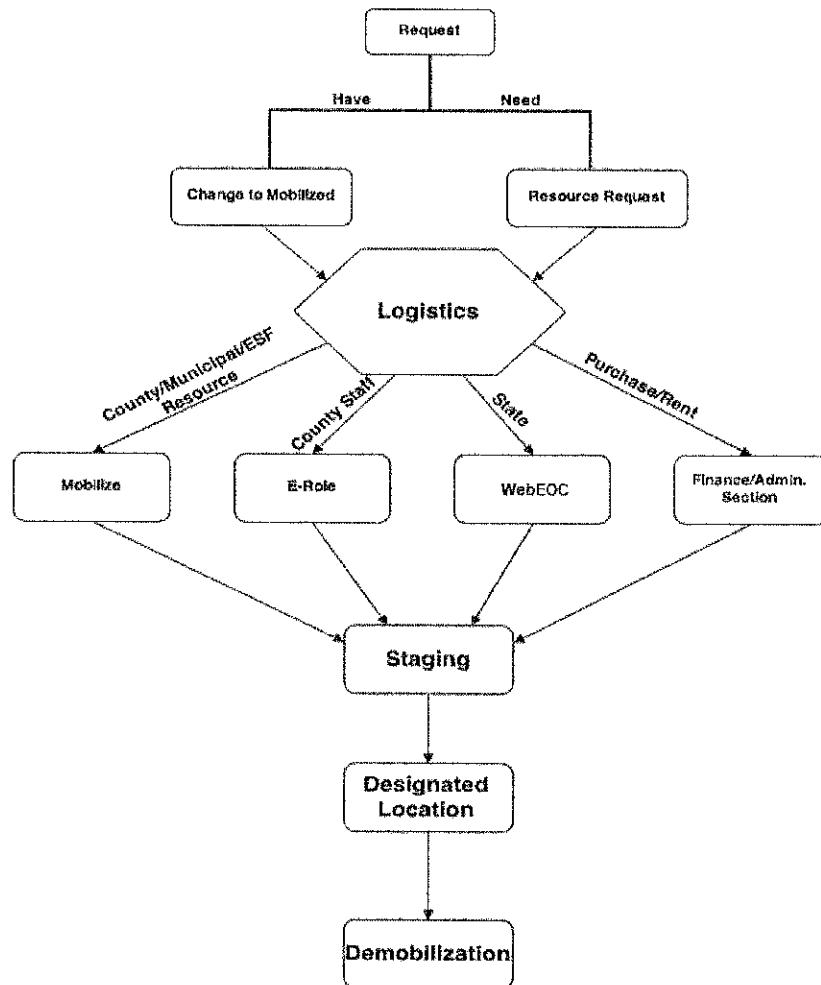
1. If a resource request cannot be fulfilled locally through existing inventories or mutual aid, it will be referred / assigned to the Finance Section for action.
2. The Finance Section will follow existing contract and or emergency procurement policies to attempt to fulfill the resource request.
3. If a resource is fulfilled through acquisition, it will then be referred/assigned back to the Logistics Section for further assignment / dispatch.

Emergency Procurement Policy:

Washington County is responsible for the policies, procedures, and utilization of emergency procurement processes when the resource is acquired via the Washington County EOC. Emergency resource requests, tracking, and recovery will be documented using an Emergency Procurement Form and a Resource Request.

Any resource(s) acquired directly by an agency or municipality will be subject to that agency's / municipality's policies, and they will be responsible for costs associated with the acquisition of the resource(s).

The flow chart below illustrates the resource request process:



MOBILIZE / DISTRIBUTE / DISPATCH RESOURCES

Once a resource is requested and located, the Logistics Section begins the mobilization, distribution, and dispatch process. Procedures for these processes prior to and during an emergency are as follows:

Mobilizing Resources:

1. When a resource is located under local inventory, the Logistics Section will coordinate with either the ESF representative or the field representative from the Department/Division under which the resource is inventoried for mobilization.
2. The Logistics Section will communicate the intended use of the resource, expected duration of use, receiving instructions, and any additional details necessary.
3. The field personnel will ready the resource for transportation / dispatch.

WASHINGTON COUNTY RESOURCE MANAGEMENT AND LOGISTICS PLAN

4. When a resource is located through acquisition, mutual aid, or State Mission Request, the logistics section will coordinate with the point of contact for the providing entity to ensure resource mobilization includes preparation for intended use, expected duration of use, location for delivery, and receiving instructions.

Allocating / Distributing Resources:

Resources for emergency/disaster operations are not unlimited. Determinations of resource allocation/distribution is a process that involves coordination among Command, Operations Section, Planning Section, and the Logistics Section based on requirements of incident objectives and available resources. Further, these determinations will be driven by the priorities of Life Safety, Property Protection, and Financial Impact. Procedures for determination and allocation/distribution are as follows:

1. The Logistics Section Chief will coordinate with Command, Operations Section and Planning Section to determine allocation / distribution priorities for available resources.
2. The Logistics Section will work to fulfill Resource Requests utilizing these set priorities, filling the highest priority requests first.
3. Competing Resource Requests that are a lower priority, but are still valid requests, will be placed in the status of "On Hold" and the requestor will be notified of the expected fulfillment timeframe.

Dispatching Resources:

1. After a resource has been located and is being readied for transport / dispatch, the Logistics Section will work to determine transport method and responsibility.
2. If it is a locally fulfilled resource, the Logistics Section will coordinate with the appropriate ESF representative to provide transport of the resource.
3. Transportation details will include what is to be transported, specific requirements, where it is to be transported, when it is expected, who will receive and how the resource will be received.
4. The Resource Request will then be assigned to the ESF responsible for transport.
5. After Resource Request assignment, it becomes the responsibility of the respective ESF representative to update the status of the resource.

TRACKING AND REPORTING:

Resources must be tracked continually from mobilization through demobilization. Resource tracking and reporting for resources requested through the Logistics Section will be accomplished using the Web-EOC Resource Request board. For Resource Requests that have been assigned to an ESF by the Logistics Section, it is the responsibility of the respective ESF representative to update the status of the request/resource. The Logistics Section will maintain overall responsibility for ensuring resource statuses are updated and resources are tracked throughout the process until demobilization to home base. Santa Rosa County utilizes various inventory databases across the County. Each department tracks and manages its own resources daily. For resources moved inter-department, and not requested through the Logistics Section, the normal process for database dispatch and tracking will be followed by each respective Department / Division.

DEMOBILIZATION:

Demobilization is the orderly, safe, and efficient return of an incident resource (personnel, teams, facilities, equipment and/or supplies) to its original location and status. Demobilization is a function of the Logistics Section of the EOC. Demobilization will be in accordance with the Demobilization Plan developed in accordance with the Incident Action Plans (IAP).

The Demobilization Plan will define the provisions for when resources may be demobilized, the return of resources to their original location and status and notification of demobilization to resource providers. Demobilization plans will include the documentation of transportation and travel of resources and any costs associated with the resource deployment.

All resources non-locally acquired which are demobilized will need to fill out the Washington County Demobilization Form located in the Demobilization Plan. This form will ensure resources are returned to the home agency in the same condition or better.

The County's Demobilization Plan is attached to the back of this document for reference (Appendix A).

REIMBURSEMENT:

Reimbursement provides a mechanism to recoup funds expended for incident specific activities. Reimbursement processes play an important role in establishing and maintaining the readiness of resources and should be in place to ensure resource providers are reimbursed in a timely manner. All reimbursement processes and procedures will be administered by Washington County's Chief Financial Officer.

GENERAL RESOURCE STRATEGIES:

Personnel

Temporary reassignment of full-time employees to disaster specific positions is one of the key strategies utilized through the County's Emergency Staffing Policy. The Office of Emergency Management is authorized by ordinance to task other county agencies for personnel upon a disaster declaration. As needed, temporary staff will be acquired to meet shortages which cannot be filled by volunteers and county temporary employees. Emergency management personnel may be acquired via intra-state and inter-state mutual aid should the experience/skills not be available within the jurisdiction. Accepting and managing solicited and unsolicited volunteers and services is discussed further in Appendix B Volunteers and Donations.

Equipment

Washington County Departments will maintain a current listing of emergency response resources and vendor agreements to enable quick logistical response. County owned equipment will be secured via tasking to county department representatives. Equipment available via mutual aid agreements may be tasked by the county to support other local jurisdictions. Commercial equipment may be procured when government owned resources are not available. Commercial items will normally be rented/leased unless cost-beneficial to purchase. Donated goods, materials, and facilities will be processed through ESF 15.

WASHINGTON COUNTY RESOURCE MANAGEMENT AND LOGISTICS PLAN

Accepting and managing solicited and unsolicited donations is discussed further in Appendix B: Volunteers and Donations.

MUTUAL AID AGREEMENTS:

In accordance with Colo. Rev. Stat. § 24-33.5-713

Political subdivisions not participating in interjurisdictional arrangements pursuant to this part 7 nevertheless shall be encouraged and assisted by the office of emergency management to conclude suitable arrangements for furnishing mutual aid in coping with disasters. The arrangements shall include provision of aid by persons and units in public employ. In passing upon local disaster plans, the governor shall consider whether such plans contain adequate provisions for the rendering and receipt of mutual aid.

Washington County is a participant in several mutual aid agreements to provide varying levels of services and support to emergency incidents. OEM maintains and renews disaster mutual aid agreements, reporting such agreements to the Colorado Division of Homeland Security and Emergency Management where applicable.

MEMORANDA OF UNDERSTANDING / DISASTER CONTRACTS

Washington County maintains memoranda of understanding (MOU's) and disaster contracts to provide resources during times of disaster should local resource capacity be insufficient. These MOU's / contracts are maintained by OEM and Procurement Administration and are reviewed annually for currency and applicability.

Appendix A: Demobilization Plan

This document serves to provide a demobilization plan which will allow the safe and efficient release and return of resources and personnel to their home locations. No resources are authorized to demobilize without following the procedures put in place by this plan, or unless otherwise authorized by incident management.

The Planning Section Chief will ensure the Demobilization Unit acts in accordance to the plan once it is approved by Unified Command. Resources that are no longer needed for the incident will be released as soon as practically possible. A demobilization check-out form will be used to facilitate the process and provide resource accountability for the release of equipment and personnel.

PERSONNEL

Teams or other operational units may be demobilized as a single entity.

- The group leader will have full responsibility for the safe return of all group members
- Participate in debriefing with incoming team
- The group leader should make certain all tasks of team members have been transferred

Personnel that reported as an individual must be demobilized as an individual

All assigned tasks should be completed or transferred before departure

Report to assigned departure point slightly ahead of their scheduled demobilization time

Personnel will be released as "first in, first out" or as the incident dictates their needs

Check in issued equipment such as radios, computers, trucks, etc.

Complete demobilization check-out form and procedures

Issue the proper change of command

Brief and evaluate subordinates before release

Be screened for incident related stress

Verify proper rest for travel safety

Notify home base of return schedule

Identify modes of travel

Be evaluated for fatigue and necessary sleep if driving to their home base.

EQUIPMENT

Inspected for damage before release

Restock all equipment to operational levels (or request order to replace equipment)

If decontamination is required, proper procedures will be followed

Any rented equipment will be cleaned and restocked before return to its agency

Resources that require transportation to another location will coordinate with Logistics

RESPONSIBILITIES: COMMAND

Approve the demobilization plan and the release of resources

OPERATION SECTION CHIEF

Identify equipment or personnel that may be released

Report to the Planning Section Chief and Logistics Section Chief for demobilization

PLANNING SECTION CHIEF

- Initiate and implement the demobilization plan
- Coordinate with the Operations Section Chief to ensure demobilization does not interfere with incident operations
- Gather personnel to implement the demobilization plan
- Identify a demobilization location
- Ensure the demobilization unit has proper documentation
- Give ETA's to the Logistics Section for equipment and personnel to reach their home bases

LOGISTICS SECTION CHIEF

- Obtain a list of equipment or personnel that may be demobilized
- Report to Planning Section Chief any issued equipment from the personnel
- Provide transportation for demobilized units
- Ensure proper documentation and inspection of vehicles and resources

FINANCE SECTION CHIEF

- Identify surplus equipment or personnel that may be demobilized
- Report that equipment to Planning Section Chief
- Track all cost estimates and property damage/loss
- Coordinate financial documentation, invoices, etc.

DEMOBILIZATION UNIT

- Obtain list of equipment and/or personnel to be demobilized
- Obtain documentation and inspection of vehicles and resources
- Identify demobilization location
- Establish inspection for equipment
- Retrieve all issued equipment

SAFETY

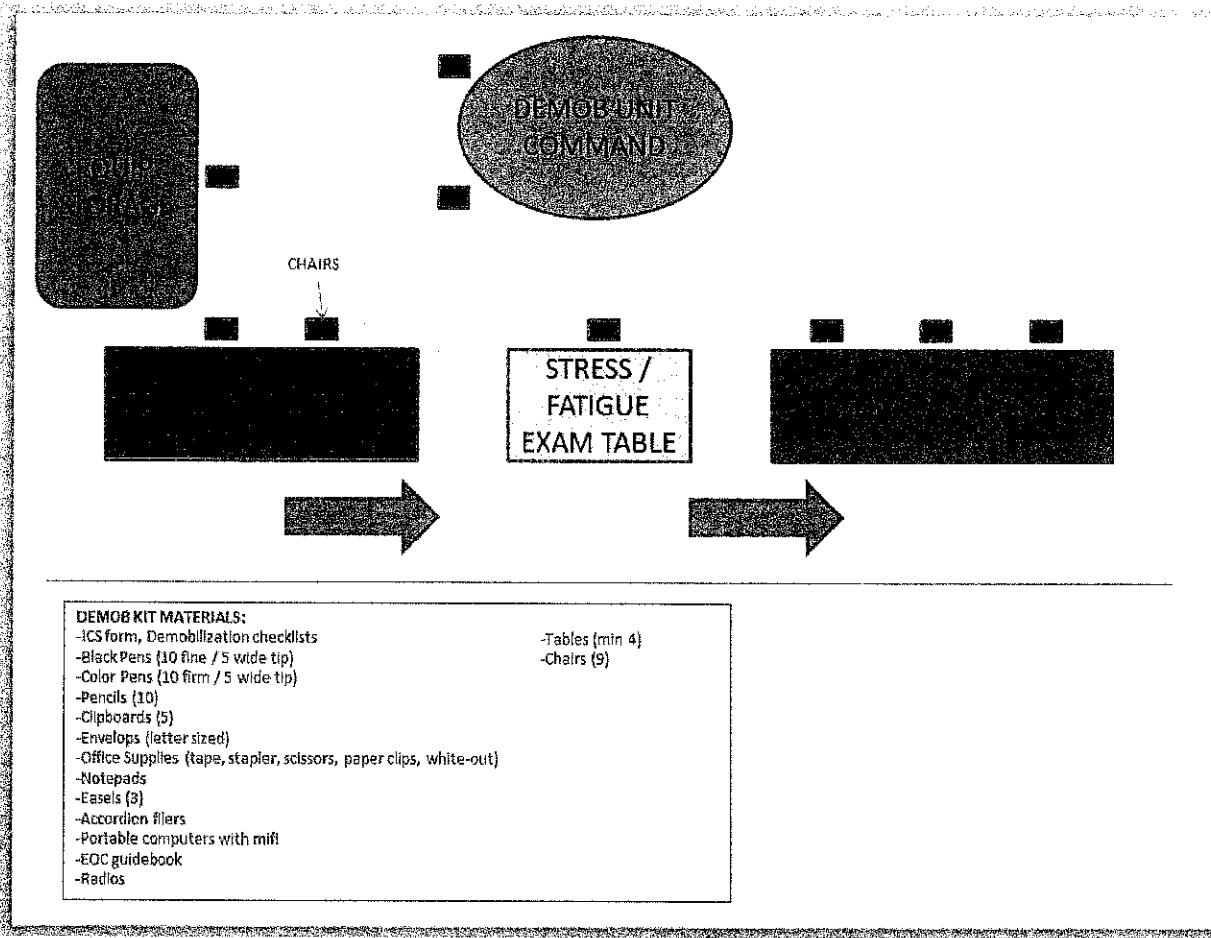
Safety will remain a priority during the release of personnel. Due to the nature of emergency work, fatigue and distances travelled will make the return home a potentially hazardous one. Out-of-town personnel that live more than 50 miles outside of a reasonable commuting area **will not be demobilized without a minimum of 8 hours rest in the past 24 hours**. Although this may seem as an unnecessary inconvenience in the demobilization process, it has the potential to save lives.

PROCESS:

- Obtain the mission number
- Verify demobilization
- Evaluate team drivers for fatigue
- Assess individuals for incident stress
- Provide material and information on incident stress symptoms
- Inspect any equipment for damage
- Notify team's home base of any damaged equipment
- Write incident report on damaged equipment
- Provide ETA for team and equipment to arrive to home base
- Request team lead to advise demobilization when assets have arrived home

WASHINGTON COUNTY HAZARDOUS SOURCE MANAGEMENT AND LOGISTICS PLAN

Once notified of their arrival home, close mission in the appropriate data tracker
DEMOBILIZATION CENTER



DEMOPILIZATION FORM 1. INCIDENT	2. PERSONS, TEAMS, EQUIPMENT RELEASED
3. PLANNED RELEASE DATE/TIME	4. ETA FOR ARRIVAL TO HOME BASE
5. HOME BASE NAME / CONTACT	6. WEBEOC / MISSION NUMBER
7. HOME BASE ADDRESS / CITY / STATE	8. TEAM LEAD NAME / PHONE
9. EQUIPMENT	
<input type="checkbox"/> Inspected for damage after incident – No Damage <input type="checkbox"/> Inspected for damage – Damage directed (Repaired) <input type="checkbox"/> Inspected for damage – Item needs to be replaced <input type="checkbox"/> Rental equipment used? (Use Back of Form) Remarks:	
10. PERSONNEL BEING RELEASED	

WASHINGTON COUNTY RESOURCE MANAGEMENT AND LOGISTICS PLAN

Method of transportation (driving / being driven) <input type="checkbox"/> Has been debriefed <input type="checkbox"/> Timesheets turned in / ICS 214 <input type="checkbox"/> Screened for “first in, last out” syndrome <input type="checkbox"/> Had at least 8 hours of rest/sleep over the last 24 hours <input type="checkbox"/> Has access to transportation <input type="checkbox"/> Screened for incident related stress		
11. NAME OF REVIEWER	12. SIGNATURE OF REVIEWER	
13. NAME OF TEAM LEAD	14. SIGNATURE	15. DATE
16. COMMENTS		

DEMOBILIZATION PLAN – RENTALS				
17. RENTAL EQUIPMENT- ITEM 1				
LIST ITEM: QUANTITY:				
<input type="checkbox"/> Inspected for damage after incident – No Damage <input type="checkbox"/> Inspected for damage – Damage directed (Repaired) <input type="checkbox"/> Inspected for damage – Item needs to be replaced Remarks:				
17a. RENTAL COMPANY		17b. ESTIMATED PICK UP TIME		
17c. CURRENT LOCATION OF EQUIPMENT		17d. CONTACT LOCATION	AT	17e. PHONE
18. RENTAL EQUIPMENT – ITEM 2				
LIST ITEM: QUANTITY:				

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<input type="checkbox"/> Inspected for damage after incident – No Damage <input type="checkbox"/> Inspected for damage – Damage directed (Repaired) <input type="checkbox"/> Inspected for damage – Item needs to be replaced Remarks:				
18a. RENTAL COMPANY		18b. ESTIMATED PICK UP TIME		
18c. CURRENT LOCATION OF EQUIPMENT		18d. CONTACT LOCATION	AT	18e. PHONE
19. RENTAL EQUIPMENT – ITEM 3				
LIST ITEM: QUANTITY: <input type="checkbox"/> Inspected for damage after incident – No Damage <input type="checkbox"/> Inspected for damage – Damage directed (Repaired) <input type="checkbox"/> Inspected for damage – Item needs to be replaced Remarks:				
19a. RENTAL COMPANY		19b. ESTIMATED PICK UP TIME		
19c. CURRENT LOCATION OF EQUIPMENT		19d. CONTACT LOCATION	AT	19e. PHONE

Appendix B: Volunteers and Donations

It is difficult to overstate the monetary and psychological importance of donations and volunteer assistance during a major disaster. Successfully managing and tracking donations and coordinating the efforts of volunteers (solicited or unsolicited) can be a significant political, psychological, and logistical opportunity—and a problem. This Appendix supports the implementation of CSA/POD Plan, ESF 7, ESF 15, and Finance Section activities.

VOLUNTEERS

Many volunteer nongovernmental organizations (NGOs) play major roles in emergency response. Commonly referred to as Volunteer Organizations Active in Disasters, or VOAD, can be an extremely useful tool in both the planning and the activation processes, especially if resource requests can be forwarded to the VOAD for resolution.

Knowing what volunteer agencies are active in this area, what resources they can provide, and how to effectively activate and incorporate these resources is helpful to include in the planning process.

Voluntary Agency	Resource Provided	How to Activate

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As soon as the incident is discovered and reported, and often even before responders are dispatched, volunteers, victims, and spectators will converge at the scene. Failure to include voluntary organizations in the planning process can result in duplication of effort and/or resource shortfalls. Many will show up as “spontaneous volunteer organizations” and will not check in with either the Incident Commander or the Emergency Operations Center.

Unaffiliated volunteers, also known as spontaneous volunteers, are individuals who offer to help or self-deploy to assist in emergency situations without fully coordinating their activities. These volunteers are considered “unaffiliated” in that they are not part of a disaster relief organization.

Unaffiliated volunteers can be significant resources, but because they do not have pre-established relationships with emergency response organizations, verifying their training or credentials and matching them with the appropriate service areas can be difficult.

This results in:

- Failure to integrate VOAD resources into formal response, leading to loss of accountability.
- Potential safety issues.
- Public relations problems.
- Lack of confidence in emergency management’s ability to respond to an incident.

The first strategy for managing volunteers is to establish working relationships with the local organizations representing National Voluntary Organizations Active in Disaster (National VOAD) and Citizen Corps.

National Voluntary Organizations Active in Disaster (National VOAD) is the forum where organizations share knowledge and resources throughout the disaster cycle—preparation, response, and recovery—to help disaster survivors and their communities. National VOAD members are the primary coordinating nonprofit organizations for the management of unaffiliated volunteers.

Citizen Corps helps coordinate volunteer activities that will make our communities safer, stronger, and better prepared to respond to any emergency situation. It provides opportunities for people to participate in a range of measures to make their families, their homes, and their communities safer from the threats of crime, terrorism, and disasters of all kinds.

Volunteers such as amateur radio operators, search and rescue teams, CERTs, police and fire auxiliaries, and reserves are valued members of emergency management organizations in many jurisdictions. Such resources are known quantities that train and exercise to play specific roles in an incident. These volunteers have long-standing formal relationships that are spelled out in written agreements and standard operating procedures. Individual members have credentials and identification issued by the volunteer organization itself and/or the emergency management organization with which it has the agreement. Donated personnel and services are accepted and managed through ESF 15 lead agency RSVP.

DONATIONS

During incidents, private-sector sources frequently wish to contribute goods and services free or at a reduced cost. It is important to clearly define and document the conditions under which goods and services are being offered. It is not unusual to be billed at a later date for resources that were offered

“free” in the initial response to the emergency. Making certain that the circumstances are clear helps ensure that donors are recognized for being good neighbors, and that there are no misunderstandings later.

Donations take the form of either funds, or donations of goods and services. The system must be prepared to deal with inappropriate donations without bogging down the distribution of essential goods and services. The inability to manage donations can lead to an “emergency within an emergency.” It may even become necessary to protect ourselves from charges of mismanagement, or from being billed at a later date for goods and services presented as “donations” at the time.

Strategies for managing donations include:

- Consulting with organizations that are used to solicit, manage, and distribute donated goods and funds.
- Developing and training volunteer resources to assist with donations and volunteer management.
- Developing public information and media releases that provide direction for those who wish to donate.
- Developing and implementing an effective management structure to receive, warehouse, inventory, organize, distribute, and account for large-scale donations.

Planning and organizing to provide management and logistical support to complex incidents requires a level of detail well beyond “normal” incident response. Effective preparedness actions are required to anticipate and manage convergence issues resulting from self-dispatching and freelancing responders, unsolicited donations, and unaffiliated volunteerism.

Donated goods, materials, financial resources, and facilities are accepted and managed through ESF 15 lead agency.