Monterey County Volunteer Management Plan

Bay Area Urban Area Security Initiative
Regional Catastrophic Preparedness Grant Program

Final Draft | March 15, 2010

Foreword

The Urban Area Security Initiative and its local jurisdictions represent a densely populated region at high risk for many types of disasters. Historically, the area has experienced both the devastation caused by catastrophic earthquakes and the response of thousands of volunteers who want to help following a major disaster. Planning for disaster volunteers is an essential component of creating effective emergency response and recovery systems. Formalized planning for spontaneous volunteers began locally after the Loma Prieta earthquake in 1989. Hurricane Katrina increased recognition by government officials that volunteers provide a critical resource for local response and recovery, and volunteer coordination is being written into local, state and federal plans.

The Urban Area Security Initiative has received funding for a regional Volunteer Management Planning project from the Department of Homeland Security's Federal Emergency Management Agency (FEMA) through the Regional Catastrophic Planning Grant Program (RCPGP). The Bay Area Urban Area Security Initiative (UASI) administers the project for the 12 counties and two cities that comprise the RCPGP area – Alameda, Contra Costa, Marin, Monterey, Napa, San Benito, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano and Sonoma counties, the City of Oakland and the City of San Jose.

The following plan establishes operational protocols for coordinating spontaneous unaffiliated volunteers and affiliated volunteers for the Monterey County Operational Area. The plan is designed as an annex to the jurisdiction's Emergency Operations Plan (EOP). It is not meant to stand alone but rather to be used in support of and in conjunction with the jurisdiction's EOP and its responding agencies' standard operational procedures.

Acknowledgments

The Monterey County Operational Area Volunteer Management Plan was developed with the participation of the following departments and non-governmental organizations. The County of Monterey appreciates the ongoing collaboration of these organizations for the coordination of volunteer resources in a disaster.

- United Way Monterey County
- American Red Cross
- SPCA for Monterey County
- Citizens Corps Monterey County

The Local Volunteer Management Plan Template, on which this local plan was based, was developed with the participation of numerous government agencies and non-governmental organizations. The UASI Management Team and the Contracting Team–Center for Collaborative Policy, Remmel Consulting and The Queenstone Group—are very appreciative of the participation of the following organizations in the development of this plan:

- Steering Committee
  - Alameda County Fire
  - Alameda County Human Resources
  - American Red Cross Bay Area
  - California Volunteers
  - California Emergency Management Agency, Coastal Region
  - City and County of San Francisco Office of Emergency Management
  - City of Concord Police
  - City of Cupertino Office of Emergency Services
  - City of Oakland Fire Dept, Office of Emergency Services
  - City of Sunnyvale Office of Emergency Services
  - Community Resources for Independent Living
  - Contra Costa County Office of Emergency Services
  - Department of Fish and Game, Office of Spill Prevention and Response
  - Marin County Office of Emergency Services
  - San Mateo County Office of Emergency Services
  - Santa Clara County Office of Emergency Services
  - Volunteer Center Serving San Francisco and San Mateo Counties

- RCPGP Area Jurisdictions
  - Alameda County
  - Contra Costa County
  - Marin County
  - Monterey County
  - Napa County
  - San Benito County
  - City and County of San Francisco
  - San Mateo County
  - Santa Clara County

- o Santa Cruz County
- o Solano County
- o Sonoma County
- o City of Oakland
- o City of San Jose

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The plan template was written by Margaret Melsh and Kelle Remmel, Remmel Consulting, with contributions from Phyllis Cauley and Adam Sutkus, Center for Collaborative Policy, and Mike Ciraolo, The Queenstone Group.

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1. Introduction

This plan addresses both spontaneous volunteers and affiliated volunteers.

Experience has demonstrated that spontaneous volunteers will converge at city halls, fire stations, community centers, incident sites and anywhere else they believe there may be opportunities to volunteer. While well-intentioned, these volunteers may hinder the efforts of first responders. Local government typically bears primary responsibility for responding to those seeking to help and directing them to appropriate disaster agencies and organizations. Well-managed volunteers are a valuable resource to the community and contribute to positive public perception of local government response and recovery efforts.

Affiliated volunteer programs, such as Search and Rescue and auxiliary communication services, represent a critical means of extending the resources of county and municipal governments, augmenting police, fire, healthcare, communications, and other services. In an era of declining government budgets, these programs are a crucial means of leveraging the talent and experience of committed individuals.

1.1. Purpose

This Plan establishes a framework by which the Monterey County Operational Area can coordinate spontaneous and affiliated volunteer resources for community-wide response, relief, and recovery following a catastrophic earthquake or other disaster.

1.2. Scope

The Volunteer Management Plan addresses the overall concepts for the coordination of spontaneous unaffiliated volunteers (SUVs) and Emergency Volunteer Centers (EVCs), as well as communication and coordination with affiliated volunteer programs for the Monterey County Operational Area. This jurisdictional Volunteer Management Plan is consistent with the Regional Volunteer Management Plan; California's Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS).

While developed in response to a catastrophic earthquake scenario, the Plan is intended to be applicable to all hazards and scalable to the size and scope of an event.

The Plan covers the mobilization, coordination, and referral of spontaneous volunteers through local Emergency Volunteer Centers. It does not address issues of their subsequent engagement with a nongovernmental organization (NGO) or government agency or their management during such an engagement. The Plan also covers in a descriptive fashion the operations of government affiliated volunteer programs, including volunteer activation and demobilization. In addition, the plan addresses the need for communication and coordination by the jurisdiction with local NGO affiliated volunteer programs.

The geographic area covered by this plan is the County of Monterey.

The time frame for the Volunteer Management Plan is the event through 60 days following the event.

1.3. Objectives

The objectives of the Volunteer Management Plan are to:

- Provide an all-hazards framework for volunteer coordination that is scalable to the size and scope of the disaster, including a catastrophic event;
- Augment, as a supporting annex or plan, the Monterey County Operational Area Emergency Operations Plan (EOP);
- Enhance the availability of volunteer resources to the Operational Area, City and the community-at-large for disaster response, relief and recovery;
- Enhance the means by which both spontaneous unaffiliated and affiliated volunteers can contribute their time and talents during the response and recovery efforts of a disaster;
- Strengthen communication and coordination among the County of Monterey and local jurisdictions regarding volunteer coordination following a disaster;
- Strengthen communication and coordination with the California Emergency Management Agency (Cal EMA) Regional Emergency Operations Center (REOC) regarding volunteer coordination following a disaster;
- Identify functions, roles and responsibilities within the Monterey County Operational Area that support coordination of spontaneous volunteers and government affiliated volunteer programs;
- Address coordination with non-governmental organizations for the most effective community-wide approach to disaster volunteer coordination; and
- Ensure that the implementation of the Volunteer Management Plan is in accordance with the principles and practices described in the National Response Framework (NRF), the State of California Emergency Plan and local emergency plans.

1.4. Plan Organization

The Plan is organized in the following manner:

- A narrative section that describes the situation; general and specific planning assumptions; operational priorities, objectives and tasks; preparedness for coordination of disaster volunteer operations; and separate concepts of operations for spontaneous volunteers and EVCs, and for affiliated volunteer programs.
- Attachments that include EOC checklists and forms, EVC checklists and forms, information pertinent to affiliated volunteer programs, and a glossary.

1.5. Authorities, Regulations, and Requirements

The Volunteer Management Plan complies, or is consistent, with applicable local, state and national emergency management systems and plans as listed below.

Local

Local Authorities for Emergency Response are described in the Monterey County Operational Area Emergency Operations Plan.

Regional/State

- San Francisco Bay Area Earthquake Readiness Response: Concept of Operations Plan, Interim, September 23, 2008
- Regional Emergency Coordination Plan (RECP), Cal EMA Coastal Region, March 2008
- State of California Emergency Plan (SEP), July 2009

- Standardized Emergency Management System (SEMS)
- California Emergency Services Act, §8657
- Disaster Service Workers Volunteer Program Regulations, California Code of Regulations, Title 19, §2570-2733.3
- Disaster Service Worker Volunteer Program Guidance, Governor's Office of Emergency Services, 2001
- Good Samaritan Act, California Health and Safety Code §1799.102
- Volunteer Management Plan for Non-Wildlife Volunteers Responding to Marine Oil Spills, 2009

Federal
- Volunteer and Donations Management Support Annex, National Response Framework (NRF)
- National Incident Management Systems (NIMS)
- Volunteer Protection Act of 1997, U.S. Public Law 105-19
- San Francisco Bay Area Earthquake Readiness Response: Concept of Operations Plan, Interim, September 23, 2008

2. Definitions

The most common distinction regarding disaster volunteers is that made between those who are spontaneous and those who are affiliated (see definitions below). A third type, rarely encountered, is someone who is "impressed into service"[1] by government officials.

2.1. Spontaneous Volunteer

An individual who comes forward following a disaster to assist a governmental agency or non-governmental organization with disaster-related activities during the response or recovery phase without pay or other consideration. By definition, spontaneous volunteers are not initially affiliated with a response or relief agency or pre-registered with an accredited disaster council. Spontaneous volunteers may also be referred to as unaffiliated volunteers, spontaneous unaffiliated volunteers, and convergent volunteers.

2.2. Affiliated Volunteer

One who is affiliated with either a governmental agency or NGO[2] and who has been trained for a specific role or function in disaster relief, response or recovery during the preparedness phase. Some types of affiliated volunteers may include members of auxiliary

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[1] Impressed into Service: *Any unregistered person impressed into service during a state of war emergency, a state of emergency, or a local emergency by a person having authority to command the aid of the citizens in the execution of his or her duties.* (Cal. Labor Code Section 3211.92) A person who has been impressed into service is covered by worker's compensation and has immunity from liability to the same degree as a registered DSW volunteer. While rare, certain situations may warrant such action. (Disaster Service Worker Volunteer Program Guidance, Governor's Office of Emergency Services, April 2001)

[2] American Red Cross, faith-based organizations, other nonprofits, professional groups, businesses and corporations

communications services, Community Emergency Response Teams (CERT), Volunteers in Police Service (VIPS), Search and Rescue (SAR), the American Red Cross (ARC) and the Salvation Army (TSA).

For the purposes of this plan, the term 'affiliated' will refer only to pre-trained volunteers who are associated with a specific group prior to the event. 'Affiliated' will not be attributed to SUVs who are processed and then assigned during an incident to a receiving organization.

3. Planning Assumptions

This plan identifies impacts and activities for both catastrophic and other local events.

3.1. General Planning Assumptions

1. Within 24 hours:
   - Counties declare local emergencies.
   - The Governor 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 (42 U.S.C. §§ 5121–5206 [2008]) (the Stafford Act).
   - The Department of Homeland Security (DHS) and FEMA implement the Catastrophic Incident Supplement to the National Response Framework and begin mobilizing Federal resources.
   - DHS activates or elevates the level of activation of all DHS command and coordinating facilities.

2. Because of extensive damage to building and transportation infrastructure in Oakland, Cal EMA's Regional Emergency Operations Center in Oakland is not functional; its functions are immediately assumed by the Regional Duty Officer until activation of the alternate REOC. In the event that an alternate REOC cannot be established in the Coastal Region, the Duty Officer will work with the Cal EMA Executive Duty Officer to identify an alternate REOC outside the region. The Regional Duty Officer will provide the Operational Areas (OAs) with contact information for the alternate REOC as soon as possible.

3. Similarly, FEMA Region IX's Regional Response Coordination Center in Oakland is not functional. FEMA will co-locate with Cal EMA at the State Operations Center (SOC).

4. Outside the affected region, all elements of the Standardized Emergency Management System, including communications and mutual aid systems, are functional.

5. Operational Area Emergency Operations Centers (EOCs) experience some damage but are at least partly operational. All other local government functions in the Operational Areas are severely compromised or focused entirely on response to the earthquake.

6. Response capabilities and resources of the cities, Operational Areas, and the State in the region are quickly overwhelmed or exhausted.

7. Operational Area EOCs are overwhelmed and challenged to effectively manage the Operational Area response.

8. 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 a detailed and complete situation or critical needs assessment.

9. 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 damaged transportation infrastructure.

10. Once the President declares a disaster and commits Federal resources, the State and Federal governments establish joint operations to provide assistance to local jurisdictions.

11. Massive assistance in the form of response teams, equipment, materials, and volunteers begin to flow towards the region, providing urgently needed resources but creating coordination and logistical support challenges.

12. Because of damage to transportation infrastructure, out-of-region mutual aid, State, and Federal resources, as well as resources from other states cannot begin to arrive for up to 72 hours.

3.2. Volunteer Management Assumptions

- Spontaneous unaffiliated volunteers step forward to assist at the time of an emergency. While not pre-trained, they have talents and time to share. The Emergency Volunteer Center concept was developed to channel these spontaneous volunteers and help them connect with a nonprofit or government agency that provides disaster services.
- Affiliated volunteers are pre-trained and generally ready to respond when a disaster strikes. They know what their role is, and how they will be notified about where and when they should report. Even in a catastrophic event, many affiliated volunteers should be able to respond.
- The Plan applies both to spontaneous volunteers and volunteers affiliated with an existing organization or program.
- Preparedness activities including planning, training, and exercising are critical to the successful implementation of this Plan.
- The restoration of basic infrastructure, such as communications, roads, transportation services, and utilities, must be taken into account when mobilizing and assigning volunteers.
- Volunteer coordination operations follow the principles of SEMS and NIMS.
- Volunteer coordination will require jurisdiction-wide coordination among multiple government and non-governmental organizations. State or federal resources will be integrated into the response process following SEMS.

- This Plan is focused upon catastrophic events. However, efforts undertaken here may be applicable and scalable to non-catastrophic coordination of volunteers and more routine incidents.

3.3. Assumptions about Spontaneous Volunteers

- Tens of thousands of volunteers will come forward and want to help following a catastrophic event in the region.
- Most people who spontaneously decide to volunteer in response to a disaster will not know where to go or how to become engaged.
- Following a disaster, spontaneous volunteers are likely to overwhelm American Red Cross offices and government sites, such as city halls and fire departments.

3.4. Assumptions about Affiliated Volunteers

- Volunteers affiliated with and deployed by the County of Monterey will be registered as Disaster Service Workers (DSWs) before or at the time of the event.
- Support of affiliated volunteers will be accomplished using standard emergency coordination resource request protocols. Prior to emergency personnel being deployed to an incident, the requestor and provider must agree upon who will provide logistical support, including transportation, lodging, feeding, and specialized equipment and materials.
- Consistent with the principles of SEMS/NIMS and the Incident Command System (ICS), once a volunteer has been identified and deployed into a response incident, that volunteer comes under the operational command of the managing agency until such time as the resource is released from the incident response.
- State, tribal and local government agencies, the American Red Cross and other response agencies and external programs actively recruit and train volunteers pre-disaster to carry out a disaster role or function.
- Government affiliated volunteers will be integrated into the response structure consistent with SEMS/NIMS and traditional response protocols.
- Government agencies will coordinate with NGO affiliated volunteer programs using SEMS/NIMS.

3.5. Assumptions about Emergency Volunteer Centers

- Emergency Volunteer Centers provide a means of connecting spontaneous volunteers with disaster service opportunities in government agencies and NGOs. Emergency Volunteer Centers may be established by a local Volunteer Center or by a local government agency or other NGO.
- Logistics and staffing for establishing fully operational Emergency Volunteer Centers for spontaneous volunteers can take anywhere from a few hours to 48 hours or more, depending on the situation and the extent of infrastructure collapse, and will vary from jurisdiction to jurisdiction.
- There will be delays in the identification of volunteer opportunities appropriate for spontaneous volunteers.
- Assistance provided by government agencies and NGOs to Emergency Volunteer Centers may include:
  - ¬ Provision of translation services,

- Provision of alternate facilities,
- Support to secure telephone and Internet equipment and installation services,
- Co-location of liaisons from agencies requesting volunteers,
- Mental health services for both staff and clients of the Emergency Volunteer Center,
- First Aid for EVC staff and clients
- Provision of food and supplies for EVC staff,
- Transportation for volunteers, and
- Training of volunteers.
- The Monterey County Emergency Operations Center EOC will provide support to local EVCs through resource requests. Resource requests will be filled by the EOC based on its operational priorities for a specific incident. Resources not available at the OA level will be requested through the Regional Emergency Operations Center.

4. Operational Priorities, Objectives and Tasks

Operational priorities are set in an emergency using an action planning process. Based on the current situation, incident commanders and emergency managers set priorities for a specific timeframe (operational period) and identify specific actions that must be taken to address those priorities. The information below outlines planning considerations, operational priorities for three timeframes and anticipated objectives and tasks for the 7.9 magnitude earthquake scenario on the northern California segment of the San Andreas Fault. It also may be used for other similar events.

4.1. E to E+72 hours

Planning Considerations:
- Most volunteer efforts confined to local communities, due to widespread infrastructure failure and impaired transportation corridors
- Government affiliated volunteer programs struggling to activate and mobilize volunteer teams
- Other pre-trained volunteers assist selves and neighbors
- Free-lance spontaneous volunteers assist neighbors
- EVCs open or getting ready to open in local communities
- Most governments unable to swear in DSW volunteers

Operational Priorities:
- Assess situation.
- Determine initial need for volunteers and capacity to respond.
- Communicate Lead Agency expectations for volunteers.

Objectives and Tasks:
- Gather information about volunteer involvement.
- Disseminate public information about volunteering, as appropriate based on need and situation.
- Determine capacity for managing volunteer operations and opening EVCs.
- Begin identifying needs for volunteers based on priorities for provision of food, water, shelter, healthcare, and urban search and rescue.

4.2. E+72 hours to E+14 days

Planning Considerations:
- Some government affiliated volunteer programs demobilize, others continue
- Other pre-trained volunteers assist respective communities
- Local and countywide EVCs open
- Spontaneous volunteers are contacting EVCs
- Number of volunteer opportunities out of synch with number of volunteers available
- Number of spontaneous volunteers peaks during this time period
- Recruitment for volunteers with particular skills begins

Operational Priorities:
- Assess and monitor situation.

Objectives and Tasks:
- ☐ Gather information about volunteer involvement.
- ☐ Disseminate public information about volunteering.
- ☐ Continue to identify volunteer opportunities based on priorities for provision of food, water, shelter, inspection of buildings for safe occupancy, and healthcare.
- ☐ Match volunteers with volunteer opportunities.

4.3. E+14 days to E+60 days

Planning Considerations:
- Most government affiliated volunteer programs demobilized
- Most EVCs demobilized
- Volunteers able to move to neighboring communities
- Public information messages and targeted recruitment campaigns begin

Operational Priorities:
- Assess and monitor situation.
- Determine and coordinate ongoing needs for volunteer resources.

Objectives and Tasks:
- ☐ Gather information about volunteer involvement.
- ☐ Disseminate public information about volunteering.
- ☐ Match volunteers with volunteer opportunities.
- ☐ Recruit volunteers with particular skills.
- ☐ Prepare to transition EVCs into recovery mode.

5. Preparedness

5.1. Agencies and Organizations that Involve Volunteers in Disaster Service

5.1.1. LOCAL GOVERNMENT AFFILIATED VOLUNTEER PROGRAMS

These programs recruit and train volunteers in advance for service at the time of a disaster. They operate under the sponsorship of a local government agency, such as a county or city fire department. In general, volunteers affiliate pre-disaster, undergo screening and often intensive training, and make a significant time commitment. An example of this type of program is a city or county Search & Rescue program.

5.1.2. NATIONAL SERVICE PROGRAMS

AmeriCorps, AmeriCorps*VISTA, AmeriCorps*National Civilian Community Corps (NCCC), Citizen Corps, Senior Corps, and Learn and Serve America—provide opportunities for full- and part-time service in various issue areas, including disaster preparedness and response.

5.1.3. NGO AFFILIATED VOLUNTEER PROGRAMS

These programs also recruit and train volunteers in advance for service at the time of a disaster. The NGO sector includes American Red Cross and other nonprofit organizations, faith-based organizations, and the private sector.

- American Red Cross chapters recruit and pre-train volunteers to assume a variety of positions at the time of a disaster. Some volunteers join a local Disaster Action Team (DAT) which trains and meets frequently. Others train for specific roles, such as shelter manager, and maintain their skills through refresher training and exercises.
- Faith-Based Organizations with national disaster programs recruit volunteers through local congregations and train them for specific disaster roles. For example, Church of the Brethren is noted for its disaster child care programs which provide support to mass care shelters and local assistance centers.
- Private Sector Programs include volunteer teams formed by businesses and corporations that train to respond to a disaster, professional societies such as engineers who are trained and ready to respond to a disaster, and service organizations such as the Lions Club or Rotary that may be available to assist in an emergency.

5.1.4. AGENCIES AND ORGANIZATIONS THAT ENGAGE SPONTANEOUS VOLUNTEERS

These may or may not have organized disaster volunteer teams but will generally involve spontaneous volunteers at the time of a disaster.

- Government Agencies The willingness and ability of cities and counties to engage spontaneous volunteers varies from jurisdiction to jurisdiction. Most are likely to involve spontaneous volunteers in some capacity, especially in a large-scale or catastrophic event when

resources are limited. Some have plans and policies in place that facilitate spontaneous volunteer involvement. A few, by policy, do not permit the involvement of spontaneous volunteers.

- <u>Nonprofit Organizations</u> Most rely on volunteers to help with organization management and service delivery and many integrate volunteers into daily operations. Following a disaster, organizations such as the American Red Cross, The Salvation Army, food banks, and blood centers will need to ramp up services and be prepared to welcome spontaneous volunteers. Those that serve elderly, disabled, low-income, and other populations (often referred to as community-based organizations) are likely to experience increased demands for service in the wake of a disaster and they too will engage spontaneous volunteers.

5.2. Public Information

The importance of coordinated public information, particularly for spontaneous volunteers, cannot be overstated. During Florida's 2004 hurricane season, conflicting messages from multiple sources about where, when and how people could sign up to volunteer resulted in public confusion. In the absence of clear and consistent messages, people may converge at inappropriate sites and/or engage in activities that place themselves and others at risk. Public information messages may not entirely prevent such behavior but can provide an extremely useful service to those who wish to help. Template messages should be prepared in advance and maintained by the jurisdiction's Public Information Officer (PIO). See Attachment D for public service announcement and press release templates.

5.3. Communication and Coordination

Over and over, lessons learned from prior disasters demonstrate that communication and coordination with and among governmental agencies and non-governmental organizations in the preparedness phase generally lead to more effective post-disaster response. Venues for pre-disaster communication and coordination may include Disaster Councils, Citizen Corps Councils, emergency management groups, and local Voluntary Organizations Active in Disasters (VOADs).

5.4. Volunteer Program Planning Considerations

This section provides an overview of key aspects of disaster volunteer program planning and management which may be helpful to the OA during the preparedness phase. The information can be used to gain a better understanding of how affiliated volunteer programs are generally organized, planned for, and managed. It will help planners identify possible planning gaps and develop jurisdiction-wide approaches and strategies that will enhance volunteer program capabilities and performance during disaster response, relief and recovery.

5.4.1. FACILITIES, SUPPLIES AND EQUIPMENT

Affiliated volunteer programs generally utilize facilities provided by the program's sponsoring agency. The facilities are used by program leadership/staff to screen, register and train volunteers. In some cases, volunteers may be trained at a facility provided by another organization.

Supplies and equipment needed at affiliated volunteer programs will depend on the type of program and volunteer activities. See Attachment H for a list of affiliated volunteer programs in Monterey County and their locations.

Facilities, supplies and equipment for EVCs are generally provided by the agency that manages the EVC. See Section 6.5.4 for a discussion of EVC locations. See Attachment F for a list of supplies and equipment needed for EVC operations.

5.4.2. TECHNOLOGY

This section addresses any existing and deployed technology systems specifically relevant to disaster volunteer coordination. These include dedicated databases (e.g., Access, PeopleSoft, Oracle, etc.), spreadsheets, and other applications focused on volunteers, but do not include the entire universe of technology necessary to support volunteer coordination (e.g., network infrastructure, desktop operating systems, etc.). The County of Monterey has been investigating the Sahana database system to coordinate resources within the Operational Area.

Technology systems may be in use for the following purposes, among others:
- Spontaneous volunteer intake (e.g., record keeping, demographic and identifying data collection, barcode or magnetic stripe readers for California Driver's Licenses);
- Customized referrals of spontaneous volunteers to volunteer opportunities;
- Tracking of volunteer opportunities for spontaneous volunteers;
- Tracking of volunteers and/or volunteer missions, deployments, field assignments, and related operations;
- Affiliated volunteer registration;
- Volunteer credentialing, professional licensing, etc.;
- Volunteer identification, including biometrics, barcode or magnetic stripe readers, etc.;
- Background security clearance;
- Injury and claim tracking; and
- Geographic information system (GIS) mapping of volunteers, missions, and opportunities.

See the listings in Attachment H for a brief summary of technology applications that may be in use by affiliated volunteer programs in the County.

5.4.3. RISK MANAGEMENT

Any agency or organization that engages volunteers will need to identify, assess and manage its risks. Risk management planning considers the protection of both the organization and its volunteers, for whom it is responsible. Utilization of time-tested principles of effective volunteer coordination—use of written position descriptions, volunteer screening,

interviewing, orientation, training, supervision and evaluation—helps reduce risk. Disaster volunteer programs can prevent many problems by developing and following a clear-cut set of policies and procedures.

Although organizations can lessen some risks by engaging and training volunteers in advance, these steps are not always possible. When spontaneous volunteers are involved, the pressure of the disaster may make it harder to conduct in-depth interviews, verify credentials, or to provide in-depth training. Therefore it makes sense to prepare to place new volunteers in the least sensitive positions and those that don't require extensive training.

Planning for the safety of all workers, volunteers, and others should be a priority. Safety procedures should be adopted and enforced. Safety training is essential and should be documented. Safety is the responsibility of the Safety Officer in programs that use SEMS and ICS. For some programs, the local EOC's Safety Officer may be able to help.

Security is another important planning consideration. The level of security may vary depending on the type of disaster and other factors. For example, when an Emergency Volunteer Center is activated, all people entering should be asked to sign in and out. Steps to ensure security of equipment, supplies, information and other resources, as well as staff's personal belongings, should be addressed in advance.

5.4.4. VOLUNTEER INSURANCE AND THE DISASTER SERVICE WORKER VOLUNTEER PROGRAM (DSWVP)

Insurance coverage is a necessary component of risk management for disaster volunteer programs.

DSWVP: The following is a high-level overview of the DSWVP and is not intended to be a comprehensive discussion of the program. For more information on the program, consult the following: Disaster Service Workers Volunteer Program Regulations, California Code of Regulations, Title 19, §2570-2733.3, and Disaster Service Worker Volunteer Program Guidance, Governor's Office of Emergency Services, 2001. The latter document may be found at
http://www.oes.ca.gov/Operational/OESHome.nsf/PDF/Disaster%20Service%20Worker%20Volunteer%20Program%20(DSWVP)%20Guidance/$file/DSWguide.pdf.

Local government agencies operating within a jurisdiction that has an accredited Disaster Council are uniquely able to take advantage of California's Disaster Service Worker Volunteer Program. This state-funded program provides workers' compensation benefits and medical compensation to registered DSW volunteers who are injured while performing disaster-related activities or participating in pre-approved training/exercises. Eligibility for the DSWVP is based on a volunteer's

registration with an accredited Disaster Council in accordance with state law.

Volunteer Insurance for Nonprofits: Nonprofit organizations typically carry a general liability policy that covers claims arising from harm caused by a volunteer. In some cases, the volunteer is covered too. Coverage for Injuries to a volunteer may be obtained through an accident and injury policy created especially for volunteers or a modified general liability policy. Volunteers may also be protected through their own insurance. Some organizations provide excess auto liability coverage for volunteers who drive their own car as part of their volunteer service.

5.4.5. **VOLUNTEER CREDENTIALING, LICENSING AND CERTIFICATION**
In general, affiliated volunteer programs use credentialing, licensing and certification checking where formal credentials, licenses and certificates are required to practice. This is found primarily in law enforcement and healthcare programs but also in programs where a volunteer position requires a driving license.

Because of the tremendous difficulties in performing such checks at the time of a disaster, they are normally done pre-disaster, as part of the affiliation process. The affiliated volunteer program may be able to expedite the credentialing process by utilizing the services of a state licensing board or bureau that oversees a particular profession. Validation of a current license may be sufficient credentialing as the licensing agency has the legal mandate to protect the public and ensure correct standards are met for licensing.

Background checks are typically utilized in programs involving volunteers in sensitive positions or with access to confidential information. The type of background check, (e.g., criminal, sex offender, credit score), should be related to the nature of the volunteer position or the volunteer program.

5.4.6. **VOLUNTEER IDENTIFICATION AND BADGING**
Identification refers to ensuring that people are who they claim to be. This is an important basis for professional license verification (e.g., for volunteer nurses), for tracking volunteers, verifying age and location of the volunteers residence, among other things. The simplest means of identifying someone is requiring a government-issued photo identification card, such as a California driver's license or passport.

Badging refers to the issuance of some form of additional identifying card or document which is generally understood to confer specific benefits or access to the bearer, and which is generally understood to provide some assurance to jurisdiction staff that the bearer of the badge has been, in some way, vetted. For instance, one-day badges issued to volunteers working in an EVC may help disaster staff recognize those volunteers that have been approved to enter the area and work the EVC; the badge also

conveys to the general public that a person is working under the auspices of a specific agency or entity.

There is no universal badge standard, badge format, or standard pertaining to the appearance of badges for volunteers in California. However, following from Homeland Security Presidential Directive 12 (HSPD-12), the federal government has developed Federal Information Processing Standard 201 – known as FIPS 201. This standard represents an emerging approach for consistency of badges, and many vendors are producing FIPS 201-compliant badging systems.

Methods for identification of disaster volunteers vary and range from none at all to wallet cards without photos to laminated photo identification cards to one-day or single use stickers or cards, to identification cards with photos paired with database-resident biometric information (such as thumbprints).

Factors to consider in selecting a volunteer identification/badging system include the following:
- Who is issuing and maintaining the badging?
- What information will be displayed?
- What is the purpose? To control entry to a secure area? To distinguish between volunteers and other staff? Between volunteers and people being served?
- For what length of time will the ID be valid?
- Who will recognize the badge?

Volunteer program managers should be aware that volunteer IDs can be misused and that official-looking badges can be fairly easily produced by those who are not entitled to have them. However, identification and badging expedite the movement of volunteers through the emergency response system and secured areas and facilities.

5.4.7. RECRUITMENT
Recruitment for affiliated volunteer programs tends to be ongoing, with special efforts at certain times of the year and when training has been scheduled. Methods vary but include announcements through media and websites as well as word-of-mouth.

5.4.8. DRILLS and EXERCISES
Drills and exercises are incorporated into most affiliated volunteer programs. Some affiliated volunteer programs drill frequently, others less so. A number of affiliated volunteer programs plan and conduct their own exercises. Many of them participate in exercises hosted by a city or county, or some other organization.

5.4.9. RETENTION
Retention is an ongoing issue with many affiliated volunteer programs. The rate of turnover varies. Some affiliates leave due to life circumstances, such as a job change, move to another area, or change in marital status. Tools

employed for retention include member meetings, training, drills and exercises, continuing education units, and formal recognition or acknowledgment of volunteers and their service.

5.5. Field Management of Volunteers

Developing a plan for orienting, training, and supervising volunteers is essential to the successful involvement of volunteers in disaster response and recovery efforts.

5.5.1. ORIENTATION AND TRAINING

Volunteers should be oriented to the organization and the disaster situation. Orientation should cover the agency's disaster mission, key policies and procedures, safety instructions, what to do in case of accident or injury, and relevant environmental factors.

Disaster volunteers should be provided with a written position description and trained to the specific job they are going to do. Training helps ensure safe volunteer operations, tells volunteers they are being taken seriously, helps maintain consistency and quality of services to clients, and helps protect the interest and assets of the organization.

Appropriate training is a requirement for DSW Volunteer coverage:

Since volunteers are important assets in a major response, DSW volunteers should be trained and prepared for disaster service assignments….While some classifications require very basic training, others require extensive and specialized training….Regardless of the classification, all DSW volunteers should be given basic safety instruction commensurate with the environment in which they may be providing services. *Disaster Service Worker Volunteer Program Guidance, Governor's Office of Emergency Services, 2001.*

An essential component of affiliated volunteer programs, training varies along several dimensions, including:
- Length of time (few hours for some programs and 24 hours for CERTs)
- Content of training (tailored to the operational needs of the program)
- Provision for continuing education (from monthly sessions for some programs to annual meetings for others)

5.5.2. SUPERVISION

An appropriate level of supervision must be provided to volunteers at all times. The supervisor's job is to ensure that volunteers understand their responsibilities, know how to carry out their work, and are meeting performance standards, especially in regard to safety. Supervision ensures volunteers are correctly utilizing necessary supplies and equipment and not creating a situation which may cause harm to others.

6. Concept of Operations – Spontaneous Volunteer Resources

6.1. SEMS/NIMS

In the Monterey County Operational Area's EOC, spontaneous volunteer coordination falls in the Logistics Section, Volunteer Resource Unit.
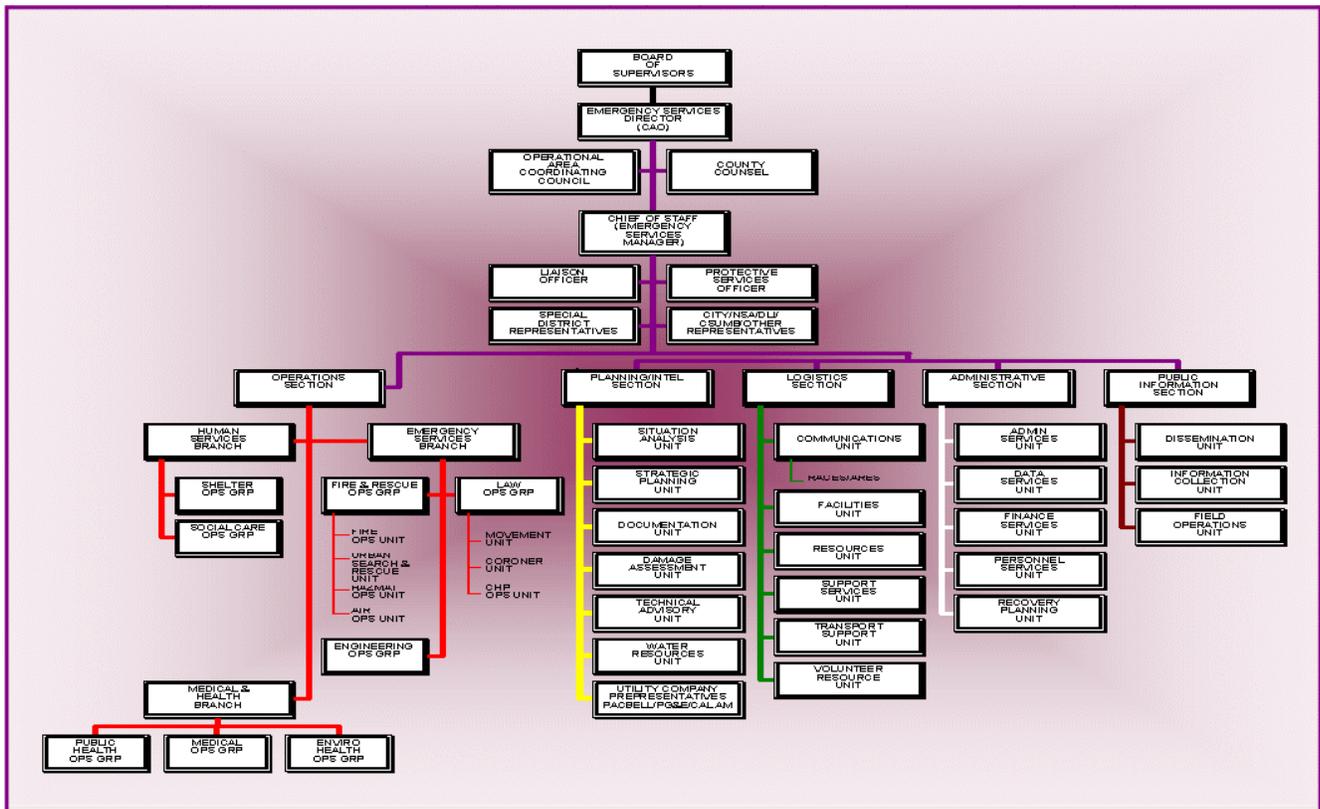
6.2. Volunteer Coordinator

In the EOC, the role of the Volunteer Coordinator (Volunteer Resource Unit Leader) for spontaneous volunteer resources is to facilitate and coordinate spontaneous volunteer resources in a disaster. The Volunteer Coordinator will be the point of contact between the Operational Area EOC and the REOC for spontaneous volunteer issues. The Volunteer Coordinator will also communicate and coordinate with the cities and districts within the OA as well as with any partner agencies and other entities for effective volunteer coordination within the OA.

Key functions to support coordination of spontaneous volunteers and EVCs may include but are not limited to:

- *Resource management*—requesting, brokering and tracking of resources in support of Emergency Volunteer Centers. Such requests from within the OA are coordinated through a mission tracking request form. If sufficient resources to respond to requests can't be found within the OA, support is requested from the REOC.

Examples of resource requests to support coordination of spontaneous volunteers include:
- Staff to operate EVCs
- Identification of additional EVC facilities
- Supplies for EVCs
- Logistical support for volunteers with access and functional needs
- Safety officer oversight and occupational health assessment of volunteer missions
- Planning support for volunteer opportunities

- *Information management*—the collection, compilation and sharing of data on spontaneous volunteers and EVCs. Information to be gathered may include:
  - EVC locations
  - Numbers of volunteers and hours worked
  - Types of volunteer service activities
  - Names of agencies and organizations that are engaging volunteers
  - Identification of any issues that may arise

Information can be gathered from key contacts within the EOC structure, EVCs, and other organizations, and then summarized in a report (see Attachment C for sample data collection and report forms). Information will typically be requested by elected officials, county administrators, city managers, local media, state agencies, and others.

- *Coordination with Public Information Function*—to maintain consistent public messaging through the media. Public information plays a critical role in effective volunteer coordination. Coordination with the Joint Information Center (JIC) and with PIOs from all agencies tasked with responsibilities for volunteer coordination helps maintain accuracy, consistency and timeliness of public messaging. Types of information to be disseminated might include where volunteers can sign up to help (EVCs), directions on how to stay safe and avoid putting themselves or others in danger, and how to help in their own neighborhoods.

- Supporting efforts to engage volunteers with disabilities or access and functional needs.

6.3. Roles and Responsibilities

6.3.1. LEAD AGENCY
The Lead Agency is responsible for the overall coordination of spontaneous volunteer resources and EVCs. The Lead Agency for in the Monterey County Operational Area is United Way Monterey County.

6.3.2. SUPPORTING AGENCIES
Supporting Agencies are responsible for providing support to the coordination of spontaneous volunteer resources and EVCs. In the Monterey County Operational Area, the Supporting Agencies and their roles are the American Red Cross and the SPCA for Monterey County, who will assist United Way with volunteer recruitment and coordination.

There are any number of agencies that may also support coordination of spontaneous volunteer resources, including, but not limited to, establishing and operating EVCs. These may include:

- Volunteer Centers – Volunteer Centers have the technical expertise to coordinate spontaneous volunteer resources in times of disaster. Volunteer Centers may be designated as the Lead Agency for a jurisdiction or provide critical support to a Lead Agency.
- County/city government agencies – these include human resources, social services and information services. Human Resources is often designated as a Lead Agency for spontaneous volunteers in city and county plans.
- Operational Area – Coordinates emergency information and resource requests of its political subdivisions, including activation of emergency operations centers, and serves as an information link between the local government level and the REOC.
- Cities – Take actions to mitigate immediate threats or actual emergencies, including activation of emergency operations centers, and may operate local EVCs.
- CA Emergency Management Agency – Through its headquarters and administrative regions, coordinates the emergency activities of all state agencies in the event of an emergency and utilizes state resources to fulfill mutual aid requests and support emergency operations. When needed, activates the State Operations Center and the REOC.
- CaliforniaVolunteers – Serves as the lead state agency for coordinating volunteer activities related to disaster response and recovery.
- Federal Emergency Management Agency (FEMA) – Supports overall activities of the Federal Government for domestic incident management. FEMA also serves as the coordinating agency for the Volunteer and Donations Management Support Annex to the National Response Framework .
- American Red Cross – Provides relief to those affected by disasters. Relies heavily on pre-trained volunteers but also incorporates many spontaneous volunteers in its operations, particularly for larger disasters.
- 2-1-1 providers – Provide free information 24/7 to callers on community resources, including disaster-related resources. Not available yet in every county.
- Other nonprofit organizations – Includes wide array of community-based organizations, faith-based organizations and others that provide services in a disaster and that involve volunteers, including spontaneous volunteers, in providing these services.
- Local VOADs or other interagency groups -- These can be useful points of contact for reaching a number of nonprofit and faith-based organizations regarding their involvement of spontaneous volunteers.

6.4. Activation

Activation of the Volunteer Management Plan for spontaneous volunteer coordination is generally handled through the Monterey County Operational Area's EOC, at the discretion of the Volunteer Resource Unit Leader in the Logistics Section.

6.5. Emergency Volunteer Centers

6.5.1. THE EVC MODEL

The EVC, when activated at the time of a disaster, helps spontaneous volunteers affiliate with an agency or organization providing disaster services. The EVC accomplishes this by gathering information on current

disaster-related volunteer opportunities, briefly interviewing spontaneous volunteers to learn their knowledge, skills, abilities and availability, and referring the volunteer to an appropriate volunteer opportunity, based on information supplied by the volunteer.

6.5.2. EVC TYPES
The primary method for referring spontaneous volunteers is the EVC. The EVC receives, interviews and refers volunteers. It can be set up as a walk-in center (sometimes referred to as a volunteer reception center), a call center, an online process, or a combination of two or more of these possible types.

6.5.3. LEVELS OF ACTIVATION
There are three possible activation strategies for coordinating spontaneous volunteers:
  - *Local (Independent Municipal) Activation*—defined as a city independently establishing an EVC for the mobilization and deployment of volunteers within its boundaries.
  - *Multi-city Activation*—defined as the operation of an EVC serving multiple cities. At this level, neighboring cities combine and leverage resources to serve a sub-area of the county.
  - *Countywide Activation*—defined as the activation of a single countywide EVC to serve all agencies needing volunteers within the Operational Area.

6.5.4. EVC LOCATIONS
These should be established at a location not directly at or near the site of an incident or of the Operational Area's EOC. The ideal EVC location is 1/2 mile or more away from these places, yet close enough for a runner to deliver communications, supplies, etc. The location (**when determined, as they are based on the event**) should have adequate space and accommodations for volunteer intake and processing. Identification of sites and pre-positioning of supplies for operations is desirable.

6.5.5. EVC STAFFING
At the outset, EVC staff will be pre-trained employees and volunteers from the United Way Monterey County. Additional staff can be brought on as needed to supplement trained staff; they can be government employees (DSWs), nonprofit agency personnel, and volunteers.

6.6. EVC Operational Considerations

6.6.1. VOLUNTEER OPPORTUNITY DEVELOPMENT
One of the first and most pressing tasks of an EVC is to identify volunteer opportunities. Key data to be collected include basic information about the agency or organization requesting volunteers, what tasks volunteers are needed for, any skill requirements, how many volunteers are needed, and when and where volunteers are needed. EVC staff may contact agencies directly via e-mail or fax blasts, telephone calls, or even personal visits (the

latter may be necessary in a catastrophic event). Agencies and organizations may contact the EVC per prior arrangement or in response to media announcements. The Operational Area's EOC, the American Red Cross, or any of the Citizens Corps organizations are other possible conduits for collecting information about volunteer opportunities.

6.6.2. VOLUNTEER REFERRAL PROCESS

When a volunteer contacts an EVC, the volunteer will be asked for some data about themselves—basic contact information, occupation, skills, languages spoken, and days and time available for volunteer work. An interviewer will then review a list of current volunteer opportunities, looking for one that best matches the volunteer's talents and time available. If a volunteer opportunity has certain requirements, e.g., minimum age or possession of a specific license, the interviewer may ask follow-up questions to determine whether the volunteer qualifies. Once the volunteer accepts the referral, the volunteer is given information on how/when/where to report and any other pertinent details. Attachment F contains a *Sample Volunteer Interview Guide.*

6.6.3. DEMOBILIZATION

As the level of volunteer activity decreases, those in charge of the EVC will prepare to demobilize, always in communication and coordination with the EOC. This involves addressing all outstanding issues, capturing lessons learned and preparing an After Action Report. Critical incident stress debriefing should be provided to EVC staff and volunteers as needed. A plan to recognize the contributions of volunteers should also be included. As staffing requirements decrease, EVC staff who are no longer needed can be released. Information gathered from exit interviews with EVC staff can enhance future EVC operations. All relevant forms and reports should be filed with the EOC. The lessons learned should be reviewed and evaluated for inclusion in the Corrective Action process.

6.7. Communication and Coordination

Communication is critical to the successful activation of EVCs and the effective coordination of spontaneous volunteers among multiple agencies. To accomplish its mission of connecting volunteers with volunteer opportunities, the EVC interacts with many agencies and organizations, including government agencies and NGOs.

The EVC communicates with potential volunteers by informing the public about whether volunteers are needed or not, about the availability of disaster volunteer opportunities, and about avoiding disaster scenes and instead contacting the local EVC. The EVC accomplishes this through media announcements developed and disseminated in collaboration with the EOC's Volunteer Coordinator and PIO function and, where capacity exists, via posted web messages.

7. Concept of Operations – Affiliated Volunteer Resources

7.1. SEMS/NIMS

In the Monterey County Operational Area's EOC, coordination of affiliated volunteer resources falls in the Operations Section. Specific Units within the Section have pre-trained volunteers that are already categorized as an operational resource.
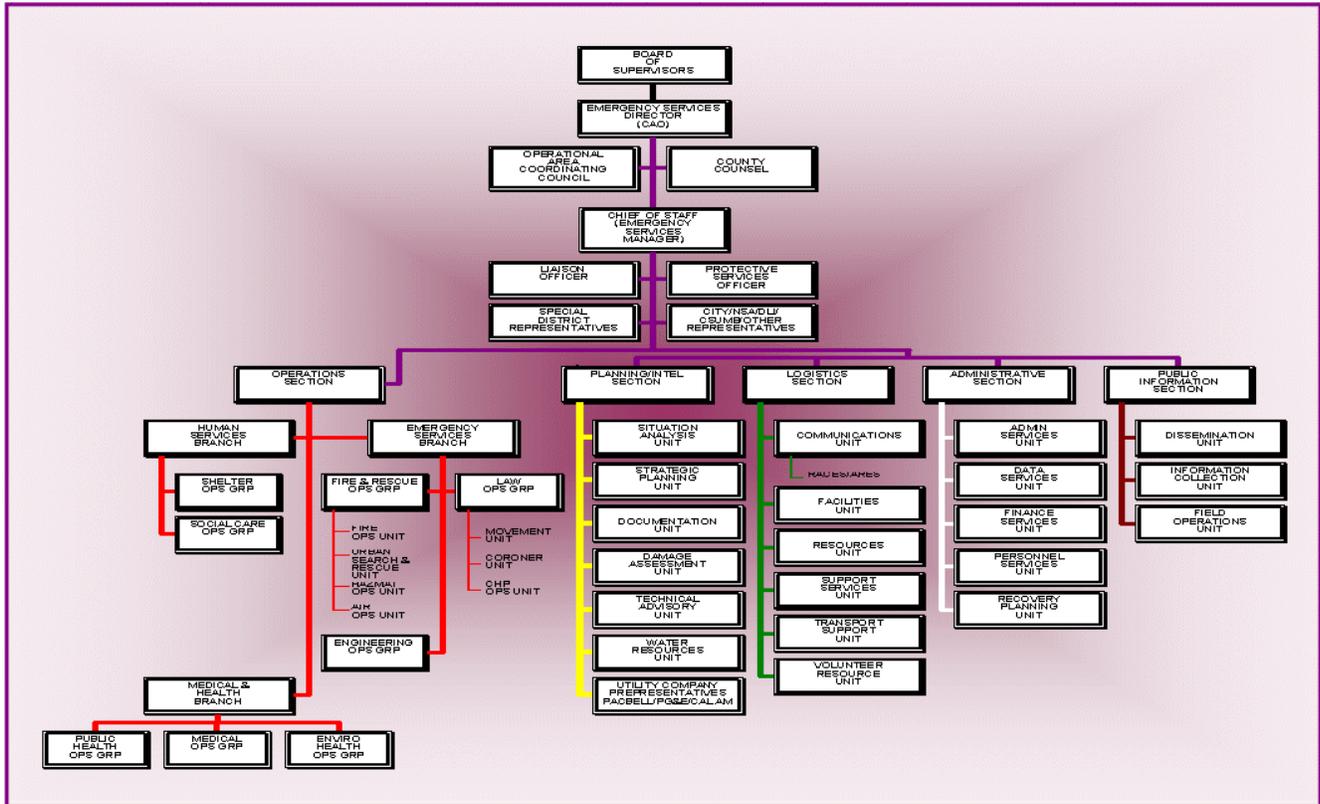
Government affiliated volunteer programs operate under the sponsorship of a governmental agency. When deployed they are tied into the government's emergency response organization. In the SEMS/NIMS structure, most fall under the Operations Section along with their managing agency. Nonprofit affiliated volunteer programs should be coordinated with the SEMS/NIMS structure consistent with their mission

7.2. Volunteer Coordination Role

In the EOC, the role of volunteer coordination is included in the duties and responsibilities of each of the Units in the Operations Section. In the case of ARES/RACES, their Unit within the Logistics Section is responsible for coordinating additional resources.
Each Unit will facilitate and coordinate support for their assigned affiliated volunteer resources in a disaster. If assistance is needed, the Units may seek support from the Volunteer Coordinator in the Logistics Section. Each Unit is responsible for communicating and coordinating with the cities and districts within the OA, as well as with Supporting Agencies and other entities in order to attain effective affiliated volunteer coordination within the OA.

In addition to the checklists for each Unit, activities that support coordination of affiliated volunteers and affiliated volunteer programs may include but are not limited to:

- *Resource management*—requesting, brokering and tracking of resources (such as supplies, equipment, and technical assistance) in support of affiliated volunteer programs. Such requests from within the OA are coordinated through a mission tracking request form. If sufficient resources to respond to requests cannot be found within the OA, support is requested from the REOC. Examples of resource requests to support coordination of affiliated volunteers include:
  - Supplies and equipment for trained volunteers
  - Establishing a staging area for responding volunteer resources
  - Logistical support for specific missions for volunteers from inside the affected area

- *Information management*—the collection, compilation and sharing of data on affiliated volunteers and affiliated volunteer programs. Information to be gathered may include numbers of volunteers and hours worked; types of volunteer service activities; and names of volunteer programs that are engaging volunteers (see Attachment C for *Sample Data Collection Form*). Information can be gathered from key contacts within the EOC structure and other organizations and then summarized in a report (see Attachment C for *Sample Report Form*). Information will typically be requested by elected officials, county administrators, city managers, local media, state agencies, and others.

- *Coordination with PIO Function*—to maintain consistent public messaging through the media. Public information plays a critical role in effective volunteer coordination. Coordination with the JIC and with PIOs from all agencies tasked with responsibilities for volunteer coordination helps maintain accuracy, consistency and timeliness of public messaging. Information to be disseminated might include activation information for certain affiliated volunteer groups or instructions to report to an alternate location.

7.3. Roles and Responsibilities

7.3.1. LEAD AGENCY
The Lead Agency is responsible for the overall coordination of affiliated volunteer resources. The Lead Agency for this jurisdiction is the Monterey County Operational Area's Emergency Operations Center.

7.3.2. SUPPORTING AGENCIES
Supporting Agencies are responsible for providing support to the coordination of affiliated volunteer resources. In the Monterey County Operational Area, the Supporting Agencies are the various individual organizations that make up the County's Citizens Corps Council. These organizations would assist in coordinating volunteer resources from within their memberships.

There are any number of additional agencies that may also support coordination of affiliated volunteer resources. These may include:

- Volunteer Centers – Volunteer Centers have the technical expertise to coordinate spontaneous volunteer resources in times of disaster. Volunteer Centers may be designated as the Lead Agency for a jurisdiction or provide critical support to a Lead Agency.
- County/city government agencies – these include human resources, social services and information services. Human Resources is often designated as a Lead Agency for spontaneous volunteers in city and county plans.
- Operational Area – Coordinates emergency information and resource requests of its political subdivisions, including activation of emergency operations centers, and serves as an information link between the local government level and the REOC.
- Cities – Take actions to mitigate immediate threats or actual emergencies, including activation of emergency operations centers, and may operate local EVCs.
- CA Emergency Management Agency – Through its headquarters and administrative regions, coordinates the emergency activities of all state agencies in the event of an emergency and utilizes state resources to fulfill mutual aid requests and support emergency operations. When needed, activates the State Operations Center and the REOC.
- CaliforniaVolunteers – Serves as the lead state agency for coordinating volunteer activities related to disaster response and recovery.
- Federal Emergency Management Agency (FEMA) – Supports overall activities of the Federal Government for domestic incident management. FEMA also serves as the coordinating agency for the Volunteer and Donations Management Support Annex to the National Response Framework .
- American Red Cross – Provides relief to those affected by disasters. Relies heavily on pre-trained volunteers but also incorporates many spontaneous volunteers in its operations, particularly for larger disasters.
- 2-1-1 providers – Provide free information 24/7 to callers on community resources, including disaster-related resources. Not available yet in every county.
- Other nonprofit organizations – Includes wide array of community-based organizations, faith-based organizations and others that provide services in a disaster and that involve volunteers, including spontaneous volunteers, in providing these services.
- Local VOADs or other interagency groups -- These can be useful points of contact for reaching a number of nonprofit and faith-based organizations regarding their involvement of spontaneous volunteers.

7.4. Activation

Activation of the Volunteer Management Plan for affiliated volunteer coordination is handled through the appropriate Unit Leader within the Operations Section, or for ARES/RACES in the Logistics Section, all within the Monterey County's Operational Area EOC.

7.5. Affiliated Volunteer Programs Overview

Government affiliated volunteer programs specialize in one aspect of emergency response, such as fire, law, medical, utilities, communications or logistics. Typical features of such programs include an emphasis on command and control, clear lines of communication, a well-defined scope of work, and high performance expectations. Government affiliated volunteer programs in Monterey County include the Sheriff's Office Search and Rescue and the auxiliary communications service, ARES/RACES.

Non-governmental affiliated volunteer programs also provide essential services in emergencies. Coordination between governmental agencies and non-governmental volunteer programs in an emergency supports the effective and efficient use of resources. In Monterey County, the American Red Cross and the SPCA of Monterey County are part of the Operational Area's EOC, and have seats in the Operations Section.

Community Emergency Response Teams in Monterey County are not controlled by the Operational Area EOC's Operations Section. However, they are a trained resource whose availability must be considered. If needed, CERTs may be requested from the responsible governmental agency through mutual aid, or, if not affiliated with a government entity, may be registered as DSWs as they report. In the latter case they would become an operational asset to the Operational Area's Operations Section.

7.6. Affiliated Volunteer Programs Operational Considerations

7.6.1. MOBILIZATION
Volunteer activation in government affiliated volunteer programs is normally a predetermined process with established policies and procedures. For those jurisdictions that cover their volunteers under the DSWVP, volunteers may not self-deploy; the signal for activating comes from the organization's leadership or operational guidelines. Affiliated volunteers will only be activated and integrated into the formal response structure by mechanisms consistent with SEMS and standard EOC procedures.

7.6.2. SUPERVISION
Affiliated volunteers in government programs will work within a prescribed structure and under supervision. Adequate supervision is a requirement for programs that register their volunteers in the DSWVP.

7.6.3. MUTUAL AID
In some cases, affiliated volunteers may be utilized as a mutual aid resource and coordinated with other jurisdictions. When this occurs, standard SEMS/NIMS principles will apply to any activity.

7.6.4. VOLUNTEER TRACKING
Although details may vary, affiliated volunteer programs track volunteer hours, activities, and other administrative formalities.

7.6.5. DEMOBILIZATION
Details will vary but affiliated volunteer programs will or should have a formal procedure for demobilizing volunteers. The agency responsible for the volunteers manages their demobilization in coordination with the field Incident Command structure and the EOC.

7.7. Communication and Coordination
Communication and coordination with many affiliated volunteer programs occurs within the EOC structure. Through its branches and units, the jurisdiction's EOC is able to connect with county and city-run disaster volunteer programs, the American Red Cross and other

NGO groups. Through these connections, the EOC is able to gather relevant information, respond to resource requests, and solve problems.

8. Plan Maintenance

This Volunteer Management Plan is developed under the authority of the Monterey County Operational Area. This section documents local responsibilities and processes for plan distribution, review, updates, testing, training, and how after action review will be conducted after the plan has been implemented either by exercise or in response to a real emergency.

8.1. Plan Distribution

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

- All County departments having a role in the Emergency Operations Center
- All cities and special districts in the Operational Area
- All NGOs and other agencies having a role in the Emergency Operations Center

8.2. Plan Updates

The Plan may also be modified as needed after an incident, exercise, changes in procedures, law, rules, or regulations pertaining to volunteer coordination. The staff of the Monterey County Office of Emergency Services is responsible for developing, maintaining and drafting revisions to the plan consistent with the jurisdiction's schedule for updating the Emergency Operations Plan. The Monterey County Office of Emergency Services has determined that the Monterey County Board of Supervisors is designated to give final approval of this Plan in accordance with County Ordinances.

8.3. Plan Testing, Training and Exercises

This Plan may be implemented either by exercise or in response to a real emergency. The Volunteer Management Plan may be tested in tabletop exercises, functional exercises, and full-scale exercises.

8.4. After Action Review

Following any plan testing, training and exercises, the Monterey County Office of Emergency Services will conduct an After Action review of this Volunteer Management Plan. Items suggested in the After Action report will be included in any subsequent Plan updates.