

RISING ABOVE



*Key learnings, insights and recommendations to improve the response of
Alberta nonprofits in the event of (another) disaster or crisis.*

EMERGENCY PREPAREDNESS is an essential strategic consideration for all organizations. This report was motivated by the impact of the 2013 Alberta floods on nonprofit organizations and the key stakeholder groups who are involved in, or support the sector.

We share a literature scan of the best and promising practices in the area of nonprofit disaster preparedness, relief and recovery efforts. The report also details the outcomes of focus groups and one-on-one interviews conducted with: representatives from Alberta nonprofit organizations, funders, grant-makers and fundraising professionals—each with distinct experiences and insights from the 2013 Alberta floods.

The report shares: key lessons learned; recommendations to help nonprofit organizations prepare for future emergencies or disasters; and, references to reviewed literature sources. *Supporting information including interview questions and the focus group discussion guide are available on request.*


DIVERSE SOURCES INFORMED THIS REPORT:

- A national and international literature review of nonprofit best practices regarding emergency preparedness, response and recovery
- Focus groups with representatives of Alberta nonprofits and fundraising professionals
- One-on-one interviews with funders and grant-makers



Many nonprofits find it difficult to devote the additional resources required to preparedness planning and are reluctant to divert the time, attention and resources away from day to day programming."

—G. EL-ASKARI, K. PUTMAM, 2007



We chose a blended research methodology for this report. We explored what occurred locally—for *nonprofit organizations during the 2013 Alberta floods*—and we looked beyond the experience in our province to contrast and integrate knowledge and benchmarks from around the world.

Our research included a national and international literature review regarding best practices in nonprofit emergency preparedness, response and recovery (regardless of the type or size of disaster or crisis).

To complement the scan of published and unpublished articles and documents we explored the experiences of individuals involved in Alberta's nonprofit sector—and affected by the 2013 Alberta floods. We investigated nonprofits' pre-flood emergency or crisis preparedness, how the floods affected them, their response, their situation and actions post flood.

Overall, the experiences and recommendations shared by representatives of Alberta's nonprofit sector are substantiated by the national and international literature review. We have synthesized our findings to share recommendations for nonprofit organizations and others involved in the sector. This report highlights best practices and the importance of effective integrated crisis planning and response.

A significant and worrisome finding is the Alberta nonprofit sector's apparent lack of impetus and/or skills and resources to implement or enhance essential emergency preparedness planning.



TRUST IS PARAMOUNT:

An organization's ability to do what they do, no matter what. Sticking to mission during a crisis is essential to maintain the trust of clients, the public and funders."

—INTERVIEW PARTICIPANT



COMMUNICATIONS:

There's significant room for improvement in how we utilize it during—and post—a crisis."

—FOCUS GROUP PARTICIPANT

1

WHAT THE LITERATURE REVIEW TELLS US

Published and unpublished documents and articles from various national and international institutions were reviewed. These included materials sourced from academic databases and via the Internet.

FOR NONPROFITS

- Continuity of operations planning is critical
- Nonprofits need to be involved in municipal and provincial disaster relief and recovery plans
- A clear and consistent mission is important
- Coordination and collaboration during the response and recovery periods is essential
- Pre-existing relationships enhance the response efforts
- Financial sustainability is a significant concern

FOR FUNDERS AND GRANT-MAKERS

- Funders and grant-makers need their own disaster plans in place
- Coordination, collaboration and communication is essential
- Long-term investing is necessary for recovery

FOR FUNDRAISING

- Diverse funding sources are needed for an effective response
- Strong brand awareness and effective communication will steward donations
- The economic backdrop supersedes the disaster situation
- Donations and volunteer efforts are challenging to direct and coordinate

+2

INSIGHTS FROM THE FOCUS GROUPS AND 1:1 INTERVIEWS

Participants included Alberta nonprofit leaders, funders, grant-makers and fundraisers. Distinct themes emerged and almost exclusively the insights and recommendations concur with the literature review of best practices.

- The experience of the floods was not homogenous
- Lack of coordinated and collaborative networks caused undue stress
- Communication is paramount
- Solid mission is key to resiliency
- Long-term funding for disaster preparedness and response is needed

=3

BEST PRACTICES AND OTHER CONSIDERATIONS

The recommendations offered in this report include many to help individual nonprofit organizations in emergency preparedness planning, response, and recovery. Others address the critical need for an integrated community response that includes intra-agency and agency to city (and beyond) responses. The full report expands on these key recommendations.

- **Develop networks to coordinate nonprofits** and work with municipal and regional emergency preparedness offices, create relationships amongst agencies, plan coordination of services and volunteer placements
- **Develop a 'Continuity of Operations' plan** to ensure the organization is able to recover quickly and continue to deliver support in the event of a major disaster or crisis
- **Ensure sufficient financial reserves** that are flexible to carry a nonprofit for a period of time following an emergency and/or when they must operate for a period outside their core mandate
- **Enhance 211 to support coordination** of various sub-sectors responding in an emergency and to recruit additional partners
- **Leverage the expertise of other sectors** including the corporate sector who can contribute to the preparedness and response of foundations and grant-makers

A CONCERNING REALITY

Research confirms the public (including donors) expects nonprofit organizations to respond to *lessons learned* and enhance their emergency preparedness in order to increase resilience (both operational and fiscal) and improve future crisis response and recovery.

However, many Alberta nonprofit representatives say they have made little to no change to 'business' continuity planning or emergency preparedness as yet; front line staff members have not yet recovered—or they have accepted a new normal. Some nonprofits indicate they struggle to process what occurred and decide what action to take.

Currently in times of crisis, nonprofit organizations in Alberta work in isolation—or with limited coordination with other agencies, sectors or governments.

Enhanced coordination between neighbourhoods, nonprofits and government systems is essential for a cohesive province-wide disaster preparedness strategy.

METHOD- OLOGY

WITHIN THIS PROJECT, THERE WERE SEVERAL FORMS OF DATA COLLECTION: focus groups with representatives from nonprofit agencies and fundraising professionals, key informant interviews with funders, and a scoping review of best and promising practices in the area of disaster preparedness, relief and recovery efforts.

FOCUS GROUPS WITH REPRESENTATIVES FROM NONPROFIT ORGANIZATIONS AND FUNDRAISING PROFESSIONALS

Focus groups were conducted with individuals representing nonprofit organizations (primarily executive directors or program directors) and fundraising professionals (both independent and those within nonprofit organizations).

INTERVIEWS WITH FUNDERS

Telephone interviews were conducted with representatives from various funders located in Calgary.

LITERATURE SCAN

To capture relevant and/or emergent best practices from other jurisdictions, the project team engaged in a scoping review of literature regarding the nonprofit sector's involvement with significant and catastrophic disasters. At a general level, scoping studies aim to rapidly map the key concepts underpinning a research area and the main sources and types of evidence available. According to Arksey & O'Malley, "they can be undertaken as stand-alone projects in their own right, especially where an area is complex or has not been reviewed comprehensively before" (p. 194).¹ While there are several reasons for conducting scoping reviews in a particular area,² our purpose was: a) to understand other jurisdictions' efforts in this area, and; b) identify the best and/or promising practices in disaster preparedness, response and recovery in order to inform the nonprofit sector moving forward.

A review of both published and unpublished documents and articles was conducted, utilizing two main search strategies:

1. Academic database searches employing particular search terms in this area from 2000 - 2013. The databases searched included Academic Search Premier and Google Scholar. Search terms included *disaster response and nonprofits*, *disaster relief and nonprofits*, *disaster planning and nonprofits*, *nonprofit response and disasters*.
2. Internet searches were also conducted using the same search terms as identified above, resulting in a number of articles and reports from various institutions both nationally and internationally.

LIMITATIONS

Limitations to the project research included the non-availability of some grant-makers and funders.

The focus groups tended to be concentrated with representatives from the human services sector. Given that this segment of the sector appeared to be more impacted by the aftermath of the flood,³ it seemed reasonable to weigh participation slightly in this direction.

The disaster management literature is significant, and as such, this review touches only upon the role of the nonprofit sector in disasters. Furthermore, each phase of the disaster management cycle is replete with a significant body of literature. Given the time constraints of the project, in-depth examination within each of these areas was outside the scope and purpose of this review.

SCOPING REVIEW: OVERVIEW

Research in the area of public expectations regarding the nonprofit sector response to disasters is that lessons are not adequately learned, including those lessons learned in other countries.

The disaster management cycle typically contains four phases, specifically preparedness, response, recovery and mitigation.⁴ Mitigation usually includes pre-disaster activities, such as preventing and planning for disasters, while response refers to the emergency period in the wake of disasters.⁵ Recovery is focused on the long-term efforts to restore and enhance the environment to the prior state or new state.⁶

The literature would also suggest that disasters come in different sizes.⁷ Disasters are events that cause considerable loss of life and/or property damage. Examples would include small floods, large fires, etc., whereas the top level of emergency is often called a major, or catastrophic, disaster.⁸ These are occurrences that are notable, unique, severe and/or profound in terms of their impacts, effects and outcomes.⁹

Certainly, the 2013 floods could be characterized as a catastrophic disaster. In Calgary alone, over 110,000 Calgarians from 26 communities were evacuated, 16 LRT stations closed

along with 20 bridges into the downtown core, all public and separate schools were closed, and over 34,000 homes and businesses went without power for several days.¹⁰ This does not take into account the severity and scale of impact felt by those in Canmore, High River and other Southern Alberta communities affected by the flooding waters.

While it is the case that provincial and local governments all have some responsibilities and must work together for a positive outcome to be achieved, the reality is the non-governmental sector plays a significant and vital role in alleviating human misery.¹¹

Research from the United States suggests that Americans believe that the best response to disaster relief and the emerging social needs can be offered by nonprofit organizations.¹² Nonprofit organizations have several strengths in this regard, specifically that they are more agile and less bureaucratic than provincial or municipal departments.¹³

SCOPING REVIEW: LESSONS LEARNED FOR NONPROFITS

Given the unique role played by nonprofit organizations following a disaster, a number of research studies have emerged in the last decade exploring nonprofit preparedness and response following a catastrophic disaster, such as 9/11,¹⁴ Hurricanes Katrina and Rita,¹⁵ and the California earthquakes and wild fires.¹⁶

Research in the area of public expectations regarding the nonprofit sector response to disasters is that lessons are not adequately learned, including those lessons learned in other countries.¹⁷ In light of this expectation to learn and adjust accordingly to the experiences from other jurisdictions, the following lessons are presented for consideration:

1

LESSON

CONTINUITY OF OPERATIONS PLANNING IS CRITICAL

Studies into disaster preparedness show nonprofit organizations to be at very different levels.¹⁸ Very few nonprofits demonstrate a “continuity of operations plan” (COOP), and the few that do, don’t update them or test them.¹⁹ Many nonprofits find it difficult to devote the additional resources required to preparedness planning and are reluctant to divert the time, attention and resources away from day to day programming.²⁰

While the literature does suggest that even the most detailed of plans may not be sufficient given the complexity and scale of

catastrophic events, continuity of operations planning supports basic business continuity of critical services after a disaster.²¹

According to studies cited by the Nonprofit Roundtable of Greater Washington,²² 43% of organizations experiencing disaster never recover. Reviewing and updating the continuity plan annually and training staff members on the plan can ensure nonprofits do not end up as one of the 43%.

2 LESSON

NONPROFITS NEED TO BE INVOLVED IN MUNICIPAL AND PROVINCIAL DISASTER RELIEF AND RECOVERY PLANS

Although disaster relief and recovery has generally been considered the responsibility of government and national organizations like the Red Cross, often it is nonprofit organizations that are the first responders in a disaster,²³ and play a significant role in creating a sense of normalcy in the recovery period.²⁴ Unfortunately, nonprofit organizations are rarely included in the regular disaster planning events of local jurisdictions.²⁵ Recognizing this, researchers are calling for the integration of nonprofits into disaster plans,²⁶ as they

possess expertise and resources which are different from, and complementary to, government and private sector resources.²⁷ Greater coordination between levels of government and nonprofit organizations has been identified as key to better utilization of limited resources in the disaster period.²⁸ Additionally, nonprofits need to be included in municipal and regional exercises and training events to make them more effective in a crisis, as well as to clarify the role of nonprofits in relation to their peers and government partners.²⁹

3 LESSON

A CLEAR AND CONSISTENT MISSION IS IMPORTANT

In the immediate and long-term aftermath of disaster, the needs of existing clients become more acute while a host of new clients may also require service.³⁰ In addition, there may also be pre-existing social and economic vulnerabilities which may impact response and recovery efforts.³¹ New needs may emerge as people deal with enhanced stressors and uncertainty following a disaster.³²

Combined with the increased demand for services, is that the funding environment may also be shifting. Immediately following a disaster, there is generally an influx of funding,

with significant reductions occurring once time and attention moves on.³³ Without stable sources of money (or new sources to replace the old), many nonprofits may have to cut much-needed services.

One of the significant lessons emerging from the literature is the need for nonprofit organizations to understand their strengths and stay true to their mission during times of disaster response and recovery and resist the urge to “chase” the often plentiful grant money available post-disaster.³⁴

Greater coordination between levels of government and nonprofit organizations has been identified as key to better utilization of limited resources in the disaster period.

4 LESSON

COORDINATION AND COLLABORATION DURING THE RESPONSE AND RECOVERY PERIODS IS ESSENTIAL

Numerous research studies identified the increased pressure and need for coordination and collaboration in the immediate and long-term aftermath of a major disaster.³⁵ Shared enterprise and collaboration is a necessity following a major disaster as a variety of stakeholders is required to fill the enormity of need.³⁶ Communities where collaboration and

coordination between nonprofit organizations exist are generally better equipped to design and subsequently implement a long-term recovery response.³⁷ Studies suggest communities that have a centralized convener can offer a supportive space to discuss needs, assets, and structure for long-term recovery.³⁸

5 LESSON

PRE-EXISTING RELATIONSHIPS ENHANCE THE RESPONSE EFFORTS

Consistently throughout the literature, pre-existing relationships were viewed as critical to support coordination and collaboration efforts between organizations in the immediate and long-term aftermath of a disaster.³⁹ In order to function efficiently, an established working relationship

between organizations must be in place.⁴⁰ It is very difficult to make introductions and develop relationships in the chaos of disaster. Having prior bonds and personal relationships makes a significant difference in performance when flexibility, adaptability and speed are of the essence.⁴¹

6 LESSON

FINANCIAL SUSTAINABILITY IS A SIGNIFICANT CONCERN

Research indicates that while local organizations struggle to keep up with the demand for services, the bulk of donations are directed toward large relief organizations. Smaller organizations, closest to the disaster often fail to get the money being donated.⁴² Adding to this pressure, many nonprofits jump in to fill gaps in service and address community needs without knowing where or how they would find money to support their efforts.⁴³

Lessons from Hurricane Katrina show organizations that anticipated to be reimbursed through government or other funding mechanisms, found they were ineligible for reimbursements for the costs they incurred.⁴⁴ Additionally, organizations themselves have facilities and infrastructure damaged or completely lost when disaster strikes. Many of these organizations have a hard time raising and securing funds for capital expenditures.⁴⁵

SCOPING REVIEW: LESSONS LEARNED FOR FUNDERS AND GRANT-MAKERS

Increasingly, funders and grant-makers have become active in the recovery and response periods following a disaster.⁴⁶ There is no doubt that funders and grant-makers play a distinct role in disasters because of their ongoing relations

with grantees, their flexibility and convening capacity.⁴⁷ As such, research has identified a number of key lessons for consideration by funders and grant-makers in the area of disaster response and recovery.

1 LESSON

FUNDERS AND GRANT-MAKERS NEED THEIR OWN DISASTER PLANS IN PLACE

In a 2007 study of disaster preparedness and response of Northern California grant-makers, findings indicated that very few of the grant-makers engaged in proactive internal preparedness plans.⁴⁸ Studies conducted post-Hurricane Katrina found that many foundations had to close their doors, due to a lack of planning.⁴⁹

In order to withstand a major disaster and continue the business of serving their grantees, funders and grant-makers

must take the steps to survive a catastrophic disaster.⁵⁰ Plans need to include internal considerations (e.g., ways of reaching staff, hard copies of employee, vendor and grantee information, banking information, etc.), as well as external information, such as application criteria and streamlined processes to ensure money gets out the door as quickly and as efficiently as possible.

2 LESSON

COORDINATION, COLLABORATION AND COMMUNICATION

Understanding and working with other funders in the area can support the scale of the response provided, leverage dollars and build awareness. Funders and grant-makers need to know who else funds what in their local environment, as well as understanding the scope and limits of provincial and national entities (e.g., Red Cross) so they can fill in the gaps.⁵¹

Communication about granting processes was also a key learning from the research.⁵² Post-Hurricane Katrina, available funding streams were not always simple (e.g., some gave directly to nonprofit organizations, while some gave to other foundations to leverage dollars going into the community). As well, funding streams also had different start and end dates and specifications, which led to confusion.⁵³

3 LESSON

LONG-TERM INVESTING IS NECESSARY FOR RECOVERY

Long-term recovery requires a sustained influx of money and donations to be set aside and carefully managed over a period of years so that nonprofit organizations have the capacity to respond to genuine needs long after the dust settles.⁵⁴ Research has identified that in the wake of catastrophic disasters, the need for elevated service may exist five to seven years following a disaster.⁵⁵

Research also identified the exceptional importance of investments from local and regional funders and grant-makers in long-term recovery efforts.⁵⁶ Traditional large players (e.g., Red Cross) generally do not maintain significant roles over the long term.⁵⁷ These organizations tend to fill gaps in the initial period immediately after a disaster, but are largely departed once acute relief efforts give way to long-term rebuilding.

Long-term recovery requires a sustained influx of money and donations to be set aside and carefully managed over a period of years so that nonprofit organizations have the capacity to respond to genuine needs long after the dust settles.

SCOPING REVIEW: LESSONS LEARNED FOR FUNDRAISING

Learnings regarding fund development and donor relations focused primarily on the fact that most donors tend to give to disaster response efforts, as opposed to disaster recovery efforts.⁵⁸ The effects of disaster relief efforts are often immediate, large and gratifying.⁵⁹ As to how much money is required for rebuilding individual homes and businesses and to address long-term mental and/or physical health

impacts, etc.—this becomes less apparent, while the tasks are immensely more difficult.⁶⁰

Lessons related to volunteerism were also identified in the literature, albeit on a much smaller scale.⁶¹ However, critical learning from post 9/11 and Hurricane Katrina has emerged in the research and warrants exploration.

1 LESSON

DIVERSE FUNDING SOURCES ARE NEEDED FOR AN EFFECTIVE RESPONSE

The literature identified that funding from national, regional and local sources is required in supporting nonprofit capacity to respond following a major disaster.⁶² It is not enough to rely on government or large national grant-makers to support

response and recovery efforts. In fact, the literature would suggest that local sources are often more flexible to emergent need following a major disaster.⁶³

2 LESSON

STRONG BRAND AWARENESS AND EFFECTIVE COMMUNICATION WILL STEWARD DONATIONS

Research identifies the need for nonprofit organizations to better educate the public about the disaster services they provide, what those services cost, and how they are using donations in provision of those services.⁶⁴ Research also suggests that local agencies have little staff capacity to cultivate grants or donations immediately following a major disaster.⁶⁵ While messaging to donors is challenging following

a major disaster, it is been shown to be critical.⁶⁶ Many donors expect all their gifts to go directly to victims, even though organizations have long-term needs that require long-term funding. A trusted and known brand therefore becomes critical in a crisis situation. Discussing the reality of long-term recovery with donors is also necessary, as recovery efforts are often ongoing for five to seven years post-disaster.⁶⁷

3 LESSON

THE ECONOMIC BACKDROP SUPERSEDES THE SITUATION

Research conducted by the Center of Philanthropy post 9/11 and Hurricane Katrina shows that economic factors play a much greater role in year-to-year variations in giving than do disasters.⁶⁸ In the wake of disaster, many nonprofit

organizations are fearful of disaster relief displacing other areas of charitable giving.⁶⁹ When it comes to charitable giving, the economic environment plays a more substantial role, than the disaster itself.

4 LESSON

DONATIONS AND VOLUNTEER EFFORTS ARE CHALLENGING TO DIRECT AND COORDINATE

The nonprofit sector's ability to mobilize resources can also be profoundly affected by the forms in which those resources come.⁷⁰ While financial resources are usually most welcomed by organizations, food, clothing and volunteer time are also required by nonprofit organizations following a major disaster. However, these types of resources are much less easy to fit to particular needs and wants.⁷¹ The real risk is that the sheer volume of material goods may quickly overwhelm organizations, and clog limited local transport, storage and distribution capacities.⁷²

Similar to financial resources, managing volunteers following a major disaster can also be difficult.⁷³ While volunteers are valued and critical resources, the reality is that volunteers are most often not equipped to provide complex services like mental health counseling or case management, nor are their services provided in a continuous period of time, but rather in more discrete and contained ways.⁷⁴

When comes to charitable giving, the economic environment plays a more substantial role, than the disaster itself.

INSIGHTS FROM FOCUS GROUPS & 1:1 INTER- VIEWS

THE PROJECT TEAM CONDUCTED A SERIES OF INTERVIEWS AND TWO FOCUS GROUPS WITH THOUGHT LEADERS

REPRESENTING THREE NONPROFIT SECTOR SUB-GROUPS: human service agencies, funders and grant-makers, and fundraising professionals. The following are the key themes from the consultations.

1 INSIGHT

THE EXPERIENCE OF THE FLOODS WAS NOT HOMOGENOUS

While it is true the 2013 floods impacted almost everyone, the experience was different depending on the situation. Some organizations were completely devastated, while others, who were not flooded per se, felt the impact in other ways. For example, an organization that was flooded experienced the physical impacts (e.g., ruined equipment and files, displaced

clients, etc.), while others who were not under water may have been impacted more financially, due to the redirection of philanthropy to relief organizations. Likewise, the process of recovery varies, based on a number of factors including the extent of the damage and resource stability pre-and post-floods.

2 INSIGHT

LACK OF COORDINATED AND COLLABORATIVE NETWORKS CAUSED UNDUE STRESS

When the floods happened, individuals and organizations throughout the province stepped up and did remarkable work. That said, some organizations expressed a sense of feeling isolated and disconnected from staff, clients, service providers, relief organizations and/or other partners. Since the vast majority of participants did not have a 'road-map' of

who to turn to and for what, they utilized an ad hoc approach. The consensus among participants was that this method was inefficient, ineffective at times, and unnecessarily stressful. Drawing upon this experience highlights the need for an overarching understanding of who does what and for whom, as a well-coordination of service providers.

3 INSIGHT

COMMUNICATION IS PARAMOUNT

Whether or not an organization had a disaster plan in place prior to the flood, almost did not matter. What participants reported most was the need for clear, responsive (flexible) and ongoing communication regarding the situation, the need and the response. This concept pertains to service providers, funders and fundraisers. The use of social media and the news

media was purported to be the most effective, given the pace of the situation and the potential reach of these mediums. Conversely, traditional communication means, such as websites and email proved less effective, as many people were displaced and did not have access to servers and/or contact lists.

4 INSIGHT

SOLID MISSION IS KEY TO RESILIENCY

Organizations with a clear and well-established mission appear to have fared better than those without. Participants reported that during the crisis and recovery periods, organizations with a reputation built on trust and accountability, were less impacted operationally and able to recover more quickly. It was also identified that organizations with clear missions

tend to be well-networked and able to garner more in donations and volunteer support. This underscores the importance for organizations to stick to and deliver on their mission. If not, it can create a lack of trust and erode the confidence of donors, funders and the community at large.

5 INSIGHT

LONG-TERM FUNDING FOR DISASTER PREPAREDNESS AND RESPONSE IS NEEDED

Not surprising, many nonprofit organizations went above and beyond the call of duty to respond to the needs in the community. In some cases, this included expanding and redirecting their focus temporarily. That said, funding to support organizations to do this critical work is limited, non-

existent and/or non-retroactive. The need to update financial models and funding practices to include disaster/emergency planning and response is required. As well, the need for organizations to clearly articulate their case for support is important—both before a crisis and during.

BEST PRACTICES & OTHER CONSIDER- ATIONS

There are a number of relevant best and/or promising practices identified in the literature, as well as compelling ideas coming out of the focus groups and interviews. The following are some considerations to support nonprofit organizations, funders, grant-makers and others in disaster preparedness planning, response and recovery efforts.

BEST PRACTICE

1

DEVELOP A 'CONTINUITY OF OPERATIONS' PLAN⁷⁵

Develop a customized operational plan to ensure the organization is able to recover quickly and continue to deliver support in the event of a major disaster or crisis.

Questions to guide the planning process for service providers may include:

- How would my organization deliver services if public transit were unavailable?
- If disaster strikes, how will my clients get information about the services we are able to offer?
- If disaster strikes and we are unable to provide service to our clients, what agreements do we have in place for service coordination/delivery?
- Do I know what other, similar organizations plan to do in a disaster? How will I be able to find out, especially if phone and Internet are down?

Questions to guide the planning process for funders or grant-makers may include:

- Do we have hard copies of important grantee information?
- What is our process to ensure grantees can continue to access funding during a disaster or crisis?
- How do we communicate our disaster response process to our grantees in the event that the phone and Internet is down?

In addition, funders or grant-makers may choose to consider the following best practice principles:⁷⁶

- Develop a plan to handle disaster requests (e.g., will requests need to be linked to mission? Will requests only be considered for current 'partners'?).
- Information is critical—take the time to learn about the specifics of a disaster before deciding concretely how to respond.
- Fund disaster prevention and preparedness plans for nonprofit organizations.
- Don't act in isolation—coordination between disaster grant-makers and nonprofit organizations on the ground can reduce the duplication of effort, make efficient use of resources, and ensure that the highest priority needs are addressed first.
- Think beyond the immediate crisis to the long-term—the emergency phase attracts the most attention and resources. Grant-makers can play a useful role before the crisis by supporting disaster prevention and preparedness activities and by filling gaps between emergency relief and long-term development programs.
- Communicate your work and use it as an educational tool—highlighting examples of good disaster grant-making is an excellent way for grant-makers to educate both internal and external audiences about the disaster process. Build a knowledge base, capture lessons learned, share experience with boards, staff, employees, other grant-makers, the media, etc.

BEST PRACTICE

2

ENSURE SUFFICIENT FINANCIAL RESERVES⁷⁷

Nonprofit organizations need to ensure and be allowed to have sufficient financial reserves to carry them for a period of time following an emergency. Funds need to be flexible and pre-aligned for response and recovery activities prior to a

disaster striking. Furthermore, funding needs to be available to nonprofits when acting outside their normal day-to-day activities and/or temporarily outside their mandate.

BEST PRACTICE

3

ENHANCE 211 TO SUPPORT COORDINATION⁷⁸

In other jurisdictions, 211 has worked to identify the organizations best placed to contribute to emergency response in any

given category (e.g., mental health, housing, basic needs, etc.) as well as coordinating recruitment of additional partners.

BEST PRACTICE

4

LEVERAGE THE EXPERTISE OF OTHER SECTORS⁷⁹

The research suggests that the corporate sector is generally further ahead when it comes to disaster planning. Foundations and grant-makers should leverage resources and enhance

coordination with this sector to support overall disaster preparedness and response efforts.

BEST PRACTICE

5

DEVELOPMENT OF NETWORKS TO COORDINATE NONPROFITS⁸⁰

The development of networks and/or committees to work with municipal and regional emergency preparedness offices, create relationships amongst agencies, plan coordination of services, volunteer placements and enhancements of 211 plans is strongly evidenced in the literature. These networks may also:

- Support the identification of primary service categories and potential providers in coordination with municipal and regional disaster services.

- Coordinate assistance for nonprofits needing access to municipal, regional and national funding.
- Designate coordinator to oversee and set-up volunteer centres.
- Promote understanding of fit with local and regional government plans for response and recovery, as well as develop a coherent and consistent response protocol amongst each other.

ENDNOTES

- 1 Arksey, H.; O'Malley, L. 2005. "Scoping studies: Towards a methodological framework". *International Journal of Social Research Methodology*, 8(1), 19-32.
- 2 Arksey, H.; O'Malley, L. 2005. "Scoping studies: Towards a methodological framework". *International Journal of Social Research Methodology*, 8(1), 19-32.
- 3 Calgary Chamber of Voluntary Organizations & Propellus. 2013. Resilience in the face of adversity: The Calgary non-profit sector two months after the floods. (Calgary, AB: Author). Retrieved from http://www.calgarycvo.org/wp-content/uploads/2013/09/CCVO_NonProfitFloodImpactSurveySept11.pdf
- 4 Flatt, V.B.; Stys, J.J. 2013. "Long term recovery in disaster response and the role of non-profits". *Onati Socio-Legal Series*, 3(2), 346-362; Joakim, E. 2011. Post-disaster recovery and vulnerability. (California: Creative Commons). Retrieved from <http://www.crhnet.ca/sites/default/files/library/Joakim.pdf>
- 5 Flatt, V.B.; Stys, J.J. 2013. "Long term recovery in disaster response and the role of non-profits". *Onati Socio-Legal Series*, 3(2), 346-362
- 6 Flatt, V.B.; Stys, J.J. 2013. "Long term recovery in disaster response and the role of non-profits". *Onati Socio-Legal Series*, 3(2), 346-362; Kapucu, N.; Van Wart, M. 2006. "The evolving role of the public sector in managing catastrophic disasters". *Administration and Society*, 38(3), 279-308; Simo, G.; Bies, A.L. 2007. "The role of nonprofits in disaster response: An expanded model of cross-sector collaboration". *Public Administration Review*, 67, 125-142.
- 7 Kapucu, N.; Van Wart, M. 2006. "The evolving role of the public sector in managing catastrophic disasters". *Administration and Society*, 38(3), 279-308
- 8 Kapucu, N.; Van Wart, M. 2006. "The evolving role of the public sector in managing catastrophic disasters". *Administration and Society*, 38(3), 279-308
- 9 Kapucu, N.; Van Wart, M. 2006. "The evolving role of the public sector in managing catastrophic disasters". *Administration and Society*, 38(3), 279-308
- 10 United Way of Calgary and Area. 2013. From crisis to resiliency: A guide for partners in flood recovery. (Calgary, AB: Author). Retrieved from <http://www.calgaryunitedway.org/main/images/Research/from-crisis-to-resiliency-flood-report-full-report.pdf>
- 11 Smith, S.L. 2012. "Coping with disaster: Lessons learned from Executive Directors of non-profit organizations (NPOs) in New Orleans following Hurricane Katrina". *Administration in Social Work*, 36(4), 359-389. doi: 10.1080/03643107.2011.604401
- 12 Fremont-Smith, M.; Boris, E.T.; Steuerle, C.E. 2006. "Charities' response to disasters: Expectations and realities". In E.T. Boris & C.E. Steuerle (Eds). *After Katrina: Public expectation and charities' response*. (pp. 1-4). (Washington, DC: The Urban Institute)
- 13 Gajewski, S.; Bell, H.; Lein, H.; Angel, R.J. 2011. "Complexity and instability: The response of the nongovernmental organizations to recovery of Hurricane Katrina survivors in a host community". *Nonprofit and Voluntary Sector Quarterly*, 40(2), 389-403. doi: 10.1177/0899764010362115
- 14 Fremont-Smith, M.; Boris, E.T.; Steuerle, C.E. 2006. "Charities' response to disasters: Expectations and realities". In E.T. Boris & C.E. Steuerle (Eds). *After Katrina: Public expectation and charities' response*. (pp. 1-4). (Washington, DC: The Urban Institute); Kapucu, N.; Van Wart, M. 2006. "The evolving role of the public sector in managing catastrophic disasters". *Administration and Society*, 38(3), 279-308
- 15 Gajewski, S.; Bell, H.; Lein, H.; Angel, R.J. 2011. "Complexity and instability: The response of the nongovernmental organizations to recovery of Hurricane Katrina survivors in a host community". *Nonprofit and Voluntary Sector Quarterly*, 40(2), 389-403. doi: 10.1177/0899764010362115; Smith, S.L. 2012. "Coping with disaster: Lessons learned from Executive Directors of non-profit organizations (NPOs) in New Orleans following Hurricane Katrina". *Administration in Social Work*, 36(4), 359-389. doi: 10.1080/03643107.2011.604401
- 16 El-Askari, G.; Putnam, K. 2007. Northern California grant makers disaster preparedness and response initiative. (San Francisco, CA: Putnam Community Investment Consulting). Retrieved from http://www.ncg.org/s_ncg/bin.asp?CID=11012&DID=32131&DOC=FILE.PDF
- 17 Fremont-Smith, M.; Boris, E.T.; Steuerle, C.E. 2006. "Charities' response to disasters: Expectations and realities". In E.T. Boris & C.E. Steuerle (Eds). *After Katrina: Public expectation and charities' response*. (pp. 1-4). (Washington, DC: The Urban Institute);
- 18 El-Askari, G.; Putnam, K. 2007. Northern California grant makers disaster preparedness and response initiative. (San Francisco, CA: Putnam Community Investment Consulting). Retrieved from http://www.ncg.org/s_ncg/bin.asp?CID=11012&DID=32131&DOC=FILE.PDF; Nonprofit Roundtable of Greater Washington. 2007. Ready or not? Key findings from the non-profit roadmap to preparedness for the national capital region. (Washington, DC: Author). Retrieved from <https://nonprofitroundtable.org/storage/documents/readyornotfinalcomp.pdf>; Nonprofit Roundtable of Greater Washington. 2008. A Roadmap to Preparedness Strategic Plan 2008-2011: A strategic plan to address unmet needs in non-profit emergency preparedness for the national capital region. (Washington, DC: Author).
- 19 Flatt, V.B.; Stys, J.J. 2013. "Long term recovery in disaster response and the role of non-profits". *Onati Socio-Legal Series*, 3(2), 346-362; Rowley, K. 2007. Response, recovery, and the role of the non-profit community in the two years since Katrina and Rita. (Albany, NY and Baton Rouge, LA: The Nelson A. Rockefeller Institute of Government and the Public Affairs Research Council of Louisiana).
- 20 El-Askari, G.; Putnam, K. 2007. Northern California grant makers disaster preparedness and response initiative. (San Francisco, CA: Putnam Community Investment Consulting). Retrieved from http://www.ncg.org/s_ncg/bin.asp?CID=11012&DID=32131&DOC=FILE.PDF
- 21 Flatt, V.B.; Stys, J.J. 2013. "Long term recovery in disaster response and the role of non-profits". *Onati Socio-Legal Series*, 3(2), 346-362; Nonprofit Roundtable of Greater Washington. 2007. Ready or not? Key findings from the non-profit roadmap to preparedness for the national capital region. (Washington, DC: Author). Retrieved from <https://nonprofitroundtable.org/storage/documents/readyornotfinalcomp.pdf>; Nonprofit Roundtable of Greater Washington. 2008. A Roadmap to Preparedness Strategic Plan 2008-2011: A strategic plan to address unmet needs in non-profit emergency preparedness for the national capital region. (Washington, DC: Author).
- 22 Nonprofit Roundtable of Greater Washington. 2007. Ready or not? Key findings from the non-profit roadmap to preparedness for the national capital region. (Washington, DC: Author). Retrieved from <https://nonprofitroundtable.org/storage/documents/readyornotfinalcomp.pdf>
- 23 El-Askari, G.; Putnam, K. 2007. Northern California grant makers disaster preparedness and response initiative. (San Francisco, CA: Putnam Community Investment Consulting). Retrieved from http://www.ncg.org/s_ncg/bin.asp?CID=11012&DID=32131&DOC=FILE.PDF
- 24 Flatt, V.B.; Stys, J.J. 2013. "Long term recovery in disaster response and the role of non-profits". *Onati Socio-Legal Series*, 3(2), 346-362
- 25 Flatt, V.B.; Stys, J.J. 2013. "Long term recovery in disaster response and the role of non-profits". *Onati Socio-Legal Series*, 3(2), 346-362; Nonprofit Roundtable of Greater Washington. 2007. Ready or not? Key findings from the non-profit roadmap to preparedness for the national capital region. (Washington, DC: Author). Retrieved from <https://nonprofitroundtable.org/storage/documents/readyornotfinalcomp.pdf>; Smith, S.L. 2012. "Coping with disaster: Lessons learned from Executive Directors of non-profit organizations (NPOs) in New Orleans following Hurricane Katrina". *Administration in Social Work*, 36(4), 359-389. doi: 10.1080/03643107.2011.604401
- 26 Gajewski, S.; Bell, H.; Lein, H.; Angel, R.J. 2011. "Complexity and instability: The response of the nongovernmental organizations to recovery of Hurricane Katrina survivors in a host community". *Nonprofit and Voluntary Sector Quarterly*, 40(2), 389-403. doi: 10.1177/0899764010362115; Nonprofit Roundtable of Greater Washington. 2007. Ready or not? Key findings from the non-profit roadmap to preparedness for the national capital region. (Washington, DC: Author). Retrieved from <https://nonprofitroundtable.org/storage/documents/readyornotfinalcomp.pdf>; Nonprofit Roundtable of Greater Washington. 2008. A Roadmap to Preparedness Strategic Plan 2008-2011: A strategic plan to address unmet needs in non-profit emergency preparedness for the national capital region. (Washington, DC: Author).
- 27 Nonprofit Roundtable of Greater Washington. 2008. A Roadmap to Preparedness Strategic Plan 2008-2011: A strategic plan to address unmet needs in non-profit emergency preparedness for the national capital region. (Washington, DC: Author).
- 28 Smith, S.L. 2012. "Coping with disaster: Lessons learned from Executive Directors of non-profit organizations (NPOs) in New Orleans following Hurricane Katrina". *Administration in Social Work*, 36(4), 359-389. doi: 10.1080/03643107.2011.604401
- 29 Nonprofit Roundtable of Greater Washington. 2007. Ready or not? Key findings from the non-profit roadmap to preparedness for the national capital region. (Washington, DC: Author). Retrieved from <https://nonprofitroundtable.org/storage/documents/readyornotfinalcomp.pdf>; Nonprofit Roundtable of Greater Washington. 2008. A Roadmap to Preparedness Strategic Plan 2008-2011: A strategic plan to address unmet needs in non-profit emergency preparedness for the national capital region. (Washington, DC: Author).
- 30 Flatt, V.B.; Stys, J.J. 2013. "Long term recovery in disaster response and the role of non-profits". *Onati Socio-Legal Series*, 3(2), 346-362
- 31 Joakim, E. 2011. Post-disaster recovery and vulnerability. (California: Creative Commons). Retrieved from <http://www.crhnet.ca/sites/default/files/library/Joakim.pdf>; Moore, M.H. 2006. "Disasters and the voluntary sector: reflections on the social response to hurricane Katrina". In E.T. Boris & C.E. Steuerle (Eds). *After Katrina: Public expectation and charities' response*. (pp. 23-28). (Washington, DC: The Urban Institute); United Way of Calgary and Area. 2013. From crisis to resiliency: A guide for partners in flood recovery. (Calgary, AB: Author). Retrieved from <http://www.calgaryunitedway.org/main/images/Research/from-crisis-to-resiliency-flood-report-full-report.pdf>
- 32 Smith, S.L. 2012. "Coping with disaster: Lessons learned from Executive Directors of non-profit organizations (NPOs) in New Orleans following Hurricane Katrina". *Administration in Social Work*, 36(4), 359-389. doi: 10.1080/03643107.2011.604401
- 33 Smith, S.L. 2012. "Coping with disaster: Lessons learned from Executive Directors of non-profit organizations (NPOs) in New Orleans following Hurricane Katrina". *Administration in Social Work*, 36(4), 359-389. doi: 10.1080/03643107.2011.604401; Rowley, K. 2007. Response, recovery, and the role of the non-profit community in the two years since Katrina and Rita. (Albany, NY and Baton Rouge, LA: The Nelson A. Rockefeller Institute of Government and the Public Affairs Research Council of Louisiana).
- 34 Smith, 2012, p. 386
- 35 Pipa, T. 2006. "Weathering the Storm: The role of local nonprofits in the Hurricane Katrina relief effort". Nonprofit Sector Research Fund—Working Paper Series., (Washington, DC: The Urban Institute); Rowley, K. 2007. Response, recovery, and the role of the non-profit community in the two years since Katrina and Rita. (Albany, NY and Baton Rouge, LA: The Nelson A. Rockefeller Institute of Government and the Public Affairs Research Council of Louisiana); Simo, G.; Bies, A.L. 2007. "The role of nonprofits in disaster response: An expanded model of cross-sector collaboration". *Public Administration Review*, 67, 125-142; Smith, S.L. 2012. "Coping with disaster: Lessons learned from Executive Directors of non-profit organizations (NPOs) in New Orleans following Hurricane Katrina". *Administration in Social Work*, 36(4), 359-389. doi: 10.1080/03643107.2011.604401
- 36 Simo, G.; Bies, A.L. 2007. "The role of nonprofits in disaster response: An expanded model of cross-sector collaboration". *Public Administration Review*, 67, 125-142; Stys, J.J. 2011. Nonprofit Involvement in Disaster Response and Recovery. (Chapel Hill, NC: Center for Law, Environment, Adaptation and Resources at the University of North Carolina School of Law). Retrieved from <http://www.law.unc.edu/documents/clear/publications/nonprofit.pdf>
- 37 Flatt, V.B.; Stys, J.J. 2013. "Long term recovery in disaster response and the role of non-profits". *Onati Socio-Legal Series*, 3(2), 346-362.
- 38 Flatt, V.B.; Stys, J.J. 2013. "Long term recovery in disaster response and the role of non-profits". *Onati Socio-Legal Series*, 3(2), 346-362; Stys, J.J. 2011. Nonprofit Involvement in Disaster Response and Recovery. (Chapel Hill, NC: Center for Law, Environment, Adaptation and Resources at the University of North Carolina School of Law). Retrieved from <http://www.law.unc.edu/documents/clear/publications/nonprofit.pdf>
- 39 Fagnoni, C.M. 2006. "Observations on charities responses to Hurricane Katrina and Rita". In E.T. Boris & C.E. Steuerle (Eds). *After Katrina: Public expectation and charities' response*. (pp. 11-18). (Washington, DC: The Urban Institute); Kapucu, N.; Van Wart, M. 2006. "The evolving role of the public sector in managing catastrophic disasters". *Administration and Society*, 38(3), 279-308; Pipa, T. 2006. "Weathering the Storm: The role of local nonprofits in the Hurricane Katrina relief effort". Nonprofit Sector Research Fund—Working Paper Series., (Washington, DC: The Urban Institute); Smith, S.L. 2012. "Coping with disaster: Lessons learned from Executive Directors of non-profit organizations (NPOs) in New Orleans following Hurricane Katrina". *Administration in Social Work*, 36(4), 359-389. doi: 10.1080/03643107.2011.604401
- 40 Fagnoni, C.M. 2006. "Observations on charities responses to Hurricane Katrina and Rita". In E.T. Boris & C.E. Steuerle (Eds). *After Katrina: Public expectation and charities' response*. (pp. 11-18). (Washington, DC: The Urban Institute).
- 41 Kapucu, N.; Van Wart, M. 2006. "The evolving role of the public sector in managing catastrophic disasters". *Administration and Society*, 38(3), 279-308; Pipa, T. 2006. "Weathering the Storm: The role of local nonprofits in the Hurricane Katrina relief effort". Nonprofit Sector Research Fund—Working Paper Series., (Washington, DC: The Urban Institute);
- 42 Rowley, K. 2007. Response, recovery, and the role of the non-profit community in the two years since Katrina and Rita. (Albany, NY and Baton Rouge, LA: The Nelson A. Rockefeller Institute of Government and the Public Affairs Research Council of Louisiana);

- 43 Pipa, T. 2006. "Weathering the Storm: The role of local nonprofits in the Hurricane Katrina relief effort". Nonprofit Sector Research Fund—Working Paper Series., (Washington, DC: The Urban Institute); Rowley, K. 2007. Response, recovery, and the role of the non-profit community in the two years since Katrina and Rita. (Albany, NY and Baton Rouge, LA: The Nelson A. Rockefeller Institute of Government and the Public Affairs Research Council of Louisiana).
- 44 Rowley, K. 2007. Response, recovery, and the role of the non-profit community in the two years since Katrina and Rita. (Albany, NY and Baton Rouge, LA: The Nelson A. Rockefeller Institute of Government and the Public Affairs Research Council of Louisiana).
- 45 Fremont-Smith, M.; Boris, E.T.; Steuerle, C.E. 2006. "Charities' response to disasters: Expectations and realities". In E.T. Boris & C.E. Steuerle (Eds). After Katrina: Public expectation and charities' response. (pp. 1-4). (Washington, DC: The Urban Institute); Smith, S.L. 2012. "Coping with disaster: Lessons learned from Executive Directors of non-profit organizations (NPOs) in New Orleans following Hurricane Katrina". Administration in Social Work, 36(4), 359-389. doi: 10.1080/03643107.2011.604401
- 46 Joint Working Group of the European Foundation Centre and Council on Foundations. 2007. Disaster Grant making: A practical guide for foundations and corporations. (Belgium: Author). Retrieved from http://www.efc.be/programmes_services/resources/Documents/disasterguide.pdf
- 47 El-Askari, G.; Putnam, K. 2007. Northern California grant makers disaster preparedness and response initiative. (San Francisco, CA: Putnam Community Investment Consulting). Retrieved from http://www.ncg.org/s_ncg/bin.asp?CID=11012&DID=32131&DOC=FILE.PDF; Joint Working Group of the European Foundation Centre and Council on Foundations. 2007. Disaster Grant making: A practical guide for foundations and corporations. (Belgium: Author). Retrieved from http://www.efc.be/programmes_services/resources/Documents/disasterguide.pdf
- 48 El-Askari, G.; Putnam, K. 2007. Northern California grant makers disaster preparedness and response initiative. (San Francisco, CA: Putnam Community Investment Consulting). Retrieved from http://www.ncg.org/s_ncg/bin.asp?CID=11012&DID=32131&DOC=FILE.PDF
- 49 El-Askari, G.; Putnam, K. 2007. Northern California grant makers disaster preparedness and response initiative. (San Francisco, CA: Putnam Community Investment Consulting). Retrieved from http://www.ncg.org/s_ncg/bin.asp?CID=11012&DID=32131&DOC=FILE.PDF
- 50 Joint Working Group of the European Foundation Centre and Council on Foundations. 2007. Disaster Grant making: A practical guide for foundations and corporations. (Belgium: Author). Retrieved from http://www.efc.be/programmes_services/resources/Documents/disasterguide.pdf
- 51 El-Askari, G.; Putnam, K. 2007. Northern California grant makers disaster preparedness and response initiative. (San Francisco, CA: Putnam Community Investment Consulting). Retrieved from http://www.ncg.org/s_ncg/bin.asp?CID=11012&DID=32131&DOC=FILE.PDF
- 52 Gajewski, S.; Bell, H.; Lein, H.; Angel, R.J. 2011. "Complexity and instability: The response of the nongovernmental organizations to recovery of Hurricane Katrina survivors in a host community". Nonprofit and Voluntary Sector Quarterly, 40(2), 389-403. doi: 10.1177/0899764010362115
- 53 Gajewski, S.; Bell, H.; Lein, H.; Angel, R.J. 2011. "Complexity and instability: The response of the nongovernmental organizations to recovery of Hurricane Katrina survivors in a host community". Nonprofit and Voluntary Sector Quarterly, 40(2), 389-403. doi: 10.1177/0899764010362115
- 54 Nonprofit Roundtable of Greater Washington. 2007. Ready or not? Key findings from the non-profit roadmap to preparedness for the national capital region. (Washington, DC: Author). Retrieved from <https://nonprofitroundtable.org/storage/documents/readynotfinalcomp.pdf>; Nonprofit Roundtable of Greater Washington. 2008. A Roadmap to Preparedness Strategic Plan 2008-2011: A strategic plan to address unmet needs in non-profit emergency preparedness for the national capital region. (Washington, DC: Author).
- 55 Rowley, K. 2007. Response, recovery, and the role of the non-profit community in the two years since Katrina and Rita. (Albany, NY and Baton Rouge, LA: The Nelson A. Rockefeller Institute of Government and the Public Affairs Research Council of Louisiana).
- 56 El-Askari, G.; Putnam, K. 2007. Northern California grant makers disaster preparedness and response initiative. (San Francisco, CA: Putnam Community Investment Consulting); Simo, G.; Bies, A.L. 2007. "The role of nonprofits in disaster response: An expanded model of cross-sector collaboration". Public Administration Review, 67, 125-142
- 57 Simo, G.; Bies, A.L. 2007. "The role of nonprofits in disaster response: An expanded model of cross-sector collaboration". Public Administration Review, 67, 125-142
- 58 Fremont-Smith, M.; Boris, E.T.; Steuerle, C.E. 2006. "Charities' response to disasters: Expectations and realities". In E.T. Boris & C.E. Steuerle (Eds). After Katrina: Public expectation and charities' response. (pp. 1-4). (Washington, DC: The Urban Institute); Moore, M.H. 2006. "Disasters and the voluntary sector: reflections on the social response to hurricane Katrina". In E.T. Boris & C.E. Steuerle (Eds). After Katrina: Public expectation and charities' response. (pp. 23-28). (Washington, DC: The Urban Institute); Smith, S.L. 2012. "Coping with disaster: Lessons learned from Executive Directors of non-profit organizations (NPOs) in New Orleans following Hurricane Katrina". Administration in Social Work, 36(4), 359-389. doi: 10.1080/03643107.2011.604400
- 59 Moore, M.H. 2006. "Disasters and the voluntary sector: reflections on the social response to hurricane Katrina". In E.T. Boris & C.E. Steuerle (Eds). After Katrina: Public expectation and charities' response. (pp. 23-28). (Washington, DC: The Urban Institute)
- 60 Moore, M.H. 2006. "Disasters and the voluntary sector: reflections on the social response to hurricane Katrina". In E.T. Boris & C.E. Steuerle (Eds). After Katrina: Public expectation and charities' response. (pp. 23-28). (Washington, DC: The Urban Institute).
- 61 Gajewski, S.; Bell, H.; Lein, H.; Angel, R.J. 2011. "Complexity and instability: The response of the nongovernmental organizations to recovery of Hurricane Katrina survivors in a host community". Nonprofit and Voluntary Sector Quarterly, 40(2), 389-403. doi: 10.1177/0899764010362115; Moore, M.H. 2006. "Disasters and the voluntary sector: reflections on the social response to hurricane Katrina". In E.T. Boris & C.E. Steuerle (Eds). After Katrina: Public expectation and charities' response. (pp. 23-28). (Washington, DC: The Urban Institute); Rowley, K. 2007. Response, recovery, and the role of the non-profit community in the two years since Katrina and Rita. (Albany, NY and Baton Rouge, LA: The Nelson A. Rockefeller Institute of Government and the Public Affairs Research Council of Louisiana); Smith, S.L. 2012. "Coping with disaster: Lessons learned from Executive Directors of non-profit organizations (NPOs) in New Orleans following Hurricane Katrina". Administration in Social Work, 36(4), 359-389. doi: 10.1080/03643107.2011.604400
- 62 Smith, S.L. 2012. "Coping with disaster: Lessons learned from Executive Directors of non-profit organizations (NPOs) in New Orleans following Hurricane Katrina". Administration in Social Work, 36(4), 359-389. doi: 10.1080/03643107.2011.604400
- 63 Smith, S.L. 2012. "Coping with disaster: Lessons learned from Executive Directors of non-profit organizations (NPOs) in New Orleans following Hurricane Katrina". Administration in Social Work, 36(4), 359-389. doi: 10.1080/03643107.2011.604400
- 64 Fagnoni, C.M. 2006. "Observations on charities responses to Hurricane Katrina and Rita". In E.T. Boris & C.E. Steuerle (Eds). After Katrina: Public expectation and charities' response. (pp. 11-18). (Washington, DC: The Urban Institute).
- 65 Pipa, T. 2006. "Weathering the Storm: The role of local nonprofits in the Hurricane Katrina relief effort". Nonprofit Sector Research Fund—Working Paper Series., (Washington, DC: The Urban Institute); Smith, S.L. 2012. "Coping with disaster: Lessons learned from Executive Directors of non-profit organizations (NPOs) in New Orleans following Hurricane Katrina". Administration in Social Work, 36(4), 359-389. doi: 10.1080/03643107.2011.604400
- 66 Fagnoni, C.M. 2006. "Observations on charities responses to Hurricane Katrina and Rita". In E.T. Boris & C.E. Steuerle (Eds). After Katrina: Public expectation and charities' response. (pp. 11-18). (Washington, DC: The Urban Institute); Fremont-Smith, M.; Boris, E.T.; Steuerle, C.E. 2006. "Charities' response to disasters: Expectations and realities". In E.T. Boris & C.E. Steuerle (Eds). After Katrina: Public expectation and charities' response. (pp. 1-4). (Washington, DC: The Urban Institute); Moore, M.H. 2006. "Disasters and the voluntary sector: reflections on the social response to hurricane Katrina". In E.T. Boris & C.E. Steuerle (Eds). After Katrina: Public expectation and charities' response. (pp. 23-28). (Washington, DC: The Urban Institute).
- 67 Gajewski, S.; Bell, H.; Lein, H.; Angel, R.J. 2011. "Complexity and instability: The response of the nongovernmental organizations to recovery of Hurricane Katrina survivors in a host community". Nonprofit and Voluntary Sector Quarterly, 40(2), 389-403. doi: 10.1177/0899764010362115
- 68 Fremont-Smith, M.; Boris, E.T.; Steuerle, C.E. 2006. "Charities' response to disasters: Expectations and realities". In E.T. Boris & C.E. Steuerle (Eds). After Katrina: Public expectation and charities' response. (pp. 1-4). (Washington, DC: The Urban Institute).
- 69 Fremont-Smith, M.; Boris, E.T.; Steuerle, C.E. 2006. "Charities' response to disasters: Expectations and realities". In E.T. Boris & C.E. Steuerle (Eds). After Katrina: Public expectation and charities' response. (pp. 1-4). (Washington, DC: The Urban Institute).
- 70 Moore, M.H. 2006. "Disasters and the voluntary sector: reflections on the social response to hurricane Katrina". In E.T. Boris & C.E. Steuerle (Eds). After Katrina: Public expectation and charities' response. (pp. 23-28). (Washington, DC: The Urban Institute).
- 71 Moore, M.H. 2006. "Disasters and the voluntary sector: reflections on the social response to hurricane Katrina". In E.T. Boris & C.E. Steuerle (Eds). After Katrina: Public expectation and charities' response. (pp. 23-28). (Washington, DC: The Urban Institute).
- 72 Gajewski, S.; Bell, H.; Lein, H.; Angel, R.J. 2011. "Complexity and instability: The response of the nongovernmental organizations to recovery of Hurricane Katrina survivors in a host community". Nonprofit and Voluntary Sector Quarterly, 40(2), 389-403. doi: 10.1177/0899764010362115; Joint Working Group of the European Foundation Centre and Council on Foundations. 2007. Disaster Grant making: A practical guide for foundations and corporations. (Belgium: Author). Retrieved from http://www.efc.be/programmes_services/resources/Documents/disasterguide.pdf
- 73 Gajewski, S.; Bell, H.; Lein, H.; Angel, R.J. 2011. "Complexity and instability: The response of the nongovernmental organizations to recovery of Hurricane Katrina survivors in a host community". Nonprofit and Voluntary Sector Quarterly, 40(2), 389-403. doi: 10.1177/0899764010362115; Nonprofit Roundtable of Greater Washington. 2007. Ready or not? Key findings from the non-profit roadmap to preparedness for the national capital region. (Washington, DC: Author). Retrieved from <https://nonprofitroundtable.org/storage/documents/readynotfinalcomp.pdf>; Nonprofit Roundtable of Greater Washington. 2008. A Roadmap to Preparedness Strategic Plan 2008-2011: A strategic plan to address unmet needs in non-profit emergency preparedness for the national capital region. (Washington, DC: Author).
- 74 Gajewski, S.; Bell, H.; Lein, H.; Angel, R.J. 2011. "Complexity and instability: The response of the nongovernmental organizations to recovery of Hurricane Katrina survivors in a host community". Nonprofit and Voluntary Sector Quarterly, 40(2), 389-403. doi: 10.1177/0899764010362115
- 75 Nonprofit Roundtable of Greater Washington. 2007. Ready or not? Key findings from the non-profit roadmap to preparedness for the national capital region. (Washington, DC: Author). Retrieved from <https://nonprofitroundtable.org/storage/documents/readynotfinalcomp.pdf>; Nonprofit Roundtable of Greater Washington. 2008. A Roadmap to Preparedness Strategic Plan 2008-2011: A strategic plan to address unmet needs in non-profit emergency preparedness for the national capital region. (Washington, DC: Author).
- 76 El-Askari, G.; Putnam, K. 2007. Northern California grant makers disaster preparedness and response initiative. (San Francisco, CA: Putnam Community Investment Consulting). Retrieved from http://www.ncg.org/s_ncg/bin.asp?CID=11012&DID=32131&DOC=FILE.PDF; Joint Working Group of the European Foundation Centre and Council on Foundations. 2007. Disaster Grant making: A practical guide for foundations and corporations. (Belgium: Author). Retrieved from http://www.efc.be/programmes_services/resources/Documents/disasterguide.pdf
- 77 Nonprofit Roundtable of Greater Washington. 2007. Ready or not? Key findings from the non-profit roadmap to preparedness for the national capital region. (Washington, DC: Author). Retrieved from <https://nonprofitroundtable.org/storage/documents/readynotfinalcomp.pdf>; Nonprofit Roundtable of Greater Washington. 2008. A Roadmap to Preparedness Strategic Plan 2008-2011: A strategic plan to address unmet needs in non-profit emergency preparedness for the national capital region. (Washington, DC: Author); Smith, S.L. 2012. "Coping with disaster: Lessons learned from Executive Directors of non-profit organizations (NPOs) in New Orleans following Hurricane Katrina". Administration in Social Work, 36(4), 359-389. doi: 10.1080/03643107.2011.604400
- 78 Nonprofit Roundtable of Greater Washington. 2008. A Roadmap to Preparedness Strategic Plan 2008-2011: A strategic plan to address unmet needs in non-profit emergency preparedness for the national capital region. (Washington, DC: Author).
- 79 El-Askari, G.; Putnam, K. 2007. Northern California grant makers disaster preparedness and response initiative. (San Francisco, CA: Putnam Community Investment Consulting). Retrieved from http://www.ncg.org/s_ncg/bin.asp?CID=11012&DID=32131&DOC=FILE.PDF
- 80 Gajewski, S.; Bell, H.; Lein, H.; Angel, R.J. 2011. "Complexity and instability: The response of the nongovernmental organizations to recovery of Hurricane Katrina survivors in a host community". Nonprofit and Voluntary Sector Quarterly, 40(2), 389-403. doi: 10.1177/0899764010362115; Fagnoni, C.M. 2006. "Observations on charities responses to Hurricane Katrina and Rita". In E.T. Boris & C.E. Steuerle (Eds). After Katrina: Public expectation and charities' response. (pp. 11-18). (Washington, DC: The Urban Institute); Simo, G.; Bies, A.L. 2007. "The role of nonprofits in disaster response: An expanded model of cross-sector collaboration". Public Administration Review, 67, 125-14

CCVO ASSISTS ALBERTA NONPROFITS TO STRENGTHEN THEIR EMERGENCY PREPAREDNESS.

In addition to this literature review and focus group/interview findings, we have documented case studies highlighting the impact of the floods on several Alberta nonprofits. Our final report will synthesize the results of our province-wide surveys and these reports.

CCVO will continue to work with other stakeholders to equip Alberta's nonprofit sector with resources and tools to enhance best practices in disaster preparedness, response and recovery. We will support the integration of diverse networks that respond in times of crisis or disaster.

calgarycvo.org

This report was developed by Janay Ferguson of Litehouse Consulting Inc. and Caroline Claussen, of C3 Inc. in collaboration with Nimble Communications and Atom Graphics.

Funding support for this project has generously been provided by The Calgary Foundation, Cenovus Energy and the Suncor Energy Foundation.

The **Calgary Chamber of Voluntary Organizations (CCVO)** promotes and strengthens the nonprofit sector by developing and sharing resources, knowledge, building connections, leading collaborative work, and giving voice to critical issues affecting our sector.



CCVO
Calgary Chamber of
Voluntary Organizations