

SUPPORTING VULNERABLE COMMUNITIES: STRENGTHENING NONPROFITS BEFORE AND IMMEDIATELY AFTER A CATASTROPHIC DISASTER

The Foundation recognizes that nonprofits play a key role in disaster relief and recovery for vulnerable communities and that many of these organizations will serve as “first responders” because they are already trusted resources in these communities through their daily provision of safety net services. To enable the Foundation to help meet the immediate relief needs of vulnerable communities in the aftermath of a disaster, it developed agreements with key social service grantees for rapid, almost automatic, grantmaking during the initial post-disaster period when communication systems are compromised and needs assessments have not yet been conducted. Additionally, to increase the likelihood that these organizations would be in a position to deliver services and utilize these funds, the Foundation sought their commitment to disaster planning and offered technical assistance to support them in their efforts.

Forty-two nonprofit organizations currently participate in this program. These agencies are spread throughout the five counties served by The San Francisco Foundation (Alameda, Contra Costa, Marin, San Francisco, and San Mateo). With a few minor exceptions, cohort members were selected in 2009 based on the following criteria:

- Each had an existing relationship with The San Francisco Foundation;
- Each is a direct service provider of food, health, mental health, shelter, and/or housing referrals;
- Each serves vulnerable communities in the Bay Area; and
- Each had an operating budget between \$1million and \$10 million.

The Foundation has signed grant agreements with the participating organizations, which serve as pre-authorization for release of \$25,000 to each of these organizations in a catastrophic disaster. Funds are only released once the Foundation has confirmed that the organization has resumed operations post-disaster and is delivering services within the first 30 days.

Since 2010, the Foundation has supported technical assistance to cohort member organizations, enabling them to develop plans to (1) deliver their mission-critical services to clients and the broader community after a major disaster and (2) recover their key operations in support of mission critical services and ensure that they can remain viable after the disaster. Technical assistance in disaster plan development and updating as well as training staff on roles and responsibilities and conducting table-top exercises and drills has been provided by local nonprofit intermediaries. Technical assistance focuses on the elements detailed on the following page.



NONPROFIT DISASTER PLANNING TECHNICAL ASSISTANCE PROGRAM

DISASTER MISSION STATEMENT

- Statement describes what services will be offered during an area-wide disaster, to whom, and in what area.

UNDERSTANDING HAZARDS AND IMPACTS

- Plan reflects an understanding of the risks and the impacts of those risks to the organization

EMERGENCY RESPONSE PLAN

- Post-evacuation meeting point(s) is/are listed for each site.
- Emergency Operations Center/ICC location is listed.

STAFF &/OR VOLUNTEERS

- Staff members have participated in personal preparedness training.
- Phone tree used to contact all staff in disaster is provided.
- Contact list for key volunteers is provided (if applicable).

INCIDENT RECOVERY PLAN

- Incident Command System (ICS) team structure is identified.
- ICS team member tasks are listed.
- Location and contents of go-kits are listed.
- Staff members have participated in ICS training.
- Tracking of emergency response- and recovery-related expenses has been reviewed.

CONTINUITY OF SERVICES AND OPERATIONS

Delivery of Mission Critical Services

- Mission critical services are identified.
- Alternate site(s) for delivery of mission critical services is/are identified.
- List of needed resources for delivery of mission critical services is provided.
- Plans for delivery of mission critical services are detailed.

Resumption and implementation of support operations

- Alternate site(s) for administration functions is/are listed.
- Plan includes process(es) for administrative tasks, e.g., handling mail, redirecting phones, organizing shifts, work-around-solutions for other critical back office functions.
- Plan includes process(es) for continuity of finance functions, e.g., accounts payable and receivable, payroll.
- List of vital paper documents and their locations are included.
- A plan to access data for recovery is included.

IMMEDIATE DISASTER RELIEF APPLICATION

This application is for pre-approval of a \$25,000 grant to provide critical disaster-related services in the immediate aftermath of a large-scale Bay area disaster.

CURRENT ORGANIZATION MISSION, PROGRAM AND POPULATIONS SERVED

1. Briefly describe your organization's mission, current programs, and the populations you serve in Alameda, Contra Costa, Marin, San Francisco, and/or San Mateo counties.
2. In the field below, list which of the following services you currently provide:
 - Food Distribution
 - Health Services
 - Mental Health Services
 - Shelter
 - Housing Assistance/Referral
 - Information/Referral
3. List the cities, counties, and/or neighborhoods you currently serve.

DISASTER MISSION, PROGRAM, PARTNERS, ETC.

4. In the box below, please put your organization's disaster mission statement. (1,000 characters)
5. Describe the disaster-related food, health, mental health, shelter, housing assistance/referral and information/referral services that you plan to provide beginning during the first 30 days following a large-scale Bay Area disaster. Include the scope of these services and the populations you will serve in Alameda, Contra Costa, Marin, San Francisco and/or San Mateo counties. (maximum 2,500 characters)
6. In the field below, list which of the following services you plan to provide beginning during the first 30 days following a large-scale Bay Area disaster.
 - Disaster Food Distribution
 - Disaster Health Services
 - Disaster Mental Health Services
 - Disaster Shelter
 - Disaster Housing Assistance/Referral
 - Disaster Information/Referral
7. List key partners (public sector, non-profit, private) that you plan to work with post-disaster, indicating those with which you have agreements.

8. Briefly describe the role volunteers will play in delivering services post-disaster at your organization, including how this may be different than their usual role. (1,000 characters)
9. To what extent do you anticipate being able to provide disaster-related services to the broader community, beyond the usual clients your organization serves? (1,000 characters)

POST-DISASTER CONTACTS

10. Provide contact information for two staff members whom The San Francisco Foundation can contact in the wake of a disaster to confirm that your organization is providing services. Please provide the name, title, work email, personal email, business phone (direct) and mobile phone for each contact.

WIRE TRANSFER INFO

11. Please also provide wire transfer information for your organization. List the bank name and address, bank contact person and phone number, bank routing number and account number for your organization.

OTHER INFORMATION:

12. Application also includes our usual questions about the following:
 - Staffing
 - Organizational budget
 - Financial history
 - Diversity Info

THE SAN FRANCISCO FOUNDATION

The Community Foundation of the Bay Area

**INCREASING PHILANTHROPIC
IMPACT IN DISASTER:
A Proposed Bay Area Collaborative**

DRAFT FOR COMMENT

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EXECUTIVE SUMMARY

In recent years, the involvement of philanthropy in disasters has been explored in depth. Reports have chronicled ways in which philanthropy has been engaged in the disaster arena and have reviewed lessons learned from previous disasters, particularly from, but not limited to, Hurricane Katrina. These studies have encouraged philanthropy to engage more deeply in this arena and recommended actions to increase effectiveness. However, none yet offers an overarching roadmap for philanthropic involvement in disasters.

This concept paper draws heavily on previous research and lessons as well as discussions with numerous practitioners. It provides a framework for a comprehensive and dynamic collaboration of Bay Area philanthropic partners for disaster preparedness, response, and recovery. The proposed theory of change offers an opportunity to galvanize Bay Area philanthropy around these issues and serve as a model for other interested regions.

The paper proposes three strategies – grantmaking, advocacy, and assessment, the principal areas through which closer collaboration within philanthropy can contribute to the goal of increasing the resiliency of Bay Area communities, particularly vulnerable communities.

- **Grantmaking** – In this area, philanthropy will develop joint strategies for disaster grantmaking, evaluating the range and duration of needs and available funding levels and drawing on its individual and collective expertise and relationships. Philanthropic partners will also co-fund proposals in a variety of areas such as capacity building, health, housing, environment, human rights/social justice, and education.
- **Advocacy** – Like in other programmatic areas, there are two main ways in which foundations can be involved in disaster-related policy – direct advocacy and support for advocacy organizations. Whether one or both of these are pursued, it will be important for philanthropy to first take the time together to learn about the issues and players. Specifically, the paper proposes that philanthropic partners jointly research key policy issues related to disaster preparedness, response, and recovery; develop strategies to address them; and jointly advocate for change. It also proposed that, through grantmaking and convening, philanthropy support the programmatic work and capacity building of advocacy organizations that will address policy issues in disaster preparedness, response, and recovery.
- **Assessment** – For philanthropy, accurate and timely information is an essential ingredient of effective grantmaking and advocacy. Assessment data are often fragmented. In this area, philanthropy can play a meaningful role through its own contacts and/or by supporting assessments to supplement the emerging picture on how disaster preparedness, response and recovery impact local communities. Philanthropic partners can use this data to inform its own grantmaking and advocacy and can share them to contribute to the larger collective effort.

The paper also outlines three dynamic processes which will underpin effective philanthropic collaboration for disaster grantmaking, advocacy, and assessment – ongoing learning, coordination of plans and communication, and building and sustaining relationships.

- **Learning** – Bay Area philanthropic partners will need to create and sustain a learning community around disaster issues
- **Relationships** –Philanthropy’s involvement in the disaster arena will involve establishing relationships with external partners, such as training and technical assistance intermediaries, nonprofit response agencies, and government agencies to learn about existing needs and gaps. This will facilitate identifying opportunities for synergy, learning about each other’s systems and interests, and getting to know each other before disaster strikes. Effective coordination and collaboration will also require even stronger relationships within philanthropy for disaster work than already exist for other bodies of work, as the exigencies during disaster require close and very timely collaboration.
- **Coordinated Plans and Communication** – In addition to needing robust individual business continuity plans, it will be important that Bay Area philanthropic partners coordinate their internal plans and communication processes and *practice* them together.

Because of the depth and breadth of the proposed activities, relationships, and learning, Bay Area philanthropy will need to establish a formal structure for this work to move ahead comprehensively. While the specific structure could take many forms, either a supporting organization or fiscally sponsored initiative seems most practical.

A set of principles is proposed to guide its creation, most notably:

- A critical mass of philanthropic partners is committed to the high level of engagement needed to effectively launch and sustain this effort.
- Core philanthropic partners contribute dedicated staff time to the development and implementation of the coordination strategies.
- Governance includes: (1) representation from a core group of Bay Area philanthropic institutions highly interested in building capacity to coordinate effectively in disaster preparedness, response, and recovery; (2) representation from family, corporate, community, and independent philanthropic institutions and affinity groups such as Northern California Grantmakers; and (3) foundation staff members with expertise in the issues and concerns of vulnerable communities and ideally with diverse backgrounds.
- The structure adopted is scalable and appropriately resourced at each level of activity to enable it to operate effectively at different phases of disaster.

The proposed structure would include a Steering Committee appointed by involved philanthropic partners led by a senior-level Coordinator and supported by a program assistant.

INTRODUCTION

Disaster responders, community advocates, and researchers have studied disasters from many angles. They have reviewed the impact of disasters on specific communities, nonprofit preparedness and effectiveness in response, government coordination activities and response outcomes, the effectiveness of recovery efforts in various sectors, and failures of policy and planning.

Additionally, in recent years, the involvement of philanthropy in disasters has also been explored in depth. These reports have chronicled foundation activities in the disaster arena – the establishment of immediate relief funds, loaning of executives to affected local foundations, support for long-term recovery work, and advocacy for policy change. They have reviewed lessons learned (particularly from, but not limited to, Hurricane Katrina), encouraged philanthropy to engage more deeply in this arena, and recommended actions to increase effectiveness. However, none yet offer an overarching roadmap for philanthropic involvement in disasters.

This concept paper draws heavily on these bodies of work and discussions with numerous practitioners¹ and suggests a framework for comprehensive and deliberate collaboration within Bay Area philanthropy for the three main phases of disaster – preparedness, response, and recovery². The paper’s focus is on addressing a Bay Area disaster, which would impact local communities and philanthropic partners alike.

BACKGROUND

High Risk and Impact of a Devastating Disaster in the Bay Area

The Bay Area faces significant disaster risk with many areas experiencing devastating wildfires and flooding, some areas considered terrorist targets, and the whole region at high risk for a catastrophic earthquake. With a 63% probability of a magnitude 6.7 or larger earthquake over the next 30 years striking the Bay Area and a 46% chance of an even more powerful 7.5 or greater quake in that same period³, it is not a question of “if” but “when” a significant earthquake will strike the region.

Experts predict that a large-scale disaster will significantly damage the region’s infrastructure and disrupt utilities, transportation, and communication. Such an event is also expected to displace hundreds of thousands of residents, overload emergency services, and interrupt the delivery of goods and services.⁴ The initial situation will be chaotic, and Bay Area neighborhoods, nonprofits, government agencies, and businesses will be heavily impacted – far more than in the 1989 Loma Prieta quake. Philanthropy, too, will be impacted with damaged facilities, displaced staff, and disrupted communication, information technology, and financial and payroll processes.

Disproportionate Disaster Impact on Vulnerable Communities

As Hurricane Katrina, Loma Prieta, and other disasters have demonstrated, disasters disproportionately impact vulnerable communities⁵. These communities – which are under-resourced and traditionally underserved in non-disaster times – have additional needs in disaster and access to fewer resources at the same time. They often have difficulty accessing safety messages or disaster services because of limited English proficiency, limited financial resources to stock food and water in advance or to relocate after disaster, or additional physical needs in disaster because of disabilities. They also have more difficulty recovering from disasters because of limited resources and low levels of participation in recovery strategies.

Critical Need for Community Participation

Involvement of Community

It is often said that all disasters are local. The impact of an earthquake, flood, wildfire, or other large-scale emergency plays out against the backdrop of the specific community it strikes – its demographics, economic base, history of disasters, and political, social and cultural contexts.

“There is a growing recognition that the effectiveness of disaster planning, relief, [and recovery] depends on engaging and addressing the concerns of all segments of the population,”⁶ and that effective disaster management must also reduce the increased vulnerability of some populations to the impact of disasters based on their circumstances.⁷ While those working with vulnerable populations have been stressing this for a long time, progress in this area remains uneven, and much work remains to be done.⁸ Taking it a step further, many now working on disaster recovery in Katrina seek opportunities to rebuild communities in ways that redress historically unequal and unjust conditions,⁹ and their efforts will provide important lessons for disaster recovery in the Bay Area and elsewhere.

Role and Preparedness of Community- and Faith-based Organizations¹⁰

There is now also broad consensus among government and nonprofit disaster response agencies that local community- and faith-based organizations (CBOs and FBOs) play a critical role in disaster planning and response, “particularly as a link to marginalized and vulnerable populations” because of their trusted relationships with community residents and their language and cultural competencies.¹¹ With government and traditional disaster response agencies having limited access to vulnerable communities immediately after a disaster, CBOs and FBOs often become the first line of service providers in disaster – despite the fact that they are not focused on disaster concerns as their primary mission. CBOs and FBOs also play a significant role in relaying key emergency information back to community members and in mobilizing community participation in post-disaster policy discussions.

However, most of these organizations lack experience in disasters, as well as the time, funding, materials, and expertise to prepare to meet community needs and to utilize the large number of spontaneous volunteers who offer assistance in disasters. In addition, few are connected into “official” response plans for their area. A study released in October 2008 of San Francisco-based CBOs confirmed what local Bay Area intermediaries such as Collaborating Agencies Responding to Disaster (CARD) and Collaborative Agencies Disaster Relief Effort (CADRE) learned from Loma Prieta and have known for a long time – Bay Area organizations that provide services to the most vulnerable are under-prepared for the next disaster.¹²

In addition, these organizations receive little funding in the preparedness phase, and, with the exception of several very large organizations, are chronically under-funded during and after disasters.¹³ In the face of community need, however, many nonprofits respond without regard to how their activities will impact their long-term financial stability¹⁴, and some have gone out of business as a result of response activities undertaken.

Focus on “Resiliency”

An approach that engages communities also focuses attention on the assets communities bring to their own preparedness, response, and recovery. There is a growing awareness of the importance of looking more holistically at communities in disaster with a shift to focus on community and organizational “resiliency” – coping with and recovering from disaster, re-establishing stability, and responding to changes in priorities as a result of the disaster¹⁵.

Fragmented Information Available in all Phases of Disaster

Forming a coherent picture of disaster needs and activities during preparedness, response and recovery is challenging.

In the preparedness phase, the sheer number of disparate preparedness activities across the geography of the Bay Area complicates gathering comprehensive information.

Organizations working in the response phase operate in an environment of chaos, rapid changes, and communication disruptions, which make information gathering and analysis inherently challenging. During this period, government agencies and the large nonprofit disaster responders assess infrastructure damage and project levels of need for shelter, food, and water, and other immediate assistance. Large nonprofit disaster responders also convene the community-based service providers with which they have relationships to learn more about local needs and the delivery of basic services. Historically, these assessments have not sufficiently included the most vulnerable communities who have had additional needs and concerns. Because residents turn to trusted local organizations for assistance and support in the face of disaster, these organizations have a clearer view of community needs.

In the recovery phase, the scope of need for accurate and timely information is tremendous, and it is challenging to get a comprehensive picture of recovery needs because disasters impact all aspects of community life.

Limited Coordination of Disaster Preparedness, Response, and Recovery

Coordination of disaster preparedness activities and response and recovery planning remain limited in the Bay Area. Coordination within government appears to be the most robust, with cities and counties planning together; regional planning and exercises now occur regularly. Large disaster response agencies, such as the American Red Cross, also coordinate heavily with government. However, the efforts remain uneven in terms of the involvement of community-based players.¹⁶ In addition, although there are several models of service provider collaborations in the Bay Area, coverage is incomplete. More importantly, their respective roles and abilities to link significant numbers of CBOs and FBOs into the “system” remain unclear.

Moreover, current coordination among grantmakers and between philanthropy and government or the nonprofit sector on disaster issues is also limited. In their 2007 list of disaster grantmaking principles, the Council on Foundations and the European Foundation Centre list coordination as a key element: “Coordination among disaster grantmakers, among NGOs operating on the ground, and between these two groups can reduce duplication of effort, make efficient use of resources, and ensure that the highest priority needs are addressed first.” They also stress the importance of philanthropy’s participation in forums where information on needs is discussed and assistance is coordinated.¹⁷

Well-Researched Principles of Disaster Grantmaking

A number of studies have reviewed grantmaking in disasters both in the United States and overseas and have developed recommendations for disaster grantmaking. These include *Preparing for and Responding to Public Emergencies and Natural Disasters* by the Philanthropic Ventures Foundation; the Council on Foundation and European Foundation Centre’s 2007 revision of *Disaster Grantmaking: A Practical Guide for Foundations and Corporations*; Grantmakers Without Borders’ report, *Lessons for Grantmakers in Natural Disaster Response*; and *Best Practices in Grantmaking: Lessons from the Gulf Coast* by the New York Regional Grantmakers Association. While the recommendations outlined in these important publications are not specifically referenced in this concept paper, they definitively informed the collaborative grantmaking strategy outlined here and merit thorough review.

Importance of Disaster-Related Advocacy

Broadly speaking, advocacy in the disaster arena covers a wide spectrum of sector- and population-specific issues. Some can be addressed in advance of disaster, such as funding for agency preparedness. Some can be directly anticipated, such as the need for affordable housing following a disaster. Others will likely arise post-disaster, such as setting rebuilding priorities and addressing environmental impacts on low-income communities. Disasters also provide opportunities to create more effective and equitable communities¹⁸.

Active engagement by philanthropy in disaster-related advocacy is strongly recommended in a number of recent reports.¹⁹ The report of a convening of 90 funders, nonprofits, and intermediaries two weeks after Hurricane Katrina speaks to the urgency of involvement:

Philanthropy and the nonprofit sector must have an immediate voice in public policy. Action needs to be taken by the philanthropic sector to gain access to the conversations concerning public policy, tax laws, housing, schools.... It is critical that action is taken within the next two weeks.²⁰

In its report *Power Amidst Chaos: Foundation Support for Advocacy Related to Disasters*, the Alliance for Justice recommends specific principles for foundation support of effective disaster advocacy. These recommendations generated much interest among Bay Area funders at an April 2008 convening hosted by the Disaster Preparedness and Public Policy Taskforces of Northern California Grantmakers, and provide a roadmap for involvement in this arena.

Organizations that advocate in non-disaster times on sector-specific issues, such as housing, healthcare and the environment, and population-specific issues such as immigrant and disability rights, will likely engage in issues in their areas of concern after disaster. Yet most are unfamiliar with disaster dynamics, actors, and policy considerations. In addition, like many nonprofits, they are unlikely to be prepared to resume their own operations quickly. Many of the same activities that will strengthen CBO and FBO disaster service providers would be beneficial for these advocacy groups as well.

Unique Contributions of Philanthropy to Disaster

The philanthropic sector has significant financial resources that can be used strategically in support of disaster efforts. These resources, in turn, can leverage even more substantial funding from government for preparedness, response and recovery.

But philanthropy's impact goes well beyond its dollars. Its individual and collective influence in the policy arena, its sector expertise, its connection to thought-leaders, and its links to community can all be leveraged for community benefit before, during, and after disaster. As noted in the 2007 Council on Foundations and European Foundation Centre's *Disaster Grantmaking* report, philanthropy has a distinct and critical role in disaster with unique strengths – a mission to serve the public good, relationships with local organizations, long-term perspectives on issues, a role as convener and catalyst for cross-sectoral collaboration, program and administrative flexibility, and a capacity to call attention to critical issues affecting vulnerable populations.²¹

The philanthropic sector also plays multiple roles – as funder, convener, advocate, and connector. When exercised across the three strategies of assessment, grantmaking, and advocacy, these roles can be powerful tools in all phases of disaster.

Here are some illustrative examples:

- As *funders*, philanthropic institutions can coordinate grant dollars for community preparedness efforts, support the engagement of advocacy agencies in disaster, and co-fund recovery activities in one or more sectors;
- As *conveners*, philanthropic institutions can jointly gather community leaders and policy makers on key disaster issues for learning and action in any or all of the disaster phases;
- As *advocates*, philanthropic institutions can work together to leverage our connections with government officials to press directly for the appropriate allocation of federal, state, and local resources to meet urgent community needs; and
- As *connectors*, philanthropic institutions can work together to link advocacy groups on a variety of issues with disaster responders and community leaders.

Historically, philanthropy's involvement in disasters has focused predominantly on grantmaking during the response and recovery phases, with corporate philanthropy emphasizing immediate disaster relief efforts and family, independent, and community foundations primarily supporting long-term recovery. However, significant support is also needed prior to disasters, as agencies and communities try to mitigate disaster risk and reduce the impact of future disasters and prepare to address short- and long-term disaster needs as they arise.

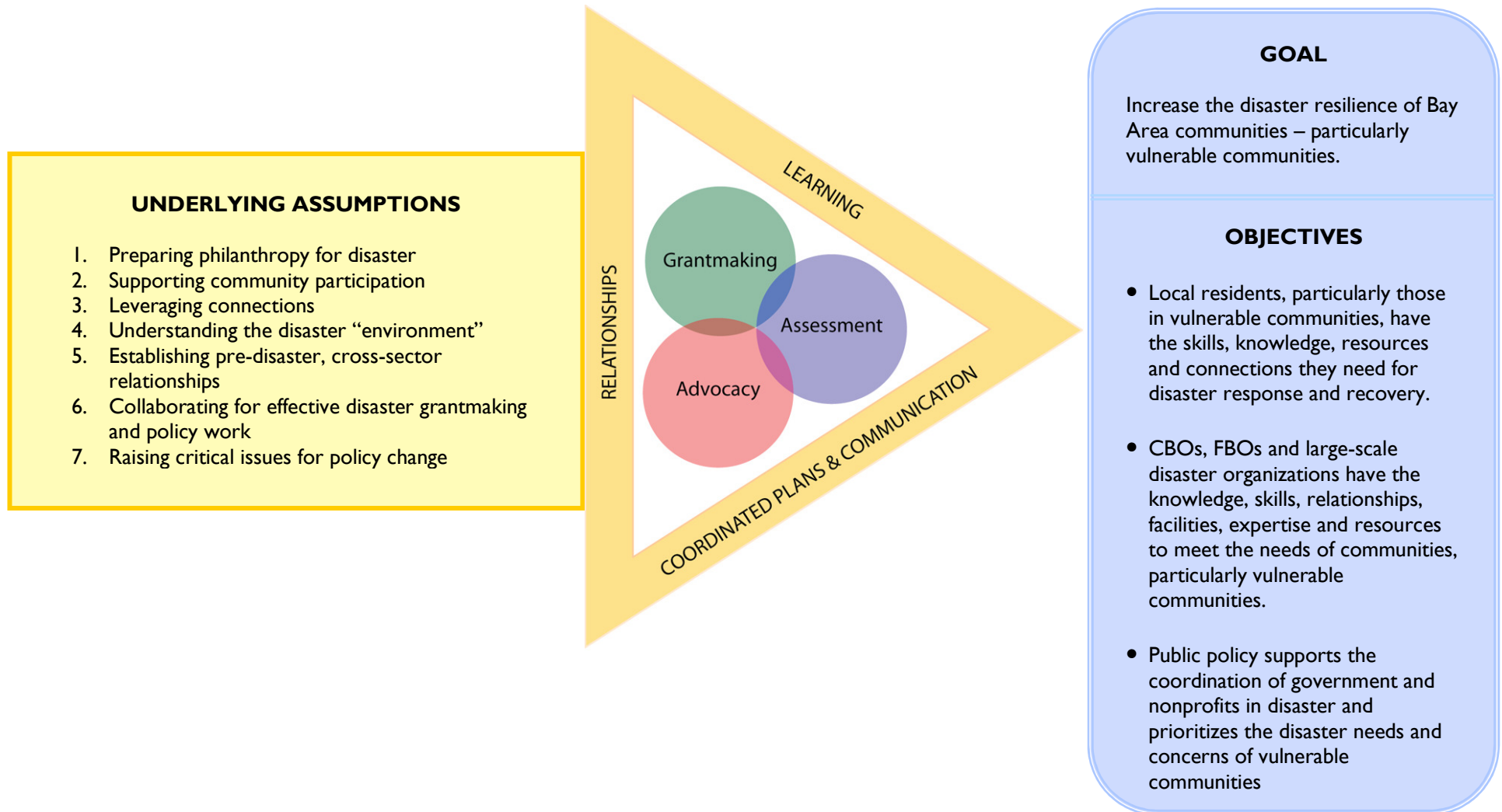
THEORY OF CHANGE

A comprehensive framework for Bay Area philanthropic coordination is necessary to maximize the impact of philanthropic resources and influence in the disaster arena. As noted in the Introduction, numerous reports have been published and recommendations offered on different aspects of philanthropy's engagement in disaster, yet none provide an overarching roadmap for this work. The proposed theory of change here offers this comprehensive view, which can serve as a guide for philanthropy in the Bay Area and as a model for other interested regions.

Figure 1 illustrates the proposed theory of change for the Philanthropic Collaborative for Disasters and details its goal and objectives, underlying assumptions, strategies, and underlying processes and structure.

Figure I. THEORY OF CHANGE

Increasing Philanthropic Impact in Disaster: A Proposed Bay Area Collaborative



GOAL AND OBJECTIVES

As noted at the far right of Figure 1, the goal of the proposed theory of change is increasing the resiliency of Bay Area communities, particularly vulnerable communities, through the following objectives:

- ensuring that local residents, particularly those in vulnerable communities, have the skills, knowledge, resources and connections they need to address their immediate disaster needs and to participate in their own recovery;
- ensuring that community- and faith-based organizations as well as large-scale disaster response and recovery organizations have the knowledge, skills, relationships, facilities, expertise and resources to meet the disaster-related needs of communities, particularly vulnerable communities; and
- promoting public policy that supports the coordination of government and nonprofit disaster activities and that prioritizes the disaster needs and concerns of vulnerable communities.

UNDERLYING ASSUMPTIONS

The underlying assumptions of this collaborative model are briefly listed in the figure's left-hand column and detailed more fully here:

1. Preparing philanthropy for disaster

Philanthropic institutions will prepare their own organizations for disaster.

In recent years, a number of Bay Area philanthropic institutions have undertaken rigorous business continuity planning processes, and several have recently begun to look at possible linkages between their organizations in the aftermath of disaster. In addition, Northern California Grantmakers, with direction and support from its member taskforce on disaster preparedness, is compiling tools to assist philanthropic institutions in preparing themselves for disaster. Only by having their own robust business continuity plans in place and by supporting the personal and family preparedness of staff and trustees will philanthropic institutions be able to respond to the needs of local communities.

2. Supporting community participation

The philanthropic sector will support community participation to increase the effectiveness of disaster preparedness, response, and recovery activities.

As noted previously in the Background section, community participation is an essential element of effective disaster program and policy implementation, and, as such, should be incorporated into all aspects of philanthropic involvement in disaster – particularly through convenings and funding of community- and faith-based organizations preparing and responding to disaster.

3. Leveraging connections

Philanthropy will leverage its unique connections at the community, regional, and national levels to assess disaster-related needs and inform its grantmaking and advocacy.

Because of the nature of their work, many in Bay Area philanthropy have significant, trusted relationships at the local level with local CBOs and FBOs, congregations, first responders, neighborhood leaders, and local policymakers. In the aftermath of disaster, these partners will play a number of critical roles. For example, community leaders, CBOs, and FBOs will be sources of information and expertise²², providing vital surveillance of community needs to supplement assessments carried out by government and large-scale response agencies like the American Red Cross. They will be important vehicles through which to channel funding to support delivery of services to vulnerable communities. They will also be important voices in planning, strategy development, and policy work.

Because of the regional and national scope of their work, other philanthropic institutions have exceptional connections with regional and national organizations, thought-leaders, officials, policymakers, and other philanthropic institutions outside the Bay Area. These regional and national contacts will provide important content on strategy and policy work in key sectors, such as housing, education, and the environment, and on the needs and concerns of segments of our communities, such as youth, immigrants, and people with disabilities. In addition, our linkages with regional and national philanthropic partners will also help us to effectively channel additional financial resources to the most urgent local needs in impacted areas.

4. Understanding the disaster “environment”

Familiarity with the specialized actors and structures, terminology, funding streams, policies, and processes within the disaster arena will help Bay Area philanthropy participate effectively.

Many of the government agencies, policymakers, thought-leaders, CBOs, and FBOs that participate in disaster preparedness, response, and recovery are familiar to Bay Area philanthropy already from its non-disaster work. However, it will be important for philanthropic institutions to understand *in advance* (a) how government agencies and others organize their efforts through local and regional emergency operations centers, (b) how nonprofit agencies participate in response and recovery individually and through established networks, (c) how grantmaking is impacted by the chaos, urgency, level of needs, and actors in disaster, and (d) where and how local, state, and federal funds are channeled in disaster²³. It will also be critical to explore how these issues played out in previous disasters both here and elsewhere in the country.

5. Establishing pre-disaster, cross-sector relationships

Strong pre-disaster relationships among the philanthropic, governmental, business, and nonprofit sectors will facilitate effective information sharing, utilization of resources, and advocacy before, during, and after disaster.

In the fast-paced and often chaotic environment of disasters, knowing whom to call – and having a pre-existing relationship with the right person or agency – can go a long way. Disaster officials and disaster-oriented nonprofits often say that the time to get to know each other is *now*, before disaster strikes. It is imperative that philanthropy takes similar steps to develop joint relationships with public and nonprofit agencies in advance. Practically speaking, this could include periodic meetings with local disaster officials at the city and county levels, participation in exercises or drills at the community level, and meetings with intermediaries to let them know of philanthropy’s disaster grantmaking plans.

The September 2007 meeting of funders, nonprofits, and intermediaries convened by the Foundation for the Mid South highlights this important lesson. The purpose of the meeting was to determine how they and their organizations could contribute to rebuilding the areas of the Mid South impacted by Hurricane Katrina. However, to do so, first required developing relationships with one another and guiding principles for their work together – an effort that was very valuable but took considerable time at their meeting.²⁴ This underscores the importance of establishing relationships and working together in advance.

6. Collaborating for effective disaster grantmaking and advocacy

The more that Bay Area philanthropy can collaborate in its disaster preparedness, response, and recovery grantmaking and advocacy, the more effective these efforts will be.

There are indeed many ways that philanthropy can support disaster preparedness, response and recovery activities. There are many actors, sectors of activity and policy, geographic areas, and levels at which to work. For example, philanthropic institutions can support strengthening of community response systems in advance of disaster, delivering of health care for immigrants in disaster response, rebuilding of affordable housing for displaced communities during recovery, and addressing post-disaster mental health needs of children. Close coordination among philanthropic partners will be needed in order to work strategically and to maximize the complementarities and synergies among these efforts. Reports on lessons from the Gulf Coast echo the potential that coordinated efforts have to improve foundation effectiveness.²⁵

7. Raising critical issues for policy change

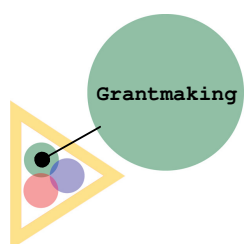
Philanthropy will bring together government, traditional response agencies, nonprofit organizations, and grassroots community leaders to raise and address critical disaster issues.

The convening role played by philanthropy in non-disaster situations is equally important in a disaster. In demanding times when many have incomplete information on their own, bringing together multiple viewpoints on a critical issue is invaluable. In addition, philanthropic partners can lift up emerging issues for broader consideration by policy makers, such as the environmental impacts of a disaster on a particular region or the need to address disaster-related job loss in an area, for broader consideration.

STRATEGIES

Figure 1 depicts three strategies -- grantmaking, advocacy, and assessment, the principal areas through which closer collaboration within philanthropy can contribute to the goal and objectives of this framework. Illustrative examples of activities, knowledge, tools, and relationships within each area are detailed below.

Grantmaking: Strategically Coordinate and Co-Fund Activities



Philanthropy will develop joint strategies for disaster grantmaking, evaluating the range and duration of needs and available funding levels and drawing on its individual and collective expertise and relationships. Philanthropic partners will also co-fund proposals in a variety of areas such as capacity building, health, housing, environment, human rights/ social justice, and education.

Examples of *activities* include:

- Coordinating preparedness funding to increase the capacity of CBOs and FBOs to respond to community needs after disaster strikes. This could include support for intermediaries who provide training and technical assistance to CBOs and FBOs that will serve as community-based first responders. It could also include capacity-building for nonprofit networks that support post-disaster collaboration of community- and faith- based service providers.
- Providing immediate response funding for community- and faith-based first responders utilizing pre-negotiated emergency grant agreements. In some cases, multiple foundations may choose to negotiate such agreements with their grantees, and coordination of these plans would lead to more effective use of resources. In others, foundations may wish to contribute funds to pre-negotiated grants of other foundations as a way to deploy resources to vetted organizations in the immediate disaster response period.
- Coordinating funding for advocacy groups addressing post-disaster issues, such as monitoring of environmental toxins in communities.

- Co-funding sector-focused recovery planning efforts in the wider Bay Area, such as affordable housing; or coordinated funding to help schools re-open with one foundation supporting efforts in San Francisco and another supporting them in Oakland or San Jose.
- Jointly supporting community-based organizations that provide disaster services to vulnerable communities, for example to ensure that adequate food supplies reach meal delivery services for homebound seniors or that low-income families are able to access household recovery benefits.

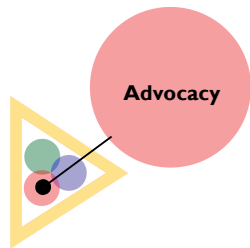
To facilitate this work, the philanthropic sector will need to develop and adopt several *tools*:

- A template agreement for rapid disbursement of pre-approved disaster response grants to identified community agencies. Such an agreement would serve as pre-qualification for immediate disaster funds to vetted agencies that provide emergency shelter, food, health, and/or mental health services to communities in the days immediately following a disaster. The agreements would be “activated” and funds released upon confirmation that services were being provided.
- A standardized grant application for disaster funding requests. Local agencies report that during the early days of a disaster, they have little time or energy available to devote to fundraising; in some recent disasters, foundations have instead written the grant requests themselves following a conversation with a grantee representatives.
- A process to consolidate and share list of grant applications among philanthropic partners. This would facilitate coordinated grantmaking and reduce the burden on grantseekers.

Philanthropy will also need to increase its joint *knowledge* in two key areas:

- Key players and gaps in funding for preparedness, response and recovery. This is in line with Assumption #4 – Understanding the disaster “environment.”
- Unique characteristics of disaster grantmaking. As noted above, there are a number of excellent resource guides in this area that can be further supplemented by learning directly from grantmakers who have supported disaster-related efforts in the Gulf Coast, New York, San Diego, and elsewhere, will provide an important overview of how to most effectively engage in this work.

Advocacy: Promote Disaster-related Policies and Support Local Organizations



Like in other programmatic areas, there are two main ways in which foundations can be involved in disaster-related policy – direct advocacy and support for advocacy organizations. Whether one or both of these are pursued, it will be important for philanthropy to first take the time together to learn about the issues and players.

Direct advocacy

Philanthropic partners will jointly research key policy issues related to disaster preparedness, response, and recovery; develop strategies to address them; and jointly advocate for change.

Examples of **activities** include:

- Directly addressing shortfalls in preparedness through a focus on under-funding of critical preparedness activities such as: (1) agency preparedness training, materials, and technical assistance for CBOs and their collaborative networks; (2) neighborhood-based approaches to education and training for the public, especially vulnerable communities; and (3) retrofitting of buildings that house critical services.
- Proactively addressing response and recovery issues in advance of disaster in areas such as: (1) increasing access to life safety information in languages other than English, (2) ensuring that sheltering needs for people with disabilities are met, (3) designation of non-traditional first responder facilities as critical structures so that they will receive priority for structural inspections and designation of alternative sites; and (4) increasing reimbursement of CBOs and FBOs that respond to disaster needs outside of their usual mandates.
- Addressing response and recovery policy issues in concert with key community agencies and policy makers. Issues will arise in all sectors – from health to education, housing, economic development, and the environment – and will surface specific concerns for various segments of the population, including children and youth, the elderly, immigrants, low-income families, and limited English proficiency populations. An example of a response-related policy issue which arose in the 2007 San Diego wildfires was the targeting and intimidation of immigrant communities, which meant that some families were afraid to access disaster services, others did not evacuate out of harms way, and several were deported. Examples of issues that arose in the Gulf Coast recovery include: the need for funding to be devoted to school reopening in order to encourage residents to return to New Orleans; insufficient attention and funds devoted to renters vs. homeowners; changes in building codes that made rebuilding even more expensive and out of the reach of many.

Support for advocacy organizations

Through grantmaking and convening, philanthropy will support the programmatic work and capacity building of advocacy organizations that will address policy issues in disaster preparedness, response, and recovery.

Examples of **activities** include:

- Jointly supporting technical assistance to advocacy organizations, in areas such as environmental justice, affordable housing, or healthcare access, to help them learn about the disaster arena, likely issues arising during response and recovery, and how they can prepare to participate actively when the time comes.
- Coordinating funding for advocacy groups involved in issues such as monitoring of environmental toxins in communities after disaster, as noted in the Grantmaking section above.
- Convening to support strategy development and dialogue with policymakers on the range of issues noted above.

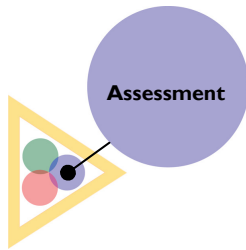
To be effective in this arena, philanthropy will need to develop **relationships** with:

- Policymakers in the disaster arena to supplement those we already have within sectors such as housing, environment, education, health, and community development.

Philanthropy will also need to increase its joint **knowledge** of policies such as:

- Reimbursement for organizational expenses incurred delivering disaster-related services to the community.
- Planned process for rebuilding of affordable housing after a catastrophic earthquake.
- Preparedness funding for local community-based responders.
- Assistance to residents for home and small business losses.
- Planned access and assistance for people with disabilities after disaster.

Assessment: Gather and Share Key Data on Needs



For philanthropy, accurate and timely information is an essential ingredient of effective grantmaking²⁶ and advocacy. For preparedness intermediaries, government and nonprofit responders, and community agencies, this information is also critical to ensure program effectiveness and synergy with other efforts.

Gathering key assessment data

Philanthropy will gather information from its own contacts and conduct/fund assessments before, during, and after a disaster to inform its grantmaking and advocacy and for broader use by a range of interested agencies.

Examples of **activities** include:

- Co-funding a comprehensive assessment of preparedness needs and map of key community-based players throughout the region and their relationships to each other and to formal response and recovery agencies. This information would be used to support preparedness grantmaking and/or advocacy.
- Convening community leaders and policymakers to identify specific community response and recovery needs in the aftermath of disaster. A convening within the health sector, for example, might reveal the need for improved access to emergency health services for elderly residents who are unable to travel to central health facilities after a disaster.
- Sharing assessment data collected in the response and recovery phases by individual philanthropic institutions within philanthropy to create a more coherent picture of disaster response needs at the community level. With this information, individual philanthropic institutions can develop their individual grantmaking and policy strategies.
- Jointly funding a sector or geographically focused assessment or a comprehensive regional assessment of immediate or long-term recovery needs in the aftermath of disaster. This assessment could be used for resource allocation, strategy development, and implementation planning by foundations, government, and nonprofits alike. The San Diego Foundation contracted with consultants to conduct comprehensive assessments of immediate and long-term recovery needs after the 2003 and 2007 firestorms, and these assessments proved invaluable to the overall effort.

Sharing information with community groups, government, and other responders

Philanthropy will share assessment information to contribute to larger collective effort of responding to community needs.

Examples of **activities** include:

- Sharing information gathered by philanthropic partners with our government, community, and other response partners to fill gaps in existing data, especially with respect to community-based needs and activities. (See section on Relationships below for more details.)

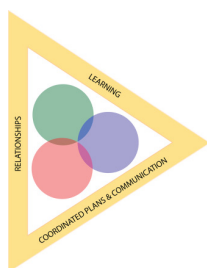
To facilitate this work, we will need to develop and adopt several **tools**:

- A template for rapid assessment of community needs in advance of disaster to facilitate rapid sharing and analysis of data in a fluid disaster environment.
- A mechanism for mutual aid in assessing grantees and community needs. Those foundations that plan to conduct assessments of local community conditions and grantee status following a disaster can coordinate to reach different geographic areas more effectively.

To successfully implement this work, it will also be important for philanthropic partners to increase their **knowledge** of existing disaster assessment tools and their application to Bay Area communities.

In addition, philanthropy will also need to expand its **relationships** to include organizations and individuals with expertise in disaster assessment.

UNDERLYING DYNAMICS AND STRUCTURE



Three dynamic processes will underpin effective philanthropic collaboration for disaster grantmaking, advocacy, and assessment – ongoing learning, coordination of plans and communication, and building and sustaining relationships.

Learning

Bay Area philanthropic partners will need to create and sustain a learning community around disaster issues. In addition to the content-specific knowledge needed as detailed above, it will be important to share and apply lessons and new ideas and to develop and adopt tools and practices that are quite new to philanthropy. Because involvement in disaster preparedness, response, and recovery touches multiple levels and components within philanthropy, this learning community will necessarily encompass staff at several levels and areas of work throughout philanthropic organizations.

Relationships

External Relationships

As noted throughout this paper, philanthropy's involvement in the disaster arena will involve connection with a variety of other actors – training and technical assistance intermediaries such as Collaborating Agencies Responding to Disaster (CARD), Collaborative Agencies Disaster Relief Effort (CADRE), and the Fritz Institute; nonprofit response agencies such as the American Red Cross and Salvation Army; and government agencies such as Offices of Emergency Services and Departments of Public Health. Establishing joint relationships in advance of disaster will enable philanthropic institutions to learn about existing needs and gaps, identify opportunities for synergy, learn about each other's systems and interests, and meet the key contact people with whom they will be working in a disaster.

Internal Relationships

Effective coordination and collaboration will also require even stronger relationships within philanthropy for disaster work than already exist for other bodies of work, as the exigencies during disaster require close and very timely collaboration. Establishing relationships with others in philanthropy outside the Bay Area who have been involved in recent catastrophic disasters, such as the San Diego Foundation, Louisiana Disaster Recovery Foundation, Greater New Orleans Foundation, New York Community Trust, and the New York Regional Association of Grantmakers, will provide opportunities to learn from their experiences. This could be accomplished through periodic phone calls, informational visits, meetings at conferences, or perhaps through a forum under the auspices of the Council on Foundations.

Coordinated Plans and Communication

On a more tactical note, in addition to needing robust individual business continuity plans, it will be important that Bay Area philanthropic partners coordinate their internal plans and communication processes and *practice* them together. This will enable philanthropic institutions to more effectively:

- provide mutual aid in case one or more of individual facilities becomes unavailable in disaster;
- collect and share information on community needs;
- coordinate co-funding to support preparedness, response, and recovery activities; and
- coordinate public messaging about the strategies of local philanthropy.

Structure

Because of the depth and breadth of the proposed activities, relationships, and learning, Bay Area philanthropy will need to establish a formal structure for this work to move ahead comprehensively. While the specific structure could take many forms, either a supporting organization or fiscally sponsored initiative seems most practical.

Whatever its form, its creation should be guided by the following principles:

1. A critical mass of philanthropic partners is committed to the high level of engagement needed to effectively launch and sustain this effort. With this “core” in place, less intensive participation by other philanthropic institutions will be welcome.
2. Core philanthropic partners contribute dedicated staff time to the development and implementation of the coordination strategies. These staff members are also actively involved in building the knowledge, relationships, communication channels, and internal capacity needed for successful coordination and collaboration.
3. Governance includes representation from a core group of Bay Area philanthropic institutions highly interested in building capacity to coordinate effectively in disaster preparedness, response, and recovery.
4. Governance includes representation from family, corporate, community, and independent philanthropic institutions and affinity groups such as Northern California Grantmakers.
5. Governance includes foundation staff members with expertise in the issues and concerns of vulnerable communities and ideally with diverse backgrounds.
6. The structure adopted is scalable and appropriately resourced at each level of activity to enable it to operate effectively at different phases of disaster.

Roles and Responsibilities

Briefly outlined below are proposed key roles for philanthropic partners and Collaborative staff.

Steering Committee of Representatives from Core Foundations

Each core member of the Collaborative will designate a point person to join the Steering Committee. Steering Committee members should be staff members of influence within their respective institutions, have programmatic and grantmaking experience, and/or have deep involvement in institutional issues that will impact disaster preparedness, response, and recovery. These members will be asked to make a commitment of at least one year of consistent involvement in this effort for up to 20% time during the start-up year, up to 10% in other non-disaster times, and full-time during and immediately following a disaster.

Scope of work:

Steering Committee will be responsible for setting the overall direction of the Collaborative and for moving the pieces of the work forward. Each member will also serve as lead within his/her own institution for coordination with other philanthropic institutions and agencies on disaster preparedness, response, and recovery.

Primary responsibilities:

Grantmaking

- Facilitate coordinated grantmaking and co-funding of disaster preparedness, response and recovery activities
- Contribute to development and adoption of grantmaking-related templates discussed above

Advocacy

- Set joint policy agenda; contribute to research on key issues, and the development and implementation of coordinated advocacy strategies
- Facilitate joint support to advocacy organizations
- Support joint convening/dialogue with policymakers on policy agenda

Assessment

- Support joint convening of community leaders and policymakers to identify needs
- Facilitate joint support and/or funding of community needs assessment
- Facilitate sharing of assessment data with community groups, government, and other responders

Learning

- Contribute to creation and ongoing interaction of philanthropic learning community around disaster preparedness, response, and recovery
- Learn about disaster environment, needs, grantmaking strategies, and advocacy; share lessons at own institution

Relationships

- Participate in joint establishment of relationships with key intermediaries, nonprofits, and government, and policymakers involved in disaster-related issues

Coordinated Plans and Communication

- Establish and practice communication processes among members
- Review disaster plans of other members/present own plan – look for opportunities to support each other and provide mutual aid
- Facilitate participation by own institution in joint drills and exercises
- Mobilize participation of own institution in joint disaster activities
- Review templates and tools, encourage adoption and adaptation in own institution

Once a year, Steering Committee members will invite their respective CEOs to an annual review and discussion of the Collaborative's work.

Committee At-large of Representatives from Other Interested Foundations

Other foundations interested in lower levels of engagement may designate staff to participate in implementation of strategies on a periodic basis.

Staffing

A full-time, senior-level Coordinator will lead and guide implementation of all aspects of the Collaborative's work in support of the Steering Committee. The Coordinator will have demonstrated skills as a strong facilitator and solid experience in philanthropy, disaster, and vulnerable communities. S/he will work in close coordination with the Steering Committee, providing leadership in grantmaking, assessment and advocacy.

A full-time Program Assistant will provide support to the Coordinator.

In the start-up year, as well as during disaster response and recovery, consultants and/or temporary staff will be added to implement activities in each of the three areas – grantmaking, advocacy, and assessment.

PROPOSED BUDGET

	LEARNING, PREPAREDNESS AND PRACTICE		DURING AND AFTER DISASTER Per Year
	Start-Up Year	On-going/year	
Personnel			
Coordinator	\$120,000	\$120,000	\$120,000
Program Assistant	\$50,000	\$50,000	\$50,000
Benefits	\$51,000	\$51,000	\$51,000
Consultants	\$210,000	\$70,000	\$100,000
Operating costs			
Convenings/internal meetings	\$4,000	\$2,000	\$4,000
Travel	\$8,000	\$5,000	\$5,000
TOTAL	\$443,000	\$298,000	\$330,000
Indirect costs (7.5%)	\$33,225	\$22,350	\$24,750
GRAND TOTAL	\$476,225	\$320,350	\$354,750

LIST OF KEY PRACTITIONER DISCUSSIONS

- Alessa Adamo, Executive Director, San Francisco Community Agencies Responding to Disaster San Francisco, CA.
- Lisa Bennett, Area Director – West, Readiness and Capacity Development, Disaster Services, National American Red Cross, San Rafael, CA.
- Reverend Don Boutte, Pastor, St. John. Baptist Church, New Orleans, LA, and Churches Supporting Churches, New Orleans, LA.
- Dr. Emmett Carson, CEO and President, Silicon Valley Community Foundation, Mountain View, CA.
- Susan R. Clark, Executive Director, Columbia Foundation, San Francisco, CA.
- Liza Cowan, former staff member, Gulf Coast Community Foundation, Gulfport, MS.
- Christina Cuevas, Program Director, Community Foundation of Santa Cruz County, Santa Cruz, CA.
- Flozell Daniels, Jr., President and CEO, Louisiana Disaster Recovery Foundation, Baton Rouge, LA.
- Rich Eisner, Government Liaison, Fritz Institute, San Francisco, CA.
- Dr. Melissa Flournoy, President and CEO, Louisiana Association of Nonprofit Organizations, Baton Rouge, LA.
- Dr. Sandra Hernández, CEO, The San Francisco Foundation, San Francisco, CA.
- Paula H. Hickman, Executive Director, Community Foundation of Shreveport-Bossier, Shreveport, LA.
- Gerry Hobdy, Director of Partnership Relations, Baton Rouge Area Foundation, Baton Rouge, LA.
- Ben Johnson, CEO, Greater New Orleans Foundation, New Orleans, LA.
- Ana-Marie Jones, Executive Director, Collaborating Agencies Responding to Disaster), Alameda, CA.
- Bob Kelly, President and CEO, The San Diego Foundation, San Diego, CA.
- Michael Marciano Office of the Sheriff, Contra Costa County Office Emergency Services Division, Martinez, CA.
- Father Vien Thé Nguyen, Pastor, Mary Queen of Vietnam Catholic Church, New Orleans, LA.
- Amy Ramirez, Planner, Department of Emergency Management, Division of Emergency Services, City and County of San Francisco, San Francisco, CA.
- Anne Reynolds, State Officer – Northern California, Hawaii and the Pacific, Readiness and Capacity Development, Disaster Services, National American Red Cross, San Rafael, CA.
- Robin Sharp, Program Associate, San Diego Regional Disaster Fund, The San Diego Foundation, San Diego, CA.
- Carey Shea, Senior Program Director, Greater New Orleans Foundation, New Orleans, LA.
- Gregory Smith, Disaster Director, American Red Cross Bay Area Chapter, San Francisco, CA.
- Bill Somerville, President and Founder, Philanthropic Ventures Foundation, Oakland, CA.
- Jeff Weimann, former Director, San Diego Regional Disaster Fund, The San Diego Foundation, San Diego, CA.
- Landon Williams, Director of Housing and Small Business Development, Louisiana Disaster Recovery Foundation, Baton Rouge, LA.

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(* denotes a key document for this concept paper)

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ENDNOTES

¹ See list of key practitioner discussions.

²*Preparedness* is the period prior to disaster during which (1) individuals and families get ready to take care of themselves following a disaster and (2) communities, organizations, and government agencies develop continuity plans, assemble materials, develop relationships, and practice how they will continue operations and meet community needs following a disaster. *Response* is the period immediately following a disaster event (usually 30+ days in a catastrophic disaster) when the focus is on meeting basic needs for shelter, food and water, and health and mental health services, as well as on assessing damage to infrastructure and services. *Recovery* is the period after disaster when immediate needs for most of the population have been met and communities begin rebuilding infrastructure and addressing long-term needs in areas such as housing reconstruction, economic redevelopment, and school re-opening/rebuilding. A fourth phase – *mitigation*, which traditionally focuses on reducing damage to physical structures – is not included in this framework.

³ Southern California Earthquake Center, www.sceec.org/ucerf, *Uniform California Earthquake Rupture Forecast (UCERF)* (April 2008).

⁴ A comprehensive summary of expected damage and losses from a catastrophic Bay Area earthquake can be found at <http://earthquake.usgs.gov/regional/nca/wg02/losses.php> and at <http://quake.abag.ca.gov/>.

⁵ Vulnerable community in this context means a group of people who will be disproportionately impacted by disaster based on their race, ethnicity, income, English proficiency, disability, legal status, or risk of the area where they live to disaster.

⁶ Blazer, Jonathan and Brett Murphy, National Immigration Law Center. “Addressing the Needs of Immigrants and Limited English Communities in Disaster Planning and Relief: Lessons for Government, Disaster Relief Agencies, and Community-Based Organizations”, *Immigrant Rights Update*, Volume 22, Issue 8 (October 28, 2008), p.1. In addition to this report, several others provide important insights into the needs and experiences of these communities in disaster, including *Disaster Preparedness in Urban Immigrant Communities: Lessons Learned from Recent Catastrophic Events and Their Relevance to Latino and Asian Communities in Southern California*, A Tomas Rivera Policy Institute and Asian Pacific American Legal Center Report prepared by Anna Bessie Mathew MPH and Kimiko Kelly MPP (June 2008); and San Diego Immigrant Rights Consortium, Justice Overcoming Boundaries of San Diego County, ACLU of San Diego & Imperial Counties, *Firestorm: Treatment of Vulnerable Populations During the San Diego Fires* (2007).

⁷ Council on Foundations and the European Foundation Centre, *Disaster Grantmaking: A Practical Guide for Foundations and Corporations*, pp. 5-6.

⁸ For a thought-provoking discussion of how inclusive approaches must inform planning to achieve equitable responses to future disasters, see Wenger, Michael R., Joint Center for Political and Economic Studies, Health Policy Institute, *No More Katrinas: How Reducing Disparities Can Promote Disaster Preparedness*.

⁹ Policy Link and the 21st Century Foundation are two examples of funders engaged in rebuilding New Orleans and the Gulf Coast area into a more equitable and vibrant community for all residents.

¹⁰ Much has been written regarding the role of nonprofit organizations in disaster. Two reports of note are Pipa, Tony, The Aspen Institute's Nonprofit Sector Research Fund Working Paper Series, *Weathering the Storm: The Role of Local Nonprofits in the Hurricane Katrina Relief Effort* (2006), and United Way of the Bay Area, *Ready or Not: Ensuring Bay Area Nonprofits Can Serve During Disaster* (2007).

¹¹ Council on Foundations and European Foundation Centre, p. 9, and National Immigration Law Center, p. 2. The National Immigration Law Center article also provides details on disaster-related concerns of immigrants and limited English proficient communities.

¹² Fritz Institute, in partnership with the Natural Hazards Center, University of Colorado, Boulder. *Serving the Most Vulnerable: Disaster Preparedness Among Community-Based Organizations in the City and County of San Francisco* (October 2008).

¹³ See also, Zimmerman, Steve and Jan Masaoka, Compass Point, *Disaster Planning and Nonprofit Intermediaries: A Scan for The San Francisco Foundation* (August 2006).

¹⁴ Pipa, p. 4

¹⁵ Gurwitch, R. H., Pfefferbaum, B., Montgomery, J. M., Klomp, R. W., & Reissman, D. B. *Building Community Resilience for Children and Families*, Terrorism and Disaster Center at the University of Oklahoma Health Sciences Center, Oklahoma City (2007); Tierney, Kathleen, "The Importance of Social Resilience", *SPPD Community Connections*, Volume 3, Number 1 (Fall/Winter 2006-07), p. 1; and Tierney, Kathleen, *Lecture Notes: Disaster Vulnerability and Resilience, Session 7 – Disasters and Social Vulnerability: Insights from Theory and Research*, University of Colorado, Boulder, CO.

¹⁶ United Way of the Bay Area, p. 3.

¹⁷ Council on Foundations and European Foundation Centre, p. 9.

¹⁸ References in this area include Foundation for the Mid South; Rose, Kalima and Lisa Robinson, Policy Link, *Investing in Equitable Recovery: Philanthropy Confronts the Historic Neglect of the Gulf Coast*; and Grantmakers without Borders, *Lessons for Grantmakers in Natural Disaster Response*.

¹⁹ United Way of the Bay Area; Foundation for the Mid South; Rose Kalima and Lisa Robinson, Policy Link; New York Association of Grantmakers (NYRAG), *Best Practices in Disaster Grantmaking: Lessons from the Gulf Coast*.

²⁰ Foundation for the Mid South, p. 6.

²¹ Council on Foundations and European Foundation Centre, p. 6.

²² The New York Regional Association of Grantmakers (NYRAG) recommends “utilizing existing relationships to gather information” as a disaster grantmaking Best Practice. NYRAG, p. 3.

²³ NYRAG specifically includes “lack of awareness of federal policies that impact disaster recovery” in its list of nine “Practices to Avoid” in disaster grantmaking. NYRAG, p. 4.

²⁴ Foundation for the Mid South, p. 5-6.

²⁵ Rose, Kalima and Lisa Robinson, Policy Link; Foundation for the Mid South; and NYRAG.

²⁶ In their list of disaster grantmaking tips, the Council on Foundations and the European Foundation Centre emphasize learning about the disaster situation before responding and suggests using an assessment of needs from an experienced international aid organization or reputable local organization. Council on Foundation and the European Foundation Centre, p. 12.