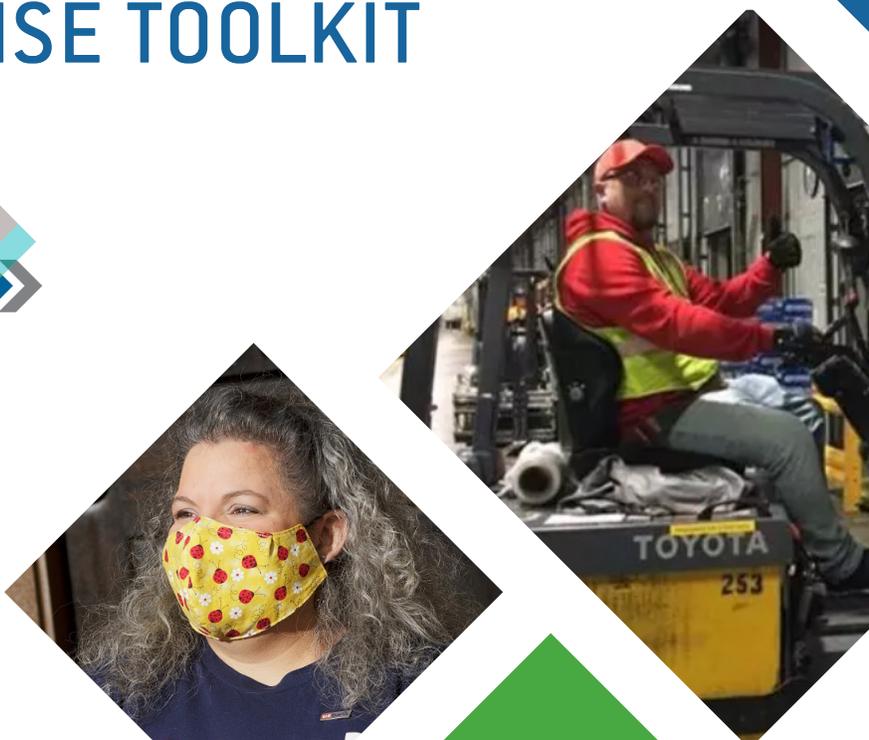




PLANNING FOR RESILIENCE: DISASTER RESPONSE TOOLKIT

B:CIVIC



There has never been a more critical time for companies to take a proactive, strategic approach to supporting all phases of the disaster cycle.

More than \$11.9 billion was contributed for COVID-19 globally in the first half of 2020. Corporations accounted for nearly two thirds of the funding (\$7.8 billion), which included both cash and in-kind support. Prior to the COVID-19 pandemic, Hurricane Harvey was the largest recipient of disaster philanthropy in recent years, with \$342,771,699 contributed.

According to the Center for Disaster Philanthropy

11.9 B

Globally for
COVID-19 (1st
half of 2020)

2/3

From
Corporations

7.8B

Cash & In-Kind

Including COVID-19, Colorado experienced seven federally declared disasters through Nov. 2020. -FEMA

B:CIVIC has developed this Strategic Disaster Response Toolkit to support businesses in their efforts to effectively respond to all types of disasters and build resiliency in our community. The idea for this project was born in the midst of the COVID-19 pandemic as companies were navigating the unknown territory of responding to a crisis that impacted every industry and communities across the globe. While many companies had experience with philanthropic responses to natural disasters, only a few had response plans in place that applied to the level of impact of COVID-19. Others had no experience or plans at all. Members turned to B:CIVIC and each other for information, ideas and guidance in developing effective responses. Throughout the pandemic and the wildfire season, we have heard members say they need resources for developing more holistic, strategic disaster response plans before the next disaster strikes. We hope you find the suggestions, resources and insights from member companies useful for your own planning.



ABOUT B:CIVIC

B:CIVIC elevates business for good by empowering organizations and their people to do more for their communities. Our members include 150 civic-minded companies representing over 100,000 Colorado employees. We focus on providing the resources and connections to help any business, no matter the size or industry, to create or grow a successful social responsibility program. B:CIVIC offers 30+ trainings and events annually, convening more than 1,200 professionals to share best practices, trends and support to inspire action and grow our impact, together.

www.bccivic.org

Special Thanks

Thanks to Shanda Vangas of Fourth Wave Strategies for conducting the interviews and developing the content in this toolkit.



FOURTH WAVE STRATEGIES

Fourth Wave Strategies, LLC is a corporate responsibility and social impact consulting firm that advises purpose-driven businesses and nonprofit organizations on strategy, communications and execution to increase their impact and grow their businesses. Fourth Wave's clients are strategic, forward-thinking changemakers in their industries and communities.

www.fourthwavestrategies.com
www.linkedin.com/company/fourth-wave-strategies

STEPS TO CREATING A DISASTER RESPONSE PLAN

DETERMINE YOUR GOALS FOR DISASTER RESPONSE AND HOW YOUR PLAN WILL ALIGN WITH YOUR BUSINESS AND SOCIAL IMPACT STRATEGIES.

Your overall goals should guide the strategy and criteria for your response plan. Why is your company engaging in disaster response? What qualifies as a “disaster”? What do you hope to accomplish? What type of impact do you want to have? Are there specific populations that you want to serve through your business or philanthropy? What phases of the disaster cycle will you support?

IDENTIFY THE KEY INTERNAL AND EXTERNAL STAKEHOLDERS FOR YOUR DISASTER RESPONSE PLAN.

Stakeholders are those who can affect or be affected by your disaster response efforts. Internally, who will you need on your team to implement the plan? Who within your organization might be impacted by a disaster? How will your response impact key external groups such as customers, community partners and government agencies?

KNOW WHAT RESOURCES YOU HAVE AVAILABLE TO RESPOND WHEN DISASTER STRIKES.

Cash contributions are generally the greatest need in disaster response. Set an annual budget. In addition to cash, businesses have access to other resources that may be needed. Work with your partners to identify what is typically needed throughout the disaster cycle and analyze your operations to identify assets that could be leveraged to help. Can you engage employees through volunteerism and giving campaigns? Can you provide critical in-kind supplies? Do you have relevant distribution networks or logistics expertise? Can you support impacted customers and vendors?

ENGAGE AND SUPPORT YOUR EMPLOYEES.

If employee engagement is one of your goals, identify the types of support that may be needed and what aligns with your strategy and capacity. Employee volunteerism, giving campaigns, in-kind giving drives and pro bono or skills-based expertise are common engagement tactics. Your plan should also address how you will support employees who are impacted by disasters. Employee Assistance Funds are one vehicle for providing assistance. What other resources are available through the company or partners? What can you do to help employees be prepared for disasters?

ARTICULATE THE CRITERIA AND PARAMETERS FOR WHEN AND HOW YOU WILL RESPOND. A SINGLE COMPANY CANNOT RESPOND TO EVERY DISASTER.

A key piece of your strategy is determining the criteria for when and how you will respond. Criteria should align with your goals, the needs of your key stakeholders and identified resources. Geographic location, severity/number of individuals affected, impact on employees, the business or other key stakeholders and impact on vulnerable populations are common criteria.



STEPS TO CREATING A DISASTER RESPONSE PLAN

IDENTIFY AND ESTABLISH RELATIONSHIPS WITH COMMUNITY PARTNERS BEFORE DISASTER STRIKES.

During a disaster is not the time to vet organizations or to establish partnerships. Utilize “blue skies” to learn about potential partners and develop relationships. Establish partnerships with organizations where you can have an impact that aligns with your goals and resources. Set expectations for how you will communicate and work together. Add partners to your internal systems to facilitate a quick response when disaster strikes.

ESTABLISH PROTOCOLS AND PROCESSES FOR RAPID RESPONSE DECISION-MAKING AND FUNDING DISTRIBUTION.

If you plan to support immediate relief efforts, you will need to make decisions and mobilize quickly. Create a streamlined approval process. Limit the number of people needed to make strategic decisions and ensure they understand their roles and the urgency in disaster situations. Eliminate cumbersome request requirements from partners and fast track getting resources out the door.

IMPLEMENT THE TOOLS AND SYSTEMS YOU WILL NEED TO SUPPORT YOUR RESPONSE.

Once you have your plan, ensure that you have the right systems and tools in place to implement it. How will employee matching gifts be processed and volunteer registration occur? How will specific in-kind items be distributed effectively and by whom? Do you have a crisis communications tool to communicate with employees in impacted areas? Can your accounting team distribute contributions via electronic transfer?

DEVELOP COMMUNICATION PLANS AND TEMPLATES IN ADVANCE. COMMUNICATING BOTH INTERNALLY AND EXTERNALLY WILL BE CRITICAL TO THE SUCCESS OF YOUR EFFORTS.

Work with your communications team to draft disaster communications plan templates that can be updated quickly when disaster strikes. Pre-write generic disaster giving campaign announcements, volunteer event descriptions, partnership spotlights and other calls to action.

DECIDE HOW YOU WILL MEASURE AND REPORT IMPACT.

No matter the size and scope of your disaster response strategy, think about the type of impact you want to have. What phase of the disaster cycle you invest in, the scale and type of your response, and the partners you select are key factors that will drive impact. Once you have developed your strategy, work with your partners and other key stakeholders to determine the best way to measure and report on impact and add those steps to your plan.





SEE THE FULL INTERVIEW

Andy Bailey, Sr. Program Manager for Disaster & Humanitarian Response, AT&T

Andy Bailey serves as the Sr. Program Manager for Disaster & Humanitarian Response at AT&T. His role was created in 2017 after Hurricanes Harvey, Irma and Maria hit in succession. “Harvey was the catalyst,” Andy explains. “Being headquartered in Dallas, Harvey hit our backyard. Company leaders realized that significant disasters were happening globally at a greater frequency and that we needed a focused strategy for disaster and humanitarian response.”

Andy uses one underlying principle to describe the strategy, “we are a global company. But, when disaster strikes, we are a local company.” When determining their response, he looks at

how it impacts key stakeholders and business operations. Andy asks himself:

- First, do we have employees in the area and how have they been impacted?
- Is the business impacted and to what degree?
- Do we have retail stores in the area?
- Has our communications network been impacted?

He also relies on local AT&T team members in affected areas to update him on the impact on other stakeholders. The type and severity of impact on these diverse stakeholders drives how they respond to meet the needs. “The Australian Bush Fires were a great example of this,” Andy noted. “Our Sydney-based employees described the terrible air conditions due to the smoke, so we provided N95 masks. They also alerted us to the horrific impact on wildlife and requested support for a wildlife conservation organization.”

Initially, AT&T’s focused solely on immediate relief. As they began to better understand the long-term impacts, they broadened efforts to support the entire disaster cycle: relief, recovery, resilience and preparedness. Andy looks broadly at how they can support each phase and leverages resources, which include cash contributions, employee volunteerism and other \ business resources, such as providing charging stations and sponsoring text-to-give campaigns.

“Having strong partnerships with nonprofit organizations is critical,” Andy stresses. “It’s important to reach out to potential partners and start relationships during ‘blue skies’. Have open conversations about what they need, what your company does and how you could help. Different partners work at different phases in the cycle — that will determine what they need from you. Since employee engagement is one of our program goals, we work with partners who have opportunities for employees at each phase of the cycle.”

Andy has great advice for getting started in disaster response, “commit to having a strategy and know that it will evolve and change. You’ll get better as you go, give yourself some grace.”

[Click here](#) for more insights and advice from Andy and AT&T.

[SEE THE FULL INTERVIEW](#)

Asiale (Asia) Draws, Programs & Grantmaking, Western Union Foundation

Asia Draws oversees programs and grantmaking at the Western Union Foundation, the philanthropic arm of Western Union. As manager of the disaster relief grantmaking portfolio, she has funded more than 30 global crises, including the 2020 COVID-19 \$1 million plus global response. While the Foundation is a 501(c)3 entity separate from the company, its mission to provide skills training and education to forcibly displaced individuals and youth aligns with Western's Union's global business. "Our disaster response grantmaking strategy meets at the intersection where Western Union customers and employees live and work and where the

most vulnerable populations live, including top host countries for migrants and refugees," Asia explained. "One major reason that individuals are forcibly displaced is due to natural disasters and crises. We provide funding to support immediate relief and sustainable rebuilding for communities in crisis so they can build the resilience needed to recover and access economic opportunity and education."

The Foundation takes a holistic approach to grantmaking and focuses on fewer, larger grants. "We've made a real effort to identify nongovernmental organizations (NGOs) that do more than immediate relief. We know we can have a greater impact if we support partners who also focus on long-term recovery and building community resiliency." Asia stresses the importance of building relationships with NGO partners you can trust and establishing expectations before disaster strikes. "We are clear about our expectations from partners, including funding parameters, communications, response times and measuring impact. We have those conversations upfront to ensure both our needs can be met through our partnership. Our funding comes from Western Union, its employees and agents. It's important for us to be able to communicate the impact of their contributions and keep them engaged in our work. Our partners provide us with stories, data and visuals that we can share with our stakeholders, which helps build awareness and support."

Asia emphasizes the importance of preparedness for your grantmaking work, as well as for your external partners. Set aside time for planning each year. Update your plan and ensure all internal stakeholders are informed on the process and protocols and understand their role. And meet with all NGO partners annually to talk about our needs and expectations.

One thing her time in this role has taught Asia is the importance of being intentional with your dollars. "I would challenge other companies and foundations to think critically about how they can have a larger impact. Investing in resiliency will allow communities to recover more quickly and be better prepared for the next disaster, saving more lives and resources in the long run." For companies just getting started in disaster response, Asia recommends starting with goals. Why are YOU doing disaster response? Your goals will inform the criteria you set for responding as well as how you respond.

[Click here](#) for more tips and advice from Asia and Western Union Foundation.

STRATEGIC DISASTER RESPONSE PLAN CHECKLIST



DETERMINE THE GOALS FOR YOUR DISASTER RESPONSE EFFORTS AND HOW YOUR PLAN WILL ALIGN WITH OVERALL BUSINESS AND SOCIAL IMPACT STRATEGIES.

AT&T has both business and social impact goals for its response program, including “Build a strong AT&T community by uniting employees across the globe to help impacted employees and their communities recover from unexpected disasters & hardships”.



IDENTIFY THE KEY INTERNAL AND EXTERNAL STAKEHOLDERS.

Delta Dental of Colorado and Delta Dental of Colorado Foundation’s combined external COVID-19 response specifically addressed the needs of three key stakeholder groups: individual and group members, Colorado dental providers and frontline community organizations addressing critical needs and health provision for those people most significantly stressed by the effects of COVID-19.



KNOW WHAT RESOURCES YOU HAVE AVAILABLE TO RESPOND WHEN DISASTER STRIKES.

Prosono has found asset mapping to be an effective exercise for businesses to complete in coordination with disaster planning. They utilize the process to take inventory of the full spectrum of an organization’s products, services, resources and people that could be used. While financial contributions are paramount, when disaster strikes, organizations tackling the cause find non-financial resources are often in equal or higher demand.



ENGAGE AND SUPPORT YOUR EMPLOYEES.

Brownstein Hyatt Farber Schreck’s COVID-19 response engaged employees in a firm-wide virtual food drive and delivering donated meals to fire stations and hospitals. They created a rapid response team of pro bono attorneys to help small businesses and nonprofits navigate CARES act applications and opportunities. And, the firm supported employees and their families mental and physical health with online exercise, meditation and healthy cooking classes. They launched “Brownstein Buddies”, a program that engaged employees’ older children in leading activities for younger kids.



ARTICULATE THE CRITERIA AND PARAMETERS FOR WHEN AND HOW YOU WILL RESPOND.

Charles Schwab has a formal process and evaluation matrix in place to evaluate disasters in an objective manner. They gather insights from a variety of trusted resources to assess the impact on key stakeholders including employees, clients, the overall business and nonprofit partners. They evaluate the impact on stakeholders as well as the overarching scale and impact of the disaster. Then they look at what assets are available to deploy and use data to craft the best response.



IDENTIFY AND ESTABLISH RELATIONSHIPS WITH PARTNERS BEFORE THE NEXT DISASTER.

Molson Coors Beverage Company launched its water donation partnership with the **American Red Cross** in 2017 in collaboration with **Ball Corporation**. Together, they have committed to providing more than 2 million cans of water to help communities affected by disasters. The water is canned by Molson Coors in Ball-produced cans, stored at Molson Coors breweries and shipped to locations identified as most in need by the American Red Cross.

STRATEGIC DISASTER RESPONSE PLAN CHECKLIST

ESTABLISH PROTOCOLS AND PROCESSES FOR RAPID RESPONSE DECISION MAKING AND FUNDING DISTRIBUTION.

QEP Resources has a simple protocol and approval process for disaster response. When a disaster strikes, the Community Investments team works directly with established partners to determine the greatest needs and submits a funding recommendation to the Executive Committee for approval. The process is done via e-mail within a 48-hour window to facilitate quick distribution of funds. If nonfinancial support is needed, local employee Leadership Councils help identify resources and create employee engagement opportunities.

BUILD AND IMPLEMENT THE TOOLS AND SYSTEMS YOU WILL NEED TO SUPPORT YOUR RESPONSE.

Xcel Energy has established systems to streamline and support its response efforts, including: a foundation “disaster response fund” budgeted annually and used across the company; an internal online platform for quickly launching and managing employee giving campaigns; and a stakeholder engagement process to get accurate information on the disaster’s impact and the greatest needs in Xcel Energy communities.

DEVELOP COMMUNICATION PLANS AND TEMPLATES.

The **IMA Financial Group’s** corporate foundation, the **IMA Foundation**, established a year-round employee matching gifts program focused solely on disaster response. Employees can donate and access matching funds anytime to support disasters of their choice, regardless of location, via an internal online platform. Their communications plan goal is to increase program participation. It includes regular articles for the IMA intranet and employee newsletter, in person presentations (when possible) at each office and featured stories when large disasters strike, or IMA communities are impacted.

DECIDE HOW YOU WILL MEASURE AND REPORT ON IMPACT.

Western Union Foundation requires funded partners to submit two formal impact reports. A three-month report provides current information about how the response is progressing as well as stories and data that can be shared with donors and other stakeholders. The final report is submitted 12 months after the grant and provides more detailed results and impact data on the overall effort. Partners are given the report templates at the time of the initial application so they know what will be required if funded.

Access additional B:CIVIC member company examples on [our website](#).

ADDITIONAL RESOURCES

RESOURCES FOR PLANNING

[Center for Disaster Philanthropy Disaster Philanthropy Playbook](#)

[Disaster Grantmaking: A Practical Guide for Foundations and Corporations](#)

[Resilient Response Initiative](#)

[Role of Business in Disaster Response](#)

[Silicon Valley Community Foundation Corporate Guide to Disaster Response and Preparedness](#)

[U.S. Chamber of Commerce Foundation](#)

RESEARCH & REPORTS

[Candid Blog: What We Can Learn Today from Disaster Funding in 2018](#)

[How U.S. Philanthropy is Responding to the 2020 Crises](#)

[Measuring the State of Disaster Philanthropy, Data to Drive Decisions](#)

[Philanthropy and COVID-19 in the First Half of 2020](#)

[U.S. Household Disaster Giving Report](#)

[The Voice of Corporate Philanthropy in Response to COVID-19 Worldwide](#)

RESOURCES RECOMMENDED BY HIGHLIGHTED COMPANIES

[American Red Cross](#)

[Center for Disaster Philanthropy](#)

[FEMA](#)

[International Medical Corps](#)

[International Rescue Committee](#)

[National Voluntary Organizations Active in Disasters](#)

[SBP](#)

[USAID Center for International Disaster Information](#)

[You Give Goods](#)

EMPLOYEE ASSISTANCE/RELIEF FUND RESOURCES

[E4E Relief](#)

[Emergency Assistance Foundation](#)

[Global Impact](#)

[Trends for Employee Assistance Funds In Wake of COVID-19](#)

[U.S. Chamber of Commerce Foundation](#)

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