

Disaster Philanthropy Toolkit

IOWA COMMUNITY FOUNDATIONS INITIATIVE



FOR GOOD.
FOR IOWA.
FOR EVER.



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INTRODUCTION

IOWA COMMUNITY FOUNDATIONS INITIATIVE DISASTER PHILANTHROPY TOOLKIT

Numerous Iowa communities have experienced disaster in the past several years. With the unpredictability of Midwest weather, communities must prepare for and respond to all types of disasters, from flooding and tornadoes to straight-line wind and ice. When natural or man-made disasters impact Iowa communities, grantmakers are called on to respond to support recovery and rebuilding efforts.

Iowa community foundations are in a unique position to help because of their ties to local resources, their mission for public good, their access to research and their programmatic flexibility. At the same time, community foundations face serious challenges in the form of varied requests for funds in times of disaster. Sifting through these requests can be overwhelming and if not approached in a strategic way, ineffective.

The following pages provide a blueprint to follow when disaster strikes an Iowa community. This toolkit is by no means comprehensive, or specific to a certain disaster or community, but is instead a document to support best practices for philanthropic responses to disaster.

The Disaster Philanthropy Toolkit specifically supports community foundations in their roles both preceding and following a disaster and provides guidance to set-up swift, flexible support for communities. Community foundations are uniquely positioned to play a philanthropic, convening and leadership role in disaster response, depending on each community's needs. Experience from colleagues in The Funders' Network for Smart Growth and Livable Communities' Philanthropic Preparedness, Resiliency and Emergency Partnership (PPREP) Cohort* suggests that a valuable role for community foundations is through supporting long-term recovery efforts. Lessons learned from the cohort have been integrated into this document.

The toolkit and resources were initially developed in the fall of 2018, and will be updated accordingly by ICoF staff and available at www.iowacounciloffoundations.org.

**The Funders Network (TFN) for Smart Growth and Livable Communities, through PPREP, provides resources to 20 community foundations and three regional associations in the Midwest to help them build their skills and leadership capacity to prepare for natural disasters in their communities. The Center for Disaster Philanthropy contracts with TFN to support the work of PPREP.*

KEY TERMS

Definition of Disaster

A disaster is an event, natural, man-made or economic, which causes death and/or destruction on a scale that overwhelms the ability of the community's resources to maintain stability, save lives and preserve property. The disaster may or may not receive a state or federal disaster declaration, but is determined a disaster by the local community foundation.

Disaster Responses should be initiated if there is:

- significant loss of life, injury or displacement;
- significant impact on community members;
- significant impact on a community's capacity to respond; or
- heightened or dissipated media presence.

Disaster "Recovery" and Disaster "Management"

As the philanthropic sector grows and evolves, the narrow concept of disaster "recovery" is moving into the broader context of disaster "management." More and more, grantmakers are embracing broader concepts of preparedness and prevention. Disasters most often impact the most vulnerable of our communities: the elderly, low-income families and individuals with disabilities. These individuals can either be seen as victims or as resources to help grantmakers make good choices in reducing vulnerability to the hazards lying at the heart of disaster management. Having an idea of what is needed and how best to meet those needs is the key to effective disaster management.

Mitigation

Mitigation is reducing the severity or easing the pain of a problem. In time of disaster, it is the role of community foundations across the state to mitigate the long-term effects from said disaster on the communities it has impacted. Each decision and action should help to mitigate the negative effects of disaster and bring positive, long-term recovery.

Types of Disasters

- Natural: earthquakes, floods, hurricanes and cyclones, tsunamis, wildfires, tornadoes, severe storms, ice storms, blizzards, landslides, drought
- Man-made: terrorist attacks, mass shootings, chemical explosions, train derailments
- Humanitarian: famines, wars, refugee crisis

Disaster Classifications and Groups

- Sudden-Onset Disasters: California wildfires, Hurricane Maria, Joplin tornado
- Slow-Onset Disasters: California and Midwest drought, environmental degradation and pollution
- Community Organizations Active in Disaster: groups who are dedicated to helping communities make the best of their resources in a disaster by creating relationships prior to an event and/or incident in order to ensure that human needs probable in a disaster situation are assessed and met
- Voluntary Organizations Active in Disaster: is a community organization made up of public, private, volunteer and nonprofit agencies and organizations who may be active in all phases of disaster

DISASTER GRANTMAKING

Eight Principles for Good Disaster Grantmaking

These principles are provided by the Council on Foundations and the European Foundation Centre.

1. Do no harm.

Please remember that not all disaster assistance is beneficial.

2. Stop, look and listen before acting.

Every disaster has unique characteristics.

3. Don't act in isolation.

Work to reduce duplication of effort and make efficient use of resources to ensure priority needs are addressed.

4. Think beyond immediate crisis to the long-term.

Fill gaps between emergency relief and long-term development programs.

5. Bear in mind the expertise of local organizations.

Working with local organizations allows them to carry out their important role and provides grantmakers with valuable information about the situation.

6. Find out how prospective grantees operate.

Some grantees specialize only in emergency relief, while others have a long-term development orientation.

7. Be accountable to those you are trying to help.

Engage grantees in a process that assesses social impact.

8. Communicate your work widely and use it as an educational tool.

It is useful to build a knowledge base, record lessons learned and share your experience with boards, staff, employees, other grantmakers, the media, community groups and public officials.

Nine Tips for Good Disaster Grantmaking

These tips are provided by the Council on Foundations and the European Foundation Centre.

1. Develop an internal plan for handling disaster requests.

- a. Develop a disaster plan for communicating with your employees.
- b. Establish internal guidelines and criteria for making emergency grants.
- c. Set up streamlined internal decision-making procedures for grants.

2. Learn about the disaster situation before responding.

Don't just listen to media. Connect with community partners to understand needs.

3. Think about when to make a disaster grant.

- a. Fund prevention efforts.
- b. Consider splitting up grants: half for immediate relief and half for long-term recovery.

4. Decide whether to provide cash assistance, or goods and services.

Community foundations add value in collecting cash. Rely on other community partners to collect and distribute donated goods and services.

5. Look at the disaster management picture.

Fund prevention/preparedness efforts, fill gaps and strengthen local capacity.

6. Choose a grantee.

- a. Develop a long-term relationship with reputable organizations and encourage ongoing collaboration to address prevention/education efforts.
- b. Comply with standards and legal restrictions that may affect direct grants.
- c. Consider funding long-term economic development programs.

7. Coordinate your disaster grants with others.

Explore partnerships and contact the ICoF to learn what other grantmakers in Iowa are doing.

8. Monitor and evaluate disaster grants.

- a. Ensure that funds or donated products are used as intended.
- b. Monitor which organizations are most effective and ensure accountability.
- c. Make reporting requirements clear and assess the impact of the grant.

9. Enhance your understanding of disasters.

- a. Educate your boards, employees, donors and stakeholders.
- b. Convene or support meetings of grantmakers and grantees.
- c. Work with the media to communicate your good works.

ACTION PLAN

This action plan is an overview of steps to take to prepare for and respond to disaster, both natural and man-made. It is a condensed checklist; more detailed information and samples of the items below can be found throughout the remainder of the toolkit.

Prior to Disaster

- Personalize Disaster Philanthropy Toolkit
- Identify key partners; convene task force
- Create Disaster Recovery Fund

When Disaster Strikes

- Follow Continuity of Operations or Disaster Contingency Plan
- Determine immediate needs & who was impacted
- Reach out to key partners and determine roles

Immediate Response

- Promote Disaster Recovery Fund
- Promote and support other fundraising efforts and volunteer recruitment
- Collect and record relevant data on fundraising and recovery efforts

Long-Term Recovery

- Establish Disaster Grantmaking Program
- Award grants
- Continue communication and marketing efforts

PRIOR TO DISASTER

Personalizing this Toolkit

A first step in preparing for disaster response at your community foundation is customizing this toolkit. There are several sample documents and templates in the following pages that can be prepared now and updated should a disaster strike in your community. There may be additional items or strategies your community foundation wants to establish, but the toolkit templates are a great place to start. There are likely other samples within the Iowa Community Foundations Initiative and Iowa Council of Foundations networks, as well. If there is something you are not finding here, please submit a colleague inquiry to info@iowacounciloffoundations.org and ICoF staff will collect feedback.

Coordinating a Disaster Task Force

Your community may have a local Voluntary Organizations Active in Disaster (VOAD) or Community Organizations Active in Disaster (COAD) already established. Please consider joining these groups, if they exist. This is a great way to build partnerships and determine the roles each community partner will play in disaster preparedness, response and recovery. Conversations with community partners will help fine-tune your plans and solidify your role in disaster management.

If your community does not have an active VOAD or COAD, your community foundation may play the role of convener by establishing a disaster task force to serve your community, county or region. There are several community leaders who might be involved in this work. A detailed list is on page 25 of this toolkit. The community foundation may also serve as an advocate and amplifier to support the work of organizations, businesses, and local government in mitigation projects, volunteer training, and other preparedness efforts. The PPREP Cohort also utilized a Disaster Playbook to organize their disaster response committees and to collect contact information in one place. Please contact the Iowa Council of Foundations at info@iowacounciloffoundations.org if you would like to receive a copy of the Playbook template.

Building Relationships with Elected Officials and Legal Assistance

Elected officials, at city, county, state and federal levels are key partners in disaster preparedness, response and recovery. Building and maintaining relationships with these key partners and working with them in advance to mitigate and be prepared for disaster will greatly influence the negative effects of a disaster, should one occur in your region. It is important to be aware of policies which effect disaster preparedness, and work with elected officials to prepare your community for potential threats/disasters. You may also explore partnerships with lobbyists in your state to advance policy efforts as it relates to disaster policy.

Building Relationships with Legal Aid

Building relationships with staff in your local Legal Aid office is also an important consideration. Of course, if these relationships can be strengthened in advance of a disaster, that is best for everyone involved. As we have learned from peers in the PPREP Cohort, there are some problems only an attorney can solve following a disaster. Utilizing your local Legal Aid office is a great strategy to prepare for these likely issues following disaster. Iowa Legal Aid is a statewide resource with local offices across the state. Find your local Legal Aid office and contact information here: www.iowalegalaid.org.

Staff Capacity

Staff capacity at nonprofits is a preparedness strategy. Employees must be trained and ready to act when disaster strikes. Nonprofits may also need to expand their staff during times of disaster, and foundations should be prepared to support this growth. To prepare to assist nonprofits with staff readiness, community foundations can provide trainings and resources for disaster preparedness, create MOUs with nonprofit partners, educate and inform their own boards of funding strategies for disaster preparedness.

Establish Memorandums of Understanding

In order to increase preparation and communication prior to a disaster, foundations are encouraged to work with nonprofits in the community to establish memorandums of understanding. Memorandums of Understanding (MOUs) are less formal than contracts, but detail mutually-accepted expectations of the two (or more) parties working toward a common goal. MOUs provide guidelines for each party to contribute resources and efforts toward the goal, and because they are set up prior to disaster, are a way for both parties to hit-the-ground running on their specific roles rather than spend the time determining those roles in precious post-disaster times.

Setting Up the Disaster Recovery Fund

It is recommended that community foundations establish a disaster grantmaking fund before a disaster occurs. The Center for Disaster Philanthropy has developed a comprehensive resource for establishing a fund which can be [accessed here](http://www.disasterplaybook.org/wp-content/uploads/2016/08/Setting-Up-a-Disaster-Fund-ORIGINAL.pdf) (www.disasterplaybook.org/wp-content/uploads/2016/08/Setting-Up-a-Disaster-Fund-ORIGINAL.pdf).

If you are not able to establish such a fund before a disaster, it is critically important that the fund be established as soon as possible following a disaster. According to the Center for Disaster Philanthropy, in the U.S., disaster giving is quick and largely reactive:

- 1-4 weeks following a disaster: Over a third of private giving is completed
- 1-2 months following a disaster: Two-thirds of private giving is completed
- After 6 months: Giving stops

As such, establishing your fund with expediency, or having a fund established and waiting for contributions, can directly impact the amount of money you are able to raise to support response and recovery efforts. Below is a template to establish a disaster fund for your community.

TIP:

Include disaster preparedness as part of your existing grantmaking process. Consider how proposals could be adapted or may already fit into mitigation or preparedness efforts for nonprofit applicants.

Sample Fund Agreement

**Community foundations can use their Field of Interest Fund template and make the “interest” disaster recovery in a certain region. It should also be noted that the fund will be advised by a committee/advisory board/etc.*

[LOGO]

Field of Interest Non-Endowed Fund Agreement

[NAME OF] Disaster Recovery Fund

This agreement, dated this ___ day of _____ 20__ by [NAME OF COMMUNITY FOUNDATION BOARD/ADVISORY COMMITTEE] (hereinafter referred to as “Donor”) to evidence the absolute transfer by the Donor of certain property to the [NAME OF COMMUNITY FOUNDATION] (herein after referred to as the “Foundation”) for its public, charitable, scientific, literary and educational purposes, in order to establish with such property a Field of Interest Non-Endowed Fund.

1. **NAME OF FUND:** The name of the Fund established with property transferred hereunder (the “Fund”) shall be the [NAME OF FUND].
2. **INITIAL CONTRIBUTION:** The ultimate purpose of this gift(s) is to create Field of Interest Non-Endowed Fund with opportunity for the Donor or anyone else to make future contributions to the Fund at any time. The Donor hereby gives, assigns and transfers to the Foundation, a charitable organization described in sections 501(c)(3) and 509(a)(1) of the Internal Revenue Code, for its public, charitable, scientific, literary and educational purpose. The Donor(s) understand that this is an irrevocable gift, which will be used to establish and maintain a charitable fund of the Foundation, subject to the Foundation’s governing documents and bylaws. The Foundation may also receive additional contributions to add to this Fund.
3. **ACCEPTANCE OF PROPERTY:** The Foundation hereby accepts the property transferred and affirms that it will hold such and any additional property transferred to the Fund on the terms and subject to the conditions set forth by this agreement for a Field of Interest Non-Endowed Fund. The guidelines and procedures for such Funds are described in the Foundation’s governing instruments, including its Articles of Incorporation and Bylaws, in effect, as amended from time to time.
4. **FUND MANAGEMENT:** Control over the investment or reinvestment of such property and the asset management of the Fund will be exercised exclusively by the Foundation.
5. **ADMINISTRATIVE FEE:** The Foundation shall receive an annual allocation for administrative services. The donor agrees to be bound by the most current schedule of fees published by the Foundation. The donor further understands that the fee schedule is subject to modification and may be increased or decreased at the sole discretion of the Foundation’s Board of Directors. Allocations will be paid from the corpus of the Fund.

6. VARIANCE POWER: This Fund is a component fund of the Foundation and its assets are assets of the Foundation. The Fund is subject to the Foundation's governing instruments including the Foundation's power to modify any restriction or condition on the distribution of funds for any specified charitable purposes or to specified charitable purposes or to specified organizations if in the sole judgment of the governing body (without the necessity of the approval of any participating trustee, custodian or agent), such restriction or condition becomes, in effect, unnecessary, incapable of fulfillment, or inconsistent with the charitable needs of the community or area served pursuant to Treas. Reg. 1.170A-9(e)(11)(v)(B)(1).
7. FUND NOT A SEPARATE TRUST: The assets of the Fund shall be the assets of the Foundation and not a separate trust. The Fund shall be organized and administered so that the federal income tax status of the Foundation as a public charitable organization under Section 501 (c)(3) of the Code, will not be adversely affected under this arrangement. This agreement will be interpreted in a manner consistent with the federal income tax provisions and regulations that govern the operation of the Foundation, and it may be amended from time to time by the Foundation's Board of Directors to conform to such provisions and regulations.
8. NO AMENDMENT: The Donor understands and declares that this donation is absolute and irrevocable and that, after the execution of this instrument, the Donor has no right, title, interest or incidents of ownership in the property transferred to this Fund. The Donor has no right to alter, amend or terminate this instrument.
9. DISTRIBUTIONS: The Foundation will make distributions from the principal and/or income of the Fund in accordance with the Foundation's current Fund and Gift Acceptance Policy, for the support of natural disaster, resiliency, response and/or recovery in [AREA IMPACTED BY DISASTER] as recommended by the [NAME OF DISASTER RECOVERY ADVISORY COMMITTEE]. All distributions from this Fund are granted at the discretion of the Foundation's Board of Directors.

Unless the Donor specifically requests anonymity, recipients of grants from this Fund will be notified as to the name of the Fund and the Donor. In addition, information about such grants will be published in the Foundation's annual report, periodic news releases, etc. However, the Donor stipulates that although existence of the Fund may be publicized, the value of the Fund and the amounts of specific grants shall not be publicized.

IN WITNESS WHEREOF, this Agreement has been executed by the Donor and on behalf of the Foundation on the day and year first above written.

BY: _____
Donor

BY: _____
Donor

BY: _____
Community Foundation Representative

Sample Board Resolution

LOGO

Board of Directors or Advisory Committee Resolution

WHEREAS, the Advisory Board of Directors of the [NAME] desires to support the immediate recovery of its service area community from a future disaster,

WHEREAS, donors have been identified who desire to make donations in the wake of disasters,

WHEREAS, the Board of Directors finds it to be in the best interest to be prepared to start a philanthropic disaster fund at the [COMMUNITY FOUNDATION] in the time of need,

WHEREAS, the [COMMUNITY FOUNDATION], has the capacity to immediately implement the fund and initiate a marketing strategy for the disaster fund,

WHEREAS, the [NAME] board desires to be recognized as the local philanthropic leader in the time of a local disaster,

NOW THEREFORE, BE IT HEREBY RESOLVED that, in the wake of a local disaster, two elected officers of the foundation may approve the creation of a disaster assistance fund with a gift of [\$ amount].

Signature: _____ Date Approved: _____
[NAME] Chair of Board of Directors or Advisory Committee

Signature: _____ Date Approved: _____
[NAME] Elected Officer of Board of Directors or Advisory Committee

Best Practices Prior to Disaster:

- Engage in your local COAD or VOAD, or consider creating a disaster management task force in your committee.
- Establish a disaster recovery fund and begin marketing it before a disaster strikes.
- Complete your organization's COOP or Disaster Contingency Plan.
- Determine the roles your community foundation is comfortable playing should a disaster strike. Also, be sure you understand the role of other partners in the community.
- Consider funding disaster planning/preparedness efforts in your community, including:
 - Leadership development
 - Communications strategies
 - Mapping resources
 - Hazard mitigation
 - Disaster planning and capacity building
 - Public education and outreach

WHEN DISASTER STRIKES

Follow Continuity of Operations or Disaster Contingency Plan

The purpose of a Continuity of Operations Plan (COOP) or Disaster Contingency Plan is to provide information and procedures for managing a disaster at the community foundation offices. If a disaster occurs while the building is occupied, the primary objective is to assure safety of the staff and visitors in the office. Many types of natural and man-made disasters could impact a community foundation's business.

All staff should be trained and instructed on the following procedure (ACE):

- ALERT – Yell loudly, “Intruder in the building!”
- CALL – Call 911.
- EXIT – Exit following the appropriate and pre-determined procedure.

These are first procedures and policies that help an organization build their COOP. A COOP might also include:

- A Calling Tree and Notification Plan
- Emergency Contact Information/EMS & Area Response Agencies
- A Plan to Stay in Business
- An Emergency Planning Team
- A Plan to Coordinate with Others
- A Detail of Critical Operations
- A List of Vendors & Contractors
- Details About Utilities, Maintenance and Professional Services
- Communications Plans
- Details About Cyber Security and Data Storage
- Details About Records Back-Up, Recovery and Retrieval
 - Offsite Record Storage
 - Onsite Record Storage
- Process for Annually Reviewing and Updating the COOP

The Iowa Council of Foundations has developed a COOP that can be utilized as a template. If you would like to access this template, please contact info@iowacounciloffoundations.org.

Determine Immediate Needs and Who Was Impacted

Depending on the type of disaster, there may be immediate needs that should be addressed before long-term recovery strategies are developed. It will be up to your community foundation to determine how you want to be involved in supporting immediate needs in the community. Staying in close communication with key partner agencies such as the Red Cross and your local community action agencies will be important during this time. These first-response type organizations can help identify needs in the short-term and help inform your long-term recovery strategies moving forward. A helpful resource to determine priority areas of need is the [Department of Housing and Urban Development's "Disaster Impact and Unmet Needs Assessment"](#). This can also be found in the Resources section of this toolkit.

You will also want to be sure you fully understand state or federal disaster declarations and the role FEMA will play in response and recovery in your community. This, too, will determine the unmet needs in your community that should be considered as you develop your grant funding strategy.

Reach Out to Key Partners and Determine Roles

Once a disaster has impacted your community, your role as a community leader is to connect with community partners to understand which role each partner will be playing. Some important roles to consider include:

- Which organization will accept donations to support immediate needs such as shelter, food, clothing, etc.?
- Which organization will accept donations to support long-term recovery? **This is the recommended role for a local community foundation to play, but there may be other roles your community needs you to play as well.*
- Which organization will coordinate volunteers for recovery efforts?
- Which organization will provide case management for residents that were impacted?
- Which organization will support state and federal disaster relief efforts?
- Which organization will collect and disseminate data?

Best Practices When A Disaster Strikes:

- **Be humble.** Funders are essential in disaster recovery, but must work together to create effective outcomes for their communities.
- **Communicate.** Explain funding opportunities and processes with not only your community, but other Iowa communities to use as an example in their own time of need.

IMMEDIATE RESPONSE

Promote Recovery Fund

Once your recovery fund is established, your role is to promote the fund through various communications channels. Below are several templates you can use to promote the fund. You may also share this language with key partners to ensure consistent messaging across communications channels. See additional details on page 26.

Sample Emails

Email to Key Partners – Fund is Open

First, we would like to extend our deepest sympathies for the events of [DATE]. We know the [COMMUNITY] will come together to strengthen each other in this time.

The [COMMUNITY FOUNDATION] is now accepting applications for its [NAME] Disaster Recovery Fund grants to help area nonprofit and social services organizations with [DISASTER] recovery efforts. The Disaster Recovery Fund grants will be open to agencies within Iowa who have a 501(c)3 or equivalent IRS status [OTHER ELIGIBILITY REQUIREMENTS].

The grants will offer a range of [AMOUNT] for [ELIGIBLE GROUPS] including schools, churches and agencies. The grants review committee will consider [PRIORITY AREAS].

We are hoping you will share the information about this grant cycle with your members, clients and partners, as well as on your websites and social media accounts. More information on the grants and application materials is located on our website at [URL] or available upon request. There is also a quick link to applications here: [URL].

In partnership,

Email to Nonprofits – Immediate Needs & Fund is Open

First, we would like to extend our deepest sympathies for the events of [DATE]. As you begin to reorganize and rebuild, we are here to help. Below are some contacts for you:

Immediate needs: [CF CONTACT]

Volunteer Help Needed: [VOLUNTEER CONTACT]

We also want you to know the [COMMUNITY FOUNDATION] is raising funds for long-term recovery efforts and will be offering grant opportunities as soon as details are finalized. We will send details on the grants as soon as possible.

If there is anything else we can do at this time, please let us know.

In partnership,

Email to Donors and Community Stakeholders – Fund is Open

Subject: Support Nonprofits in [DISASTER] Recovery Efforts

After the [DISASTER] in [COMMUNITY] occurred on [DATE], aid began pouring in through disaster relief organizations and local donors. While these efforts have already made a positive impact on [COMMUNITY], there is much to be done to return [COMMUNITY] to 'normalcy.' This is where the [COMMUNITY FOUNDATION] Disaster Recovery Fund and your generosity come in.

The Disaster Recovery Fund is set up to receive donations to assist in recovery and grant those donations out in meaningful and effective ways to local nonprofits working toward recovery for [COMMUNITY]. The Fund continues to support recovery efforts long after relief and initial response organizations have moved on.

Please consider supporting the long-term recovery of [COMMUNITY] by giving generously to the [COMMUNITY FOUNDATION] Disaster Recovery Fund. We will continue to update you on the award of funds to local nonprofits to support recovery, and appreciate your support of [COMMUNITY].

In partnership,

Email to ICoF/Other Community Foundations – Fund is Open

As you know, the [COMMUNITY] needs our assistance after the recent events of [DISASTER]. In order to most effectively and efficiently serve those affected by [DISASTER] we hope to pool our resources and funding to create a joint-recovery effort.

The [COMMUNITY FOUNDATION] has created the [NAME] Disaster Recovery Fund which will be granted out over the course of the next few months to support nonprofits aiding in the recovery efforts for [COMMUNITY]. We hope you will share information about the fund on your social media, as well as with your staff.

Information on the Fund can be found here: [URL]. If you have any other questions, please let us know at [PHONE] or [EMAIL].

In partnership,

Sample Press Release

[ORG LOGO]

[CONTACT INFORMATION]

Community Foundation Establishes Disaster Fund – Accepting Donations

For immediate release:

[LOCATION], [DATE] – The [NAME OF COMMUNITY FOUNDATION] has established the [FUND] following the [DATE AND DESCRIPTION OF DISASTER]. This fund has been established to support response and recovery efforts in the [NAME OF COMMUNITY/REGION]. The goal of the fund is to ensure we have resources to fill gaps in funding for long-term recovery efforts for [COMMUNITY].

[INSERT QUOTE FROM COMMUNITY FOUNDATION REPRESENTATIVE OR KEY PARTNER].

The [COMMUNITY FOUNDATION] will partner with existing nonprofit and governmental agencies within the affected areas to determine the needs of the community. If unused dollars are left in the fund after all needs have been met, these dollars will be kept in the [FUND] to be used to support future preparedness, response and recovery efforts in our community.

The [COMMUNITY FOUNDATION] can accept gifts of cash or check. You can send your donations to the [NAME OF FUND/NAME OF COMMUNITY FOUNDATION] to the [COMMUNITY FOUNDATION ADDRESS] or make your donation online at [WEBSITE]. For more information, please visit our website or contact our office at [PHONE] or [EMAIL].

###

The [COMMUNITY FOUNDATION] is [MISSION + ORG INFO]. For more information, visit [URL].

Sample Website Language

Help Support Recovery in [AREA IMPACTED]

Donations are currently being accepted to support long-term recovery efforts in [COMMUNITY] caused by [DISASTER]. The [COMMUNITY FOUNDATION] has set up a [NAME OF FUND] to support response and recovery efforts in the [NAME OF COMMUNITY/REGION]. The goal of the fund is to ensure we have resources to fill gaps in funding for long-term recovery efforts for [COMMUNITY]. Learn more and contribute here: [WEBSITE].

Why is Long-Term Recovery Funding Important?

While we acknowledge the importance of immediate response to disaster, we also recognize this immediate assistance is best provided by experts in disaster response (i.e. the American Red Cross, Salvation Army, National Guard). A long-term recovery fund is able to provide support in the weeks and months following a disaster after immediate relief has been provided. This long-term recovery includes rebuilding the community's public spaces, residential areas, business sector and helps to stabilize the community and build resilience.

Sample Social Media Posts

Draft Facebook Posts

- Please share! Donations are currently being accepted to support long-term recovery efforts for the [TOWN/COUNTY] impacted by [DISASTER]. Learn more on our website at [WEBSITE] and contribute to the fund here: [WEBSITE].
- How You Can Help: Donate to the [NAME OF FUND] to support those impacted by [DISASTER]. The fund will provide grant funding to support the recovery needs of the community for the weeks and months ahead. Your contribution can help. Donate here: [WEBSITE]

Sample Tweets

- Please RT. Donate to the [NAME OF FUND] to support long-term recovery efforts from [DISASTER]. Give here: [WEBSITE].
- Please consider supporting the [NAME OF FUND] to assist in long-term recovery for [COMMUNITY] after [DISASTER]. [WEBSITE]

Best Practices for Immediate Response:

- **Listen.** Speak with those you are serving to determine *actual* needs, not assumed needs. Prior to acting, reflect on whether your assistance will mitigate or expound current issues and only act to mitigate the problem.
- **Think long-term.** Don't only provide 'band-aid' support, instead work on initiatives and projects that are sustainable and prevent disaster from striking again.

TIP:

Encourage partners to consider revitalizing physical spaces rather than rebuilding. This may present an opportunity to make the space work more effectively for the nonprofit and broader community. (i.e. ensuring ADA compliance, creating multi-use community space, etc.)

LONG-TERM RECOVERY

Establish Disaster Grantmaking Program

Once you have raised funds and immediate needs have been met, you can develop the strategy for your disaster grantmaking process. This includes writing guidelines, developing an application and working through the review and award process. Listed below are several templates to help support development and marketing of your disaster recovery grants program.

Sample Grant Guidelines

Purpose

The [COMMUNITY FOUNDATION] Disaster Recovery Grants Program will support nonprofit and other community organizations engaging in activities around the recovery, rebuilding and sustainability of [COMMUNITY] after [DISASTER]. Grant proposals which include long-term planning, collaboration with other local organizations and sustainable recovery efforts will be prioritized.

Eligibility and Guidelines

This grant application opportunity is open to any qualified, eligible, not-for-profit organizations holding a 501(c)3 or equivalent IRS status located in or providing disaster recovery efforts to Iowa communities and residents. No grants can be made to individuals; aid to individuals will be done through nonprofit organizations with established processes for determining need. Funds may be used for mid-to-long term recovery and rebuilding efforts after [DISASTER]. All grant application submissions must include the completed application, along with a detailed program/project budget. Grant applicants are eligible to apply for funding once per cycle.

Program Terms and Limitations

The period in which the grantee may invest grant funds and the period in which the grantee is required to report with respect to the use of grant funds will run from [DATE] through [DATE]. Grant recipients will be required to submit project-end reports on how the grant funding was utilized to achieve their goals in recovery efforts. Additionally, funding support per recipient is anticipated to be in the range of [GRANT RANGE]. Grant proposals that include long-term planning, collaboration with other local organizations and sustainable recovery efforts will receive priority.

Applications

The [COMMUNITY FOUNDATION] Disaster Recovery Grant Application Form will be available through the [COMMUNITY FOUNDATION] website at: [URL], and available for mailing by contacting [PHONE]. Grant applications will also be emailed out in recovery campaign materials.

Submission Deadline

The submission deadline for the application is [DATE]. Reviews and recommendations will be made within [#] days following receipt. Grant recipients will be announced [DATE] and recipients will receive their grant funding shortly thereafter.

For more information, please contact [CONTACT NAME], [CONTACT TITLE], by phone at [PHONE] or email at [EMAIL ADDRESS].

Sample Grant Application

Please provide the following contact information:

Organization Name: _____ **EIN:** _____

Contact Name: _____ **Contact Phone:** _____

Contact Email: _____

Address: _____

City: _____ **State:** _____ **Zip:** _____

Project Name: _____

Brief Project Description: _____

- This organization has received grant funding from [COMMUNITY FOUNDATION] in the past.
- This is the first time my organization has requested funding from [COMMUNITY FOUNDATION].

Fiscal Sponsorship

- We will utilize a fiscal sponsor to accept funds for this program/project.

Fiscal Sponsor Org Name: _____ **EIN:** _____

Please answer the following in short paragraphs:

What was the most significant impact of [DISASTER] on your organization/those you serve?

Please provide a detailed explanation of the recovery/relief project or program you are requesting funding for.

Who will be impacted by this program?

Are there other forms of support (outside of financial contributions) you need to effectively provide your relief/recovery programming?

Please attach a project/program budget including other secured and pending funding.

*I acknowledge my organization meets grant eligibility criteria, and grant agreement forms must be signed prior to grant distribution.

Signature: _____ Date Applied: _____

Sample Grant Agreement

Date of Agreement:

Grantee:

Purpose of Grant:

Total Amount of Grant:

Award Date:

Grant Period:

This grant is awarded by [COMMUNITY FOUNDATION] and is subject to the following terms and conditions:

Grantee confirms that it is an organization which is currently recognized by the Internal Revenue Service as a public charity under sections 501(c)(3) of the Internal Revenue Code, and Grantee will inform the [COMMUNITY FOUNDATION] immediately of any change in, or IRS proposed or actual revocation (whether or not appealed) of its tax status described above.

This grant may be used only for Grantee's charitable and educational activities. While the [COMMUNITY FOUNDATION] understands that the Grantee may participate in the public policy process, consistent with its tax-exempt status, Grantee may not use any [COMMUNITY FOUNDATION] grant funds to lobby or otherwise attempt to influence legislation, to influence the outcome of any public election, or to carry on any voter registration drive. This grant must be used for the project identified above, as described in the Grantee's proposal and related correspondence, and may not be expended for any other purposes without the [COMMUNITY FOUNDATION'S] prior approval.

Grantee accepts responsibility for complying with this agreement's terms and conditions and will exercise full control over the grant and the expenditure of grant funds. The [COMMUNITY FOUNDATION] may request that Grantee return any grant unexpended grant funds remaining at the end of the project period.

Grantee will provide promptly such additional information, reports and documents as the [COMMUNITY FOUNDATION] may request and will allow the [COMMUNITY FOUNDATION] and its representatives to have reasonable access during regular business hours to files, records, accounts or personnel associated with this grant, for the purpose of making financial reviews, verifications or program evaluations as may be deemed necessary by the [COMMUNITY FOUNDATION].

The [COMMUNITY FOUNDATION] reserves the right to discontinue, modify or withhold any payments to be made under this grant award or to require a total or partial refund of any grant funds, if, in the [COMMUNITY FOUNDATION'S] sole discretion, such action is necessary: (1) because Grantee has not fully complied with the terms and conditions of this grant; (2) to protect the purpose and objectives of the grant or any other charitable activities of the [COMMUNITY FOUNDATION]; or (3) to comply with any law or regulation applicable to the Grantee, to the [COMMUNITY FOUNDATION], or this grant.

Grantee's deposit, negotiation or endorsement of the enclosed check will constitute its agreement to the terms and conditions set forth above. However, for the [COMMUNITY FOUNDATION'S] files, please have the enclosed copy of this agreement reviewed and signed where indicated by an authorized officer of Grantee and then returned to us within [TIME] of receipt of this agreement. Grantee may wish to have this agreement reviewed by legal counsel.

On behalf of Grantee, I understand and agree to the foregoing terms and conditions of the [COMMUNITY FOUNDATION] grant, and hereby certify my authority to execute this agreement on Grantee's behalf.

Grantee Signature: _____ Date _____

Community Foundation Rep. Signature: _____

Sample Emails

Email to Nonprofits – Grant Cycle Open

First, we would like to extend our deepest sympathies for the events of [DATE]. We know the [COMMUNITY] will come together to strengthen each other in this time.

The [COMMUNITY FOUNDATION] is now accepting applications for its [NAME] Disaster Recovery Fund grants to help area nonprofit and social services organizations with [DISASTER] recovery efforts. The Disaster Recovery Fund grants will be open to agencies within Iowa who have a 501(c)3 or equivalent IRS status [OTHER ELIGIBILITY REQUIREMENTS].

If you are in need of some guidance in determining priority areas of need, the [HUD Disaster Impact and Unmet Needs Assessment](#) could be a helpful resource for you.

The grants will offer a range of [AMOUNT] for [ELIGIBLE GROUPS] including schools, churches and agencies. The grants review committee will consider [PRIORITY AREAS].

The [NAME] Disaster Recovery Fund Grant proposals can be submitted as soon as possible or must be submitted by [DATE]. Applications can be completed online at: [URL]. Additional grant opportunities may be available after this first cycle is completed.

Anyone without computer access who needs a copy of the application form can contact the [COMMUNITY FOUNDATION] office at [PHONE].

The [NAME] Disaster Recovery Fund is intended for mid-to long-term recovery needs under the direction of the [COMMUNITY FOUNDATION] Disaster Recovery Grant Committee. The committee is comprised of [XXX] who will review applications to determine grant awards to fulfill the intent of our donors, as well as effectively support the community's recovery. Please complete applications here: [URL] by [DATE].

Email to Donors and Community Stakeholders – Grant Distribution

Today, the [COMMUNITY FOUNDATION] began awarding grants from our [COMMUNITY FOUNDATION] Disaster Recovery Fund to support nonprofits in the [COMMUNITY] area who are meeting the needs of lowans impacted by [DISASTER].

The following grants have been made in the amounts listed to ensure resources are available for projects/programs supporting long-term recovery of the area:

XXXXX	\$XX.XX
XXXXX	\$XX.XX
XXXXX	\$XX.XX
XXXXX	\$XX.XX

We spoke with [NAME] at [NONPROFIT] earlier today who stated, “[QUOTE ABOUT SUPPORT FROM GRANT].”

Iowa communities come together in times of disaster to provide support, resources and to give of what we have. Thank you for your support of the [COMMUNITY] in their time of need.

If you have not yet contributed to the [COMMUNITY FOUNDATION] Disaster Recovery Fund, you can do so here: [URL].

In partnership,

Sample Press Release

[ORG LOGO]

[CONTACT INFORMATION]

For immediate release:

The [COMMUNITY FOUNDATION] is now accepting applications for its [NAME OF FUND] grants to help area nonprofit and social service organizations with [DATE AND DESCRIPTION OF DISASTER] recovery efforts. Grants are available [ELIGIBILITY REQUIREMENTS].

The grants will offer grants of [RANGE/\$ AMOUNT]. The grants review committee will consider [GRANT PRIORITY AREAS + BRIEF RATIONALE].

Grant proposals can be submitted as soon as possible and must be submitted by [DATE]. Applications can be completed online at: [WEBSITE].

Anyone without computer access who needs a copy of the application form can contact the [COMMUNITY FOUNDATION] office at [PHONE].

The [NAME OF FUND] is intended for mid-to long-term recovery needs under the direction of the [COMMUNITY FOUNDATION] and the grant committee. The committee is comprised of [DETAIL] who will review applications and make funding recommendations to the [COMMUNITY FOUNDATION] Board of Directors.

The [COMMUNITY FOUNDATION] is still accepting gifts of cash or check. You can send your donations to the [NAME OF FUND-NAME OF COMMUNITY FOUNDATION] to the [COMMUNITY FOUNDATION ADDRESS] or make your donation online at [WEBSITE]. For more information, please visit our website or contact our office at [PHONE] or [EMAIL].

###

The [COMMUNITY FOUNDATION] is [MISSION + ORG INFO]. For more information, visit [WEBSITE].

Sample Website Language

Local Community Foundation Disaster Recovery Fund Grants Now Available

The [COMMUNITY FOUNDATION] is now accepting applications for its [NAME OF FUND] grants to help area nonprofit and social service organizations with [DATE AND DESCRIPTION OF DISASTER] recovery efforts. Grants are available [ELIGIBILITY REQUIREMENTS]. The grants will offer grants of [RANGE/\$ AMOUNT]. The grants review committee will consider [GRANT PRIORITY AREAS + BRIEF RATIONALE]. Grant proposals can be submitted as soon as possible and must be submitted by [DATE]. Applications can be completed online at: [WEBSITE]. Paper copy applications can be obtained upon request to [PHONE].

Community Foundation Awards Disaster Recovery Fund Grants

The [COMMUNITY FOUNDATION] has awarded the following organizations with grants from the [NAME OF FUND] to assist in financially supporting the recovery and rebuilding programs and projects after [DISASTER]: [LIST ORGS]. These organizations are specifically working in these areas: [AREAS OF PROJECTS]. For more information and specific grant award stories, see [LINK TO WEBPAGE WITH AWARD STORIES AND GRANT PROJECT DESCRIPTIONS]. The [COMMUNITY FOUNDATION] is proud of the work our community is doing to rebuild and recover.

Sample Social Media Posts

Draft Facebook Posts

- Update: Recovery efforts are being supported by the [COMMUNITY FOUNDATION] through the [NAME OF FUND]. Read stories of how your contribution is helping support the [COMMUNITY] to rebuild [LINK TO STORYTELLING].
- Thank you to all who have given to the [NAME OF FUND] following [DISASTER]. Learn more about the fund and how you can help [COMMUNITY] recover: [URL].

Sample Tweets

- Update: [AMOUNT] has been granted out through the [NAME OF FUND] to support long-term recovery from [DISASTER]. Read more here: [WEBSITE].
- Thank you for supporting the [COMMUNITY] recovery from [DISASTER]. Details on what has been funded can be found here: [LINK TO STORYTELLING].

Best Practices for Long-Term Recovery:

- **Leverage.** Consider how your grant dollars can be used to leverage other local, state, regional or federal funds for specific projects and programs.
- **Partner.** Support collaboration in grants during times of disaster. Partnerships can include multiple responding agencies, other local nonprofit organizations, corporate and religious organizations.
- **Reserves.** Consider holding a reserve of grant funds to meet long-term needs (even years after the disaster). If there are funds remaining, hold them in reserve and keep the fund open to help support future disasters in your region.

COMMUNICATIONS PLANNING

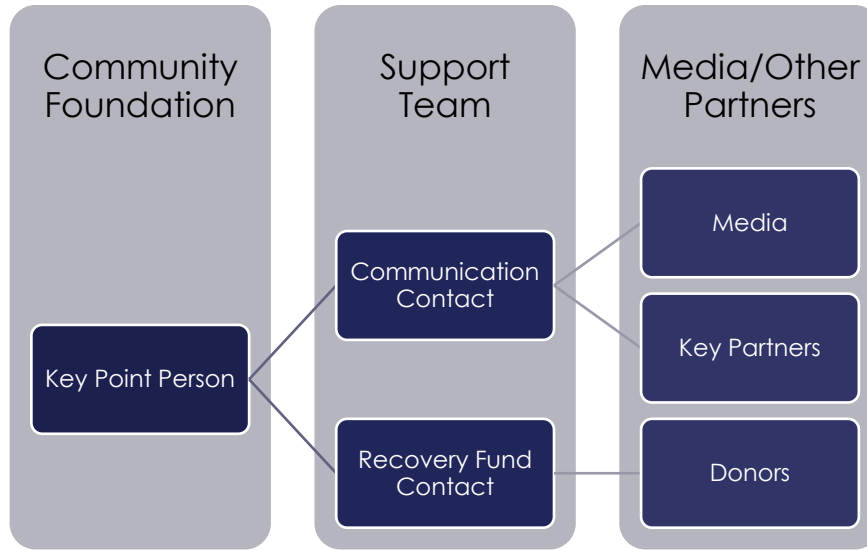
Communication is critically important during times of disaster and recovery. Communication through a single team or point person is key in coordinating efforts for an efficient and effective recovery. Coordinating communication ensures a solid, unified message to build successful campaigns and programs and to garner external support.

There are several templates integrated into this toolkit. Below are some specific marketing and communications tools for your community foundation's communications team to consider as they engage in preparedness, response, and recovery efforts in your region.

Marketing & Communication Timeline

- **Point of Communication**
 - With key partners listed below, determine point of communication for the community and/or disaster recovery fund and a marketing team for all disaster-related media
- **Update Language**
 - Update drafted texts in this toolkit; get drafts approved
 - Determine interpretation plan for residents whose first language is not English, and for residents with visual or hearing impairments
- **Website Updates**
 - Update website with disaster recovery fund and grant information
 - You may wish to create one shared website/webpage for key partners to share information and updates. This could be created now and remain an active site ready when needed. Partners could then link from their website to this shared webpage, keeping information shared with the community consistent.
- **Media Communication**
 - Send out press release to open disaster recovery fund for donations
 - Post disaster recovery fund information to Facebook and Twitter
- **Internal Communication**
 - Create talking points for staff, board and affiliate advisory committee members
- **Funding**
 - Determine funding requirements and granting process
 - Update grant application and upload to website
 - Send out press release for grant application opening
 - Begin grant review process
 - Award grants
- **Storytelling**
 - Craft stories on recovery efforts based on donations coming in and grants going out

Key Partners Contact List



Key Point Person - Community Foundation Executive Director/CEO/Chair

Communication Contact - Staff member appointed to communicate with Key Partners and Media

Recovery Fund Contact - Staff member appointed to manage donations (may also be responsible for distribution/grantmaking process)

Media

- Local, county, state and national news (TV, radio, newspaper, etc.)
- Social media outlets

Key Partners

- Emergency Management Personnel (county or state)
- Elected or appointed officials
 - Governor, congressional delegates, state representatives
 - Mayor, city council, schools, economic development
 - Religious or tribal leaders
- Relief and aid organizations (national, state, county, local)
- Local nonprofits (case management, human services, health, etc.)
- Iowa Council of Foundations, other community foundations
- Local business/community leaders
- Local government entities or offices
 - Waste management and debris management
 - Animal control
 - Tourism
 - Economic/business development

Donors

- Local funders and individual donors
- Funders who generally support relief and recovery
- Funders with missions in social service

External Advocacy and Communication

Assistance from outside your community will be immediate and support immediate needs. Having the key partners and communication plan identified assists in communication within the community and in directing funds to the most pressing needs and effective rebuilding strategies. However, there are advocacy efforts on a state and national level that will also need addressed. Here are some tips for external advocacy efforts:

- Lead and/or support advocacy efforts on a federal, state and local level to ensure your region receives the maximum and appropriate amount of federal recovery dollars.
- Advocate for a fair, equitable and transparent process for distribution of those funds.
- Assist in the deployment of case managers and legal assistance for advice on filing FEMA and insurance claims.
- Consider hosting an event or webinar on filing insurance claims with advice from experts.
- Keep the media spotlight on recovery efforts long after the disaster has occurred.

Updates for Website

- Updated drafted text found in this toolkit with known specifics of the disaster and area affected
- Get approval for web language
- Create donation button, photo/graphic and explanation on home page
 - Link donation button directly to any online giving platform for the recovery fund
- Add “News & Events” homepage to include disaster information and direct link to recovery fund information
- Create disaster relief fund page with information on disaster and recovery efforts

Best Practices for Communications Long-Term Recovery:

- **Promotion.** You don't need to wait for a disaster to begin talking about preparedness, response and recovery. Promote the importance of this work regularly through your marketing efforts.
- **Early and often.** Understanding disaster giving trends helps us to know that promotion of the fund should be communicated as early and as often as possible. The first few days following the disaster are critical.
- **Recycle.** There are plenty of great samples and templates in this toolkit. No need to rewrite your own emails, articles or posts. Use what has been developed by partners from across the state.

SOURCES & RESOURCES

A full list of Iowa and Federal resources, including grant opportunities, can be found on the Iowa Council of Foundations website at www.iowacounciloffoundations.org.

Center for Disaster Philanthropy

www.disasterphilanthropy.org

Disaster Philanthropy Playbook

www.disasterplaybook.org

DuPont Disaster Relief Guide

www.dupontfund.org/wp-content/uploads/2015/12/duPont-Disaster-Relief-Guide.pdf

Federal Emergency Management Agency (FEMA)

www.fema.gov

HUD Disaster Impact and Unmet Needs Assessment Kit

[www.hudexchange.info/resources/documents/Disaster Recovery Disaster Impact Needs Assessment Kit.pdf](http://www.hudexchange.info/resources/documents/Disaster_Recovery_Disaster_Impact_Needs_Assessment_Kit.pdf)

Indiana Grantmakers Alliance Disaster Recovery

www.disasterplaybook.org/wp-content/uploads/2015/12/Guide-to-Indiana-Disaster-Recovery-Indiana-Grantmakers-Alliance.pdf

Iowa County Emergency Managers Contact List

https://www.homelandsecurity.iowa.gov/documents/county/COORD_Public_List.pdf

Iowa Homeland Security and Emergency Management

<https://www.homelandsecurity.iowa.gov/>

National Voluntary Organizations Active in Disaster (VOAD)

www.nvoad.org

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