DISASTER PREPAREDNESS MANUAL FOR NONPROFIT ORGANIZATIONS
DISCLAIMER:
The Oklahoma Center for Nonprofits is a nonprofit agency whose mission is to empower nonprofits to achieve excellence in their missions. The resources provided in this manual are educational and should not be considered legal advice, medical or health advice, or evaluative for insurance or other purposes. Nonprofit organizations should consult with their insurance providers, legal counsel, or other professionals when constructing their disaster preparedness plan.

Nonprofit organizations are encouraged to maintain their plans and update them with current recommendations, regulations, and requirements. Examples given here which are current at the time of writing may become outdated. OKCNP recommends seeking the latest advice and information from disaster preparedness agencies, including national, state, and local emergency management offices, and health officials.

This manual is subject to copyright.

ACKNOWLEDGMENTS:

We would like to thank many of our community partners who aided in the creation of this plan for the nonprofit sector. Their expertise and insights was immensely valuable and a testament to the quality of preparedness resources that have always been available to nonprofit agencies. That we could bring their experience together in one document is also a tribute to their interest in collaboration and willingness to be so generous with the tools, templates, they use as well as their time already devoted to this work.

Though there were many who contributed, we would like to especially thank the Oklahoma Department of Emergency Management, namely David Barnes and Ed Cravens who shared the additional resources used by non-metro counties. Our partners at the Disaster Resilience Network, especially their Executive Director, Tim Lovell, provided resources and expertise along the way, and their commitment to providing disaster preparedness to communities as a nonprofit organization is invaluable. The United Way of Central Oklahoma, and Debbby Hampton for sharing her immense experience as a former executive director of the Red Cross and the responses her agency was involved in the multiple tornados that occur in central Oklahoma. Miki Farris with Infant Crisis Services generously shared their preparedness plan included in this manual. And, Amy Coates-Madsen at the Standards for Excellence© Institute who had the forethought to include in that vast library of resources a disaster preparedness plan that nonprofits have been using for more than a decade.

Manual was last updated on 3/18/2020
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTRODUCTION TO DISASTER PREPAREDNESS</td>
<td>4</td>
</tr>
<tr>
<td>PRE-PLAN PREPARATIONS</td>
<td>8</td>
</tr>
<tr>
<td>PREPARING TO BE EFFECTED</td>
<td>19</td>
</tr>
<tr>
<td>DISASTERS AND DONATIONS</td>
<td>41</td>
</tr>
<tr>
<td>BUILDING AND SHARING THE PLAN</td>
<td>54</td>
</tr>
<tr>
<td>RESOURCES AND REFERENCES</td>
<td>59</td>
</tr>
<tr>
<td>SAMPLE DISASTER PREPAREDNESS PLAN: OKCNP</td>
<td>62</td>
</tr>
<tr>
<td>SAMPLE DISASTER PLAN: INFANT CRISIS SERVICES</td>
<td>73</td>
</tr>
<tr>
<td>WORKS CITED</td>
<td>82</td>
</tr>
</tbody>
</table>
INTRODUCTION TO DISASTER PREPAREDNESS

Be prepared
- Boy Scouts of America, motto

Businesses that do not have a disaster preparedness plan are 60% less likely to reopen following a disaster than those that do.
- Oklahoma Emergency Managers Association

Disaster planning isn't fun or exciting and it doesn't directly help the people we aim to serve. However, it is essential for nonprofit organizations who want to remain resilient in the face of the unforeseen. Nonprofits provide a wide variety of services ranging from travel and leisure to educational and informational to health and direct services that may be crucial to their clients' survival. Nonprofits provide essential services, and need to be prepared for the emergencies that may impact their operations or their ability to serve and fulfill their missions.

There is no “one size fits all” when it comes to preparing for a disaster in the nonprofit sector. The needs of a museum to protect rare artifacts in the event of a tornado, are very different from the needs of an assisted living center in the event of a flu epidemic. And, both of these are different from the needs that an animal wellness center may experience in a wild fire or the way a food insecure neighborhood will be compromised without access to food pantries during a severe blizzard. A science or academic research center may be called upon to look for solutions and an environmental protection group may find themselves mobilized to aid in the response to a chemical spill or unseasonably high water along a protected river basin. Despite our different missions there are steps we can take and plans that we can take that can ensure that our organization will weather the storm – metaphorically or literally – when a disaster hits.

Oklahoma is no stranger to emergencies or disasters. Every county in Oklahoma has an emergency each year that deploys the county or municipalities’ emergency management units, whether that be for fires, ice storms, tornado warnings, high winds, chemical spills, floods, or air quality issues. We may think about natural disasters as emergencies, but our experience of disaster is much broader. Many Oklahomans will remember the domestic terrorist attack on the Alfred P. Murrah Federal Building on April 19, 1995 that killed at least 168 people and injured more than 680 others. The “Oklahoma Standard” of generosity that poured out from the public during this
terrible tragedy also mobilized 11 federally based search and rescue units, local emergency management agencies, and countless nonprofit agencies such as the Red Cross, food banks, churches, synagogues and other houses of worship, neighborhood associations, and health care providers that organized to respond to the grief and trauma of the event. These kinds of emergencies are fortunately rare, but there is still a need to be prepared.

WHAT IS AN EMERGENCY?

An “emergency” can be any disturbance that interrupts the flow of business. These disturbances can be health related, such as a sudden outbreak of the flu that leaves several employees out for a week, or an unforeseen but natural event, such as property damage to an office that was hit by a tornado. Regardless of the situation, nonprofit organizations need to have a strong plan in place to prepare them for potential disaster in the future. An emergency preparedness plan can prepare for any or all of the following types of disasters.

10 DIFFERENT KINDS OF EMERGENCIES

1. Natural Disasters: fire, flood, tornado, earthquake, blizzards or ice storms.

2. Political: change in government attitude towards nonprofits, or newly elected official changes tax exempt donations in a way that harms nonprofit philanthropy.

3. Human Made: office sprinkler system fails and floods the building, vandal smashes the front door, a former disgruntled employee attempts arson, terrorist attack locks down a campus.

4. Health and Environment: chemical spill contaminates drinking water, a virus epidemic and many employees are out sick, smog/clean air alerts that mandates no driving or outdoor activity.

5. Public Relations: large-scale nonprofit accused of corruption and causes loss of public interest and donor investment, disrupts services as parents un-enroll students.

6. Philanthropic: major donor experiences economic hardship and significantly reduces financial support.
7. Technological: the computer system crashes and the files can’t be recovered, the office copier doesn’t work and disrupts normal operations, the HVAC system goes out and leaves patients in sweltering rooms.

8. Security: hackers steal personal information of clients online, sensitive files were stolen in a burglary.

9. Accidents: a car loses control and smashes into the office, someone spills their coffee on a computer and it breaks, a bridge out on an interstate delays delivery of much needed medication.

10. Loss of: a vital employee who has worked for the organization for 30 years retires, data in the computer system unexplainably vanishes, a reliable vendor or community partner goes out of business.

(Source: Eddie Green, Disaster Resilience Network, 2018)

HOW CAN YOUR AGENCY PREPARE?

No single plan can mitigate all the risks that may arise with each type of emergency for a nonprofit organization. Many nonprofit are accustomed to the agility required by management to respond to the common and temporary disruptions in service and operations – such as plumbing and air conditioning issues, or the unexpected resignation of a valued employee. The emergencies that are harder – the ones that require more forethought and planning and risk disrupting our service or threatening the lives of those we serve – are the emergencies that need a formalized plan and more crafted response. It is for these emergencies, natural disasters, health and environment than a plan is needed.

Having a plan in place increases the likelihood that the agency will recover. Pre-determined check lists – even if they have to be adjusted to fit a scenario – free up valuable energy and effort to respond to the immediate needs. Protocols for decision-making create efficiencies. The less an organizations has to think through during a crisis, the more their energy and effort can be devoted to addressing the issue at hand because how they will act was already determined.

Nonprofit organizations are uniquely positioned in their communities and need to be ready in several ways:
1. Nonprofits need to be prepared to be affected themselves, to have their own operations and services disrupted. They need to have plans for events that disrupt operations for a few days or weeks, and for long-term emergencies that may require relocating operations to another facility or replacing several key employees.

2. They may be called upon to respond to an emergency and play a significant role in mobilizing needed resources to their community and they may be able to cross municipalities and district or county lines that might be restrictive to other types of agencies that respond – giving them greater latitude for responsiveness.

3. Nonprofits need to be ready to receive the generosity and support that the public shares. Even if the nonprofit organization is not directly affected or called upon to respond – they may still receive inquiries from the public who want to know how they can help and where a donor can send aid.

A nonprofit organization needs a disaster preparedness plan that coordinates all three areas. Perhaps a disaster scenario necessitates using only one, or two, but every nonprofit organization needs to be ready for all three. This manual is constructed to give nonprofit leaders the resources to craft a plan around each way that a nonprofit may need to respond. Nonprofits need to be:

- Prepared to Be Affected – how they will respond if their own operations are disrupted
- Prepared to Respond – how they will coordinate and collaborate with other agencies to respond to the disaster
- Prepared to Receive – how they will organize around donations and public interest

Preparing can be daunting, and it is nearly impossible to create a template that every organization can copy and use. However, with a few key questions, and the guidelines provided in this manual, every organization can create a manual that will get them ready to face any emergency.

As you write your plan, share it with your local emergency manager who can review it and provide valuable feedback and community connections to consider. Every city, county, and state has an emergency manager who is designated for providing the expertise in reviewing your plan. A partial list of emergency management offices are provided on the resource page.
PRE-PLAN PREPARATIONS

If the mission of the nonprofit is important to the organization, then it is essential to prepare for anything that could obstruct the mission. Having a strong plan will keep the organization on track and reduce the affects a disaster could have without a plan. Clients rely on our services and the service we provide the public is important for health, education, animals, children, seniors, and so many more. When we fail to prepare, we risk harming not only our own organization, but those we intend to help.

One of the benchmarks in the Standards for Excellence© Code of Ethics for the Nonprofit Sector is that a nonprofit should have written, board-approved administrative policies – and those policies should address issues such as crisis and disaster planning, information technology, communications, and social media. (Standards for Excellence, Copyright 2014). These items are listed together because responding to an emergency often requires uniting several disparate areas of our operations from data security, communications with the public, clients, volunteers, donors, and the media to our staff. Caring for the public that our organization was designed to serve needs to continue to the best of our ability even during an emergency.

CREATING A STANDARD OF CARE

One of the hardest things to do in an emergency is maintain the standard of care your organization has come accustomed to providing. More than likely some adjustment will be needed, but a disaster preparedness plan should help mitigate risks to your agency’s service and in some cases can even strengthen your reputation as a reliable community partner.

As your organization prepares to write its plan or update an existing plan, make a list of your nonprofit agency’s reputation or standard it uses when making decisions about how it will serve. This “brand promise” to the public may never have been formalized, but it is a standard of care that is perhaps informally used to guide the ethics and decisions by its board, staff, and key volunteers – even if they do not refer to it this way or have formally adopted it.

A brand promise usually takes into consider standards around quantity and quality of its care. It’s your reputation and though you may never print it in a brochure or put it on a billboard, it’s what you hope your agency is known for and the standard your organization aims for each time it serves the public. If you listen to people talk in your agency about, it may sound something like:
• We always aim to serve all that we can
• We take pride in our Gold standard of care
• We first seek to collaborate and convene
• There’s always room for one more
• We put Kids first

As you write your plan, you’ll refer back to this brand promise again and again. It is the level of care you’ll use to create your response to an emergency or disaster and also to guide how standards of service may need to adjust during a crisis. It is also the brand promise – the reputation – you’ll want to rely upon when communicating with the public. In other words, your agency wants to be able to say, Our organization was greatly impacted by the fire that raged through our county, but we were still able to respond in such a way that allowed us to serve all that we could.

A NONPROFIT’S OBLIGATION

Nonprofits hold an important role in society. As providers of important social services, we have an obligation and privilege of providing important services to the people we care about. When we don’t plan for a disaster, we leave our clients without the services they need. If we value those goals then having a plan in place should be important enough to ensure its continuation.

<table>
<thead>
<tr>
<th>Who do serve? (Ages, geographic area, languages, ethnicity, religion, genders, socio-economic status, people with disabilities, veterans, species, fauna)</th>
<th>List everything that applies:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>What is your brand promise to those you serve?</th>
</tr>
</thead>
</table>

Example: Our organization serves all ages (but primarily adults, over 18) who live in Oklahoma and work or volunteer in the nonprofit sector. Our brand promise is to serve all that we can, in all the ways that we can.
TEMPORARY AND SHORT-TERM DISASTERS

Disaster planning includes large disasters that can interrupt or destroy a business and small scale events that can disrupt the flow. Temporary disasters happen far more often than the large ones, and need to be part of the plan. When nonprofits don’t plan for temporary disasters, a small problem could become a big one. A temporary disaster is an event that might disrupt service for up to 6 weeks, but usually it’s much less. That doesn’t mean that a temporary disaster isn’t also severe, but the response to and recovery from the event will likely be less than 6 weeks. A power outage during an ice storm may disrupt client service, and even threaten lives – the event can be quite severe – but the response and recovery time is handled within a few days.

When considering the population you serve, think about the adjustments in your service population that might be accommodated in the event of a short-term emergency. It’s hard to think through everything that might apply in a given emergency, but if your agency decides now that clients can bring kids with them to your program, or you could accommodate families and their pets on a short-term basis, it’s much easier to finalize the adjustments you would make in the face of the actual event. You may decide that there is no adjustment that’s needed in temporary situations, and that’s fine too.

| Would who you serve adjust in the face of a temporary emergency? (i.e., geographic area expand or shrink, can clients bring kids or pets, would languages, ethnicity, or cultures be adjusted?) | List everything that applies: |
| How would you adjust to this change in service? | |
| What might this mean for your brand promise? | |

Example: Our agency would respond to nonprofit volunteers and leaders who reside outside of Oklahoma who are seeking resources during an emergency since there are few other agencies like ours in surrounding states and an emergency might impact the states around us. We are already well equipped
for virtual and remote assistance with nonprofit leaders and can offer phone/helplines, and virtual facilitation. But, because our brand promise is to serve all that we can in all the ways that we can, we may be able to serve everyone well, but not equally. Requests for in-person facilitation, for example, may need to become virtual.

Longer Term Disasters:

Long term disasters are what we think of when discussing disaster preparedness. These are the fires, floods, and tornadoes that tear down businesses and bring operations to a halt. They aren’t as common or as likely as temporary disasters, but a large scale event is still a major issue a nonprofit could face. These are considered longer-term emergencies because responding to, and recovering from, one of these events will likely take longer than 6 weeks. Sometimes we aren’t sure when a short-term emergency may become a longer term situation. An outbreak of a disease may fall along these lines with uncertainty as to how long the community will be dealing with a particular health crisis. When this type of disaster hits, the plans we make ahead of time are critical to keeping organizations running.

When considering the population you serve, think about the adjustments in your service population that might be accommodated in the event of a longer-term emergency. It’s hard to think through everything that might apply in a given emergency because many factors contribute to an agency’s ability to serve and most of this manual is devoted to the planning in the event of a longer-term emergency. Your agency can start its thinking now about how the population it serves might adjust in the event of a longer-term emergency. Could the accommodations you were willing to do in short-term emergencies be sustained in a longer-term situation? Would the population you serve expand or shrink? Are there capacity issues that need to be factored in to your ability to serve?

<table>
<thead>
<tr>
<th>Would who you serve adjust in the face of a long-term emergency? (i.e., geographic area expand or shrink, can clients bring kids or pets, would languages, ethnicity, or cultures be adjusted?)</th>
<th>List everything that applies:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>How would you adjust to this change in service?</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>---</td>
</tr>
<tr>
<td>What might this mean for your brand promise?</td>
<td></td>
</tr>
</tbody>
</table>

Example: *Our short-term response ability is similar to our long-term response-ability. We would continue to serve all that we can in all the ways that we can, expanding our geographic reach to nonprofit leaders in other states as we are able. We would not, however, step into the geographic region where other state associations like ours are also delivering services, instead we would refer to those agencies and, if applicable, share our resources or receive their resources with the other state agencies. We would not want our brand promise to “serve all that we can” to encroach upon another state agency’s ability to serve all that they could. In longer-term disasters we would make sure that our brand promise also included a reliance on collaboration on our community partners especially state agencies -- both in and outside of Oklahoma.*

**WHAT RISKS SHOULD YOU PREPARE FOR?**

Creating a plan is not as simple as writing steps for a tornado drill. Before making a plan, there needs to be a thorough analysis of the organization. Doing so helps to establish priorities and prepare. Your organization will need to know *who gets to make decisions*, we call this a “Response team” and they need a clear set of established priorities to aid in the decisions they will need to make, which we call “priorities of service.” These two aspects of disaster planning will work together to help your agency respond to an emergency, whether the event impacts the agency, the community and populations it serves, or both.

When creating a disaster plan, it is necessary for a nonprofit agency to assess the likelihood and severity of potential risks. Knowing what will likely happen helps for preparation. For instance, an organization near train tracks needs to consider that the likelihood of a train derailing and destroying the building is much higher than an organization nowhere near the tracks. Though the odds are low of it happening, it is still something the organization should be prepared for in case it was to happen. An agency near a busy road that trucks frequently take on the way to a chemical plant should assess the risk of an accident involving a truck that might spill dangerous chemicals in the
parking lot. Population density, rural or urban settings, remote or accessible locations, storage of supplies, and many other factors can contribute to the risks of disaster to which a given nonprofit is exposed. Preparing for the unexpected is as important as the expected, and a scorecard helps in setting priorities.

The Emergency Management Office of Oklahoma County uses a Risk/Vulnerability Assessment Worksheet to list potential threats, and establish the probability of it happening, and the severity of the impact on the agency if it happens. Nonprofit organizations can build their plan based upon the likelihood and severity of an impact on the agency. For example, the organization above may list the likelihood of a train wreck as a 1, but the severity of it as a 5, giving it a score of 6. A truck crashing and spilling may have a likelihood of 2 and severity of 3, giving it a score of 5, but with a special consideration that their road is prone to icing in the winter, the possibility of it is more likely. With that in mind, the organization can decide to prepare more for the truck accident than a train wreck. You may want to refer to the list of possible disasters in the introduction when completing this worksheet.
What risks concern your agency? Consider these common emergencies and disasters that may disrupt your flow of business.

1. Natural disasters – floods, fires, tornados, ice storms
2. Human Made – terrorist attack, arson, disgruntled employee
3. Accidents – car accidents, transportation delays, bridge out
4. Health and Environment – epidemics, chemical spills

Probability Rating – historical information may prove valuable for this component

<table>
<thead>
<tr>
<th></th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not applicable</td>
<td>Minimal risk or impact</td>
<td>Slight risk or impact</td>
<td>Moderate risk or impact</td>
<td>Substantial risk or impact</td>
<td>Will occur or major impact</td>
<td></td>
</tr>
</tbody>
</table>

Risks to Your Agency

<table>
<thead>
<tr>
<th></th>
<th>Likelihood (scale 1-5)</th>
<th>Severity (scale 1-5)</th>
<th>Total Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Prioritization – based on scores and special considerations:

1. 6.
2. 7.
3. 8.
4. 9.
5. 10.

(Based on a source by the Oklahoma Emergency Managers Association)
Establishing a Response Team

Whether or not your nonprofit is directly impacted by an emergency, it may be called upon to be part of the response or just give updates to a concerned community. A Response Team centralizes any needed response and the communication that ensues. Identifying who would serve as part of the Response Team before an event saves valuable time in the first moments following a disaster. Not only are roles of response important, but involving employees in the pre-planning stage helps to engage employees and create a more holistic plan. When employees are engaged and feel they fill an important role they take the task more seriously and make the process of responding to an emergency smoother. Utilize the strengths of your team in creating your disaster response plan, and certainly review it employees and key volunteers such as board members once it has been created.

Employees are one of the driving forces in business continuity when disasters occur. Knowing their strengths, weaknesses, and abilities helps create roles for employees to fulfill in an emergency situation. Your Response Team may include key senior leadership, but it may also need to include board members, parent or client groups, and junior staff who have specific skills or areas of expertise. As you think about the roles that are needed below, consider not only the position that they are in now, but the strengths they bring to the table and what else may need to be done. For example, a CEO may find that in an emergency they need to be devoted to public inquiry and donor relations, leaving the staff functions and operations that they might normally oversee to another employee during the emergency.

If it’s possible, list only one name for each function. Other members of the agency will likely help each area, but only one person can lead and be accountable to the agency for this area. Because emergencies require more energy and effort than regular operations, consider only having one person in charge of one area, and if that’s not possible, aim to organize so that a person is not in charge of more than two areas. Utilize board members and key volunteers if the staff is not large enough to cover each area.

One of the Response Team’s main functions is to keep everyone informed: staff, board, clients, and community partners. Have daily or frequent with the Response Team, and after the meeting, the team should be prepared to inform all involved what is happening and what the day’s plans are. Response Teams must keep everyone organized and informed (Farris, Infant Crisis Services, 2018).
**RESPONSE TEAM WORKSHEET**

In each area name the first person who would be called upon to serve in this capacity and at least one back up person in case the first person is unable. If possible, do not make a person responsible for more than one area. Utilize the skills of other staff, board members, and volunteers to provide much needed support to each of these teams.

1. **Public and media relations:**
   Respond to public inquiry, explain situation to donors and board, alert community partners, spokesperson to the media, primary contact for public concerns, reviews all external communications.
   (Consider: CEO, board chair, senior marketing)

2. **Programs and Services**
   Responsibility to clients/members, and customers, prepare and adjust program delivery, prepare for client response, makes adjustments to programs, aids in mobilization of any new services or expansions of service, provides messages for disruptions in service.
   (Consider: CEO, Program Director, key volunteer)

3. **Operations and Systems**
   Responsibility to agency’s employees and volunteers, alert and check on staff, monitor operating systems such as data bases, remote access, equipment, and property, makes decisions about possibly needing to move office/locations in light of damage, works with vendors
   (Consider: COO, Director of Operations, HR)

4. **Building Structure**
   May be combined with Operations (above), but if not, Responsibility to the physical building and equipment,
campus, office locations, respond to physical damage, liaison to relief agencies (FEMA) and insurance providers

(Consider: Chief Financial Operator, accountant, building manager, Director of Operations)

Support team:

5. Donation Recipient

Responsible for organizing the receiving of donations specific to the emergency, whether in-kind (goods) or cash, establishes system for accounting and inventorying donations, mobilizing distribution of donations, may involve mobilizing volunteers

(Consider: Director of Fundraising, Program Director, COO/CFO)

Primary:

Backup:

Support team:

6. Community Collaborations

May be combined with Public and media relations, but sometimes event necessitates specific community collaborations. Responsible for attending community meetings, advocacy or policy changes, representative of agency at other convening meetings.

Primary:

Backup:

Support team:

7. (Other functions specific to your agency)
RESPONSE TEAM MEETINGS

How often does your Response team need to meet? In person? Virtually?

What are the channels available for communication?

Virtual meetings:

Alerts and updates:

Example: Our Response team will meet in person for at least an hour (or longer if necessary) every day at a regular time (TBD) during the initial stages of a major event in order to organize our response and coordinate with community partners. If it is not possible to meet in person, we will conduct meetings using GoToMeeting which has a conference call option for those who only have access to a phone. If phone systems and internet are down, we will establish a group text system on GroupMe, if needed to coordinate with other staff. We will establish a channel on Office Teams (or Slack) so that each team member can post updates and progress outside of meetings. Team leaders should regularly refer to the Team channel for information and updates since team leaders may not be immediately available and email will be preserved for communication with those outside of our agency.
PREPARING TO BE EFFECTED

If the disaster effects the nonprofit agency, its operations, staff, and property may be affected. In longer term disasters or emergencies that that have a significant impact, it is unrealistic to expect every aspect of the organization can continue running. Nonprofits need to consider what operations are absolutely necessary and prioritize based on those values. In building your plan, you need to consider what contingencies your nonprofit may need to make if your property is damaged or your employees are unable to come to work. This section will consider many of the ways a nonprofit needs to be positioned to respond to:

- Know its Operations – what changes to make for services
- Know Who to Communicate to - and what they need to know
- Know Your Data, Systems, and Finances
- Know What Decisions Your Agency May Make if Property Is Damage or Employees are Unable to Work

KNOW YOUR OPERATIONS

Do you know all that your agency does? Most nonprofit agencies do more than even its closest supporters really understand, and the amount of operations that supply even the key operations are considered, it takes a lot of energy and effort to operate a nonprofit organization.

Use a staff or board meeting to generate a list of all of the operations your agency produces in a typical week or month. Some organizations have so much activity they need to solicit the help of a professional emergency preparedness facilitator to help them identify all of their systems. Many other organizations, however, can create their own list with a couple of structured meetings with board and staff.

1. Make a list of the main programs your agency provides, then create a secondary list of the operations that support that program. For example,

   Program A: Membership Services
• Database and data management
• Invoicing member renewals
• Celebration emails for new members
• New member packet mailing

2. Next, list the agency-wide operations like marketing and donor relations, and the secondary list of operations that support that program. For example,

Marketing
• Digital Weekly newsletter
• Social media posts
• Quarterly print newsletter to public
• Annual Report

3. Then, create a list of operations that staff and board regularly perform as part of their administrative structures, like staff meetings and board meetings – and all of the operations that support that effort. For example,

Monthly Staff Lunch Meetings
• Agenda established by leadership team
• Catering ordered

SET OPERATIONAL PRIORITIES

In the face of an emergency event or disaster it’s important to know which of the operations you would continue and which could be suspend for a while or even cancelled. The Emergency Management Office of Oklahoma County has an efficient system for prioritization of work based on priority levels. They use colors to indicate the importance of a task or operation. Color-code each aspect of your agency’s operations on your list using this system:

● Black indicates top level priority. The organization cannot continue without this piece.
● Blue is not quite at black level, but still extremely important. They are addressed right behind black and are almost as critical.
● Red is somewhat important, but the organization can do without in time of need.
○ White indicates it is nonessential. They are the least important and an organization can easily continue without them.
For example, an organization that takes care of the elderly in a senior living center provides food, clothing, medical care, and fun activities for the seniors in their care. In an emergency, it is critical to know which parts of their organization have to keep running and which can be left behind until returning to normal. In this example, black level priority is medical care. The seniors cannot survive without it, so it is top priority. Blue level would be providing food since it is still critical to survival, but not quite at the level of medical care. Red would be clothing. It would be nice to provide the clothes, but they may have to make due with the clothes they have for now. Lastly is white, which would be the fun activities. The seniors do not need that to survive, so it will have to be a nonessential piece that can be suspended until the operations can return to normal.

Now, return to your list of operations and establish your own priorities. Use this template to get started. Each program or function will have an overall priority and rating with each subtask prioritized. A completed list of operations might look something like this:

<table>
<thead>
<tr>
<th>Programs:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Member Services</strong></td>
</tr>
<tr>
<td>Database and data management</td>
</tr>
<tr>
<td>Invoicing and member renewals</td>
</tr>
<tr>
<td>New member packet mailing</td>
</tr>
<tr>
<td><strong>Education Program</strong></td>
</tr>
<tr>
<td>Training events</td>
</tr>
<tr>
<td>Community alerts</td>
</tr>
<tr>
<td>New material and toolkits</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operations:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Marketing</strong></td>
</tr>
<tr>
<td>Weekly digital newsletter</td>
</tr>
<tr>
<td>Social media posts</td>
</tr>
<tr>
<td>Quarterly print newsletter to public</td>
</tr>
<tr>
<td>Annual Report</td>
</tr>
<tr>
<td><strong>Accounting</strong></td>
</tr>
<tr>
<td>Quickbook entries</td>
</tr>
<tr>
<td>Payroll</td>
</tr>
<tr>
<td>Monthly reconciliation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Administration and Employees:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Monthly Staff Meetings</strong></td>
</tr>
<tr>
<td>Agenda set by leadership team</td>
</tr>
<tr>
<td>Catering ordered</td>
</tr>
<tr>
<td><strong>Board Meetings</strong></td>
</tr>
<tr>
<td>Materials distributed 1 week in advance</td>
</tr>
<tr>
<td>Weekly updates to board by CEO</td>
</tr>
</tbody>
</table>
With a prioritization system in place an organization can know what they need in an emergency and continue with a plan centered on those priorities. List your agency’s operations and priority levels.

- **Black** = top level priority. Critical care. Agency cannot continue without it.
- **Blue** = extremely important. Agency should continue it if able.
- **Red** = somewhat important. Agency could do without in time of need.
- **White** = nonessential. Least important and could continue without it during a crisis.

<table>
<thead>
<tr>
<th>PRIORITY CODE</th>
<th>OPERATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Know your Communications Plan

Communication is key in an emergency. Knowing who needs to be contacted, how they can be contacted, and what they need to know is important. This includes staff, the board, clients, donors, stakeholders, suppliers, partners, volunteers, and anyone else involved with the organization. Knowing the communication process reduces confusion and gets everyone on the same page.

Keep these lists as part of your emergency preparedness plan. Sensitive data may be distributed only to the Response team or in a password protected file which is shared only with a few key leaders. Keep in mind that in some emergencies the Executive or Board Chair may be incapacitated and so their backup or other key leaders may need to have access to this information in order to respond.

Who do you need to be in communication with during an emergency? Some organizations may choose to keep digital lists stored in a cloud or shared drive which are constantly updated so that the information is always current.

Keep these current lists close at hand:

- A list of all staff and their emergency contact person with personal phone numbers for both parties
- An established process for checking in with employees and/or key volunteers including board members. A “phone tree” creates a clear chain for checking in on employees and getting information distributed.
- For agencies with operations in more than one location, designate a staff person as the contact person for that site.
- A current list of board members with work and personal phone numbers and email.
- A current list of clients or participants with phone numbers and emails
- A current list of donors and key stakeholders including community partners
KNOW YOUR SUPPLIERS AND VENDORS

In times of emergencies your suppliers and vendors are essential. Knowing them well and knowing what they can do in emergencies is critical for business continuity. What vendors do you rely on for delivery of services? What vendors might need to be informed of damage to your property or a disruption in service? Nonprofit organizations rely on database vendors like Salesforce and email marketing systems like Constant Contact. If these systems are disrupted, or if the agency needs to add more users to an account as volunteers pitch in and aid in the response, knowing who to contact saves valuable time in an emergency.

Again keeping digital lists stored in a cloud or shared drive which are constantly updated so that the information is always current since contact information for vendors and suppliers can change frequently.

Keep these lists on hand as part of your emergency preparedness plan:

- A current list of major vendors and what services they provide including:
  - Food and medical supplies and services
  - Cleaning services
  - Transportation
  - IT services
  - Insurance provider(s), liability, theft, property, directors and officers
  - Unemployment and disability insurance providers
  - Banks, including account information (this can be distributed to only the Response team for privacy purposes)
  - Credit Cards
  - HR and Payroll services
  - Mortgages, loans
  - Employee Benefits (medical, disability, life insurance, retirement accounts)
  - Utilities: water, electricity, gas, trash, internet, phone
- Building alarm and security system, fire protection/suppression
- Current projects: construction/renovation, etc.
- Property management
- Vendors that may provide benefits directly to clients or members

- A current list of software and systems with contact information if relevant, including:
  - Database, donor and volunteer data bases, CRMs
  - Website, email, marketing, design software
  - Donation and bill pay software
  - Project management and team communications software
  - Virtual meetings and teleconferences, conference call systems

- A list of vendors that may be useful in times of disaster
  - Local list of hospitals, emergency shelters
  - Disaster relief agencies, especially those specific to your nonprofit industry (see end of this manual for a partial list)
  - Water and waste removal
  - Demolition and debris removal companies
  - Construction companies
  - Electricians, plumbers, cleaning
KNOW YOUR CRISIS COMMUNICATIONS PLAN

A nonprofit organization needs a communication plan to operate normally. Its communication plan guides the messaging and marketing that keeps the public informed and engaged. During a time of crisis, the planning is especially necessary. A nonprofit organization may want to adopt a crisis communication plan independently of a disaster preparedness plan because some crisis are not necessarily disasters - though they are usually critical. A crisis plan should certainly come to use during a disaster.

Crisis communication plan should consider the different priorities and needs of the various relationships the nonprofit maintains from staff and their families, volunteers and board members, to clients and members, to funders and key business and community partners, to the media and general public.

A crisis communication plan should aim to take immediate action by:

- Defining the message to be communicated and whom to contact for additional information
- Make personal phone calls, whenever possible, to staff and their families, the board of directors, and key donors and community partners
- Send email alerts to all other audiences
- Post press releases or other messages on the nonprofit’s website and social media platforms
- Use the website for calls to action, mobilizing responses, coordinating activity
- Send press releases via email to media outlets

(Source, Standards for Excellence, Crisis and Disaster Planning Policy Sample, Copyright, 2014, used with permission)

The crisis communication plan should also reiterate the agency’s commitment to public transparency and open and honest communication regarding the release of information. However, the release of communication should be appropriately timed and coordinated so as to ensure accuracy and consistency in its messages. The plan should establish
• Who can discuss the situation with the media, donors, and stakeholders

• How information will be released and on what platforms

• How the Response Team will decide the audiences and messages for its releases.

Your organization may want to include its social media policy as part of the disaster/crisis communications plan so that everyone working on the response to an emergency maintains consistency with the agency’s social media policy. For a current version of a social media policy, refer to the Standards for Excellence flash drive or contact someone at the Oklahoma Center for Nonprofits.
SAMPLE EMERGENCY/CRISIS COMMUNICATION PLAN
FOR DISASTER PLANNING

Priority Audiences (Define)
- Staff and their families, volunteers, and board members
- Clients
- Funders and key business partners
- Media and general public

Advance Preparation/Ongoing
- Maintain up-to-date contact lists, accessible to several people in multiple locations
- Maintain current staff schedule and travel information, accessible to several people in multiple locations
- Maintain a media contact list, accessible to several people in multiple locations
- Establish a “telephone” tree system in advance

Immediate Action
- Define the message to be communicated and whom to contact for additional information
- Make personal phone calls, whenever possible, to staff and their families, and the board of directors
- Send e-mail messages to other audiences
- Post press release or other messages on (THE NONPROFIT)’s web site and other social media
- Send press release via e-mail

Media Policy
(THE NONPROFIT) is committed to open and honest communication regarding the release of information. (THE NONPROFIT) will protect the privacy of personal information of its clients, employees, volunteers, and board members. (THE NONPROFIT) will not comment on individual situations, but will present a statement of organizational position as needed.

If an occasion arises that requires media contact: Executive director, with advice from (THE NONPROFIT)’s Response Team, determines if a press release is needed and what points are to be covered in the press release.
Director of Communications drafts the press release. (THE NONPROFIT)’s executive director and Response Team reviews the release.

Executive director and Response Team decide the audiences for the release – clients, staff, board members, partners, funders, and media.

Director of Communications distributes the press release through relevant social media

All media inquiries are referred to (THE NONPROFIT)’s executive director. If (THE NONPROFIT)’s executive director is not able to be reached, all media should be referred to (THE NONPROFIT)’s board chair.

Director of Communications prepares all staff for media calls – how to respond to and refer callers.

Checklist Before Releasing Materials to the Public

**How does it look?**
- Is it neat, clean, and attractive?
- Does it include appropriate pictures, graphics, charts?
  - Are charts and graphs easily understandable and free of ambiguity?

**How does it read?**
- Is it an appropriate length?
- Does it avoid unexplained acronyms, initials and/or nicknames?
- Is it free of jargon?
- Does it avoid inappropriate language?
- Did you use spell check/grammar check?

**Are you conveying your message?**
- Does your material provide sufficient contextual information?
- Are the facts supported by research?
- Are quotes clearly sited?
- Is the distinction between fact and opinion clear?
- Does it make your organization’s mission apparent?
- Is everything up to date?

**Is it accessible to all?**
- What other languages can this be adapted to? Is the translation accurate?
- Is the material available in multiple formats that are accessible to people with disabilities?
- Are the images, language, and examples used culturally sensitive and representative of diverse groups of people?

Source, Standards for Excellence, copyright 1998-2014, used with permission
The Oklahoma Center for Nonprofits understands that social media is an important tool to communicate to constituents, members, policymakers, donors and the public. Additionally, the use of social media also presents certain risks and carries with it certain responsibilities.

To ensure that the Center’s message is accurate, truthful and within the strategic marketing direction of the organization, we are providing guidelines for the organizational use of social media. Finally, the Center understands that employees also have private and personal social media accounts. We encourage employees to use discretion and be judicious in their own posting outside of work, as all individuals with social media presence become “public figures”, and, as such, their postings can be taken from the private space into the public.

This policy applies to all associates who work for the Center, or one of its subsidiary companies in the United States.

OVERSIGHT OF OKCNP ACCOUNTS

All social media accounts of the Center – including the Center’s website, blog, Facebook, Instagram and other online presence - are managed by the Vice President of External Affairs and appointed representatives of his or her team, including the Director of Communications.

Additional individuals may be given “permissions” to post from the Center's accounts. Those permissions will be granted solely by the Vice President of External Affairs and/or the Director of Communications. In their absence, this is automatically assumed to be the President and CEO. These individuals will oversee messaging, pictures, video or other content posted on social media. These individuals will also oversee all passwords and privacy as they pertain to all social media accounts.

Content posted on Center social media accounts will be truthful, ethical and adhere to the highest standards as promoted within the Standards for Excellence benchmarks and guidelines. Additionally, any content related to advocacy, public policy or government relations (including likes, shares, etc.), will be informed by the Center’s board-approved public policy platform and approved by the Vice President of External Affairs. Should an employee post something that would fail to meet these standards, the Director of Communications and/or the Vice President of External Affairs may revoke those privileges and permissions. Egregious violations will be reported to the Vice President of External Affairs and the President and CEO and further
action may be taken.

Staff is encouraged to share Center posts on their own personal social media accounts as they care to. Should staff have questions about how to share or what to share, they should contact either the Vice President of External Affairs or the Director of Communications.

GUIDELINES FOR PERSONAL POSTING

Because the Oklahoma Center for Nonprofits understands that staff members, volunteers, board members and other associated contractors or partners (affiliates) have their own personal social media accounts (defined as but not limited to personal websites, blogs, video channels, Facebook, Twitter, Instagram, etc.), we have set forth a group of guidelines for affiliates as they post on social media.

Know and follow the rules

Carefully read these guidelines along with all policies outlined in the employee handbook, and ensure your postings are consistent with these policies. Inappropriate postings that may include discriminatory remarks, harassment, and threats of violence or similar inappropriate or unlawful conduct will not be tolerated and may subject you to disciplinary action up to and including termination.

Be respectful

Always be fair and courteous to fellow associates, customers, members, suppliers or people who work on behalf of the Center. Also, keep in mind that you are more likely to resolve work-related complaints by speaking directly with your co-workers or by utilizing our Open Door Philosophy than by posting complaints to a social media outlet. Nevertheless, if you decide to post complaints or criticism, avoid using statements, photographs, video or audio that reasonably could be viewed as malicious, obscene, threatening or intimidating, that disparage customers, members, associates or suppliers, or that might constitute harassment or bullying. Examples of such conduct might include offensive posts meant to intentionally harm someone’s reputation or posts that could contribute to a hostile work environment on the basis of race, sex, disability, religion, political beliefs, sexual orientation, gender identity or any other status protected by law or company policy.

Be honest and accurate

Make sure you are always honest and accurate when posting information or news, and if you make a mistake, correct it quickly. Be open about any previous posts you have altered.

Remember that the public can screenshot and share your posts and that the Internet archives almost everything; therefore, even deleted postings can be
searched. Never post any information or rumors that you know to be false about the Center, and maintain confidentiality at all times. Never post inaccurate information about fellow associates, members, customers, suppliers, or people working on behalf of the Center.

Post appropriate and respectful content

Maintain the confidentiality of Center trade secrets and private or confidential information. Trade secrets may include information regarding the development of systems, processes, products, know-how and technology. Do not post internal reports, policies, procedures or other internal business-related confidential communications.

When expressing your personal opinions, never represent yourself as a spokesperson for the Center, particularly for candidate endorsement during an election, public policy issues not found within the posted public policy platform of the Center, etc. If the Center is a subject of the content you are creating, be clear and open about the fact that you are an associate of the Center.

If you do publish a blog or post online related to the work you do or subjects associated with the Center, make it clear that you are not speaking on behalf of the organization. It is best to include a disclaimer such as “The postings on this site are my own and do not necessarily reflect the views of the Center.”

Public Behavior Posted Online and Made Public

Be judicious in posting personal messages and behaviors online as they become public. Once out, you are considered a “public figure”. Should unsavory or inappropriate messages or behavior be posted online by either you or someone else, notify your supervisor. Because posts become “viral”, meaning shared across a number of platforms with large groups of individuals, this behavior could be potentially associated with the Center. The Center, its management and its board of directors reserve every right to protect its own reputation. Should this behavior be in violation of workplace policies OR produce a significant risk to Center operations or reputation, employees engaging in such behavior could be subject to disciplinary action or terminated.

Using social media at work

Refrain from the overuse of personal social media while on work time or on equipment we provide, unless it is work-related as authorized by your manager or consistent with strategies determined by the Vice President of External Affairs or the Director of Communications. Do not use Center email addresses to register on social networks, blogs or other online tools
utilized for personal use.

**Retaliation is prohibited**

The Center prohibits taking negative action against any associate for reporting a possible deviation from this policy or for cooperating in an investigation. Any associate who retaliates against another associate for reporting a possible deviation from this policy or for cooperating in an investigation will be subject to disciplinary action, up to and including termination.

**Media contacts**

Associates should not speak to the media on the Center’s behalf without contacting the President and CEO, Vice President of External Affairs or the Director of Communications. All media inquiries should be directed to them. This includes responding to or posting on various media websites or making statements on behalf and acting as a spokesperson of the Center. Only the above named staff may make official statements on behalf of the Center.

**FOR MORE INFORMATION**

If you have questions or need further guidance, please contact the Vice President of External Affairs, Director of Operations or the President and CEO.
KNOW YOUR DATA

This toolkit has already discussed the list of vendors an agency might need to be in communication with, but it also needs a list of login and passwords that might be used to access those systems. In today’s digital age, most computers are password protected and employees have their own login information to access the data base. This provides layers of security crucial for the agency when it is operating under normal conditions. But, if a beloved employee leaves, or half of the employees cannot arrive at work due to a health crisis and their place is taken by key volunteers – how will their replacements log in to the system?

Standards for Excellence recommends that as part of regular administrative policies that data policies be maintained by the agency. This could including passwords to equipment and systems owned by the agency that need to be kept in a centrally located position, like cloud storage. This may be as simple as an excel spreadsheet kept on a shared drive - each employee has a sheet of the spreadsheet with their passwords and logins to the systems they use. A nonprofit should have these policies and practices already in place, but knowing where they are and having confidence that they are current is even more important during a disaster.

Sample Employee Password Spreadsheet

<table>
<thead>
<tr>
<th>Institution/Site/Equipment</th>
<th>Username</th>
<th>Password</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Desktop</td>
<td>GRodrigues</td>
<td>B3stN0npr0fit</td>
<td></td>
</tr>
<tr>
<td>Chronical of Philanthropy</td>
<td><a href="mailto:Rodrigues@savetheworld.org">Rodrigues@savetheworld.org</a></td>
<td>1qazxsw2#edc</td>
<td>Security question: Paris</td>
</tr>
<tr>
<td>Adobe Suite</td>
<td>GRodrigues0626</td>
<td>D3sign@s4vetheW0rld</td>
<td>Account # 124456890</td>
</tr>
<tr>
<td>Website</td>
<td>Admin</td>
<td>SavetheWorld</td>
<td></td>
</tr>
</tbody>
</table>

KNOW YOUR DOCUMENTS

Document retention is also critical in times of an emergency. The IRS requires nonprofit organizations to have a document retention and destruction policy and this policy may need to be updated to include disasters and emergencies. In today’s digital age, many documents are already stored electronically. Key documents stored on a server, may need paper back up. Paper stored documents, may need a digital copy stored in a cloud. Keep in mind that if your property is damaged, paper copies, computer hard drives, and even servers may be damaged permanently. For documents that an organization should keep permanently, or that it may need in the event of an
emergency, it is recommended that copies of these documents be scanned and stored in a cloud-based storage, such as shared file software or email. Sometimes just emailing a document to yourself makes it recoverable if it can be accessed from any computer. Consider having duplicate storage options for these important documents, one of which should be cloud-based:

- Copy of 1023 filing paperwork
- IRS letter of determination
- Certificate of Incorporation by Secretary of State
- Articles of Incorporation and Bylaws
- Leases, Deeds, Mortgages, Loans to property currently owned
- Policies and Procedures Manuals
- Board Policies
- Disaster Preparedness Plan
- Employee Handbook
- Minutes of Board Meetings for last year or more
- Last reported form 990
- Trademark and Copyrights
- Basic Personnel File: copies of employment application, discipline reports, evaluations, salary history, etc.
- Copies of insurance policies
- Current Fiscal Year Financial Statements

Document Storage Planning Sample Form

<table>
<thead>
<tr>
<th>Document</th>
<th>Storage location #1</th>
<th>Storage location #2</th>
<th>Storage location #3</th>
</tr>
</thead>
<tbody>
<tr>
<td>e.g. IRS determination letter</td>
<td>Server: IRSLet1998</td>
<td>Board Dropbox folder</td>
<td>Emailed to response team</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
KNOW YOUR FINANCES

It may never be totally possible to prepare for every disaster. But, it is possible to operate with cash reserves. One of the Standards for Excellence benchmarks for effective nonprofit management is that agencies should have 90 to 180 days of expendable net assets (reserves). If a nonprofit organization loses its funding, or is faced with a disaster, there should be enough cash in reserve to continue program operations for three to six months.

Not every nonprofit organization has established cash reserves or rainy-day funds, and even savvy nonprofit agencies can have a lean season – which leaves even sophisticated organizations vulnerable in times of emergency. Talk with your bank about what loans or lines of credit might be available. A board-approved line of credit contingency with your bank can help to keep expenses met, like payroll, rent, and utilities going during the crisis. Sometimes federal and state agencies make relief money available, or extend accommodations, like delays on payments, lowering interest rates during a disaster, especially a national disaster, and other contingencies. Local news and professional associations will be valuable partners in getting out the information regarding these special circumstances.

Small Business Association and Federal Emergency Management Association (FEMA) both have funding sources if your area was declared a part of a national emergency. Check the resources page at the end of this manual for contact information. Other financial institutions may make disaster relief loans available, sometimes up to $2 million dollars or more, to help a business, including a nonprofit business stay in business during a crisis.

During a disaster finances need to be realistic. The organization can only continue business as far as the finances allow and they will likely have different or unexpected expenses in the face of a disaster. The disaster plan must keep pace with the financial means of an organization. Since most agencies do not, or cannot, budget for a crisis, the Response team may need to make important financial decisions based on available funding. An organization should use its Statement of Financial Position (Balance Sheet) to assess current assets and liabilities and Cash Flow Statements to determine how it will best navigate the unexpected expenses that arise during an emergency.

Work with your board on securing the resources your nonprofit needs to make it through a terrible season.
KNOW YOUR PROPERTY AND EMPLOYEES

During a disaster your property may be damaged disrupting operations and the ability to serve the public. Damages to property may prevent employees from being able to report to work. Some employees may be dealing with their own loss of property and are unable to come to work. Health and environmental crises may make it unlikely that the workforce the agency relies upon during normal operations will be able to continue as it usually does. The Response Team may devote a lot of effort and energy to this part of its response, depending on the emergency.

Employee Considerations

Can employees work remotely, from home, or from another location and do they have access to the equipment and material they would need to work successfully this way?

Consider adopting a work remotely policy independent of your disaster preparedness plan that might be used under other conditions such as inclement weather or personal use but which could be used during an emergency.

- What equipment needs to be provided for an employee to work remotely? Is there enough for every employee to work remotely?
- What systems access (VPN, servers, passwords) need to be in place in order to work remotely?
- Establish communication channels for updates using email, or text messages. Keep in mind that when cell phone towers go out, text messages can sometimes get through when phone calls can’t because their data size is smaller.
- Create places for response updates such as Slack or Team channels, closed Facebook groups, or utilizing apps like GroupMe. Employees should know beforehand where to look for news and updates.
WHO DECIDES TO CLOSE? MANAGEMENT AND GOVERNANCE WORKING TOGETHER

The Response Team will be instrumental in making decisions about the services and continuation of business, including decisions to post-pone events, delay services, or other accommodations that adjust the operations of the agency. These are often the types of decisions that the Management of an agency would oversee during normal business, and in the face of a disaster the Executive and their staff will play a significant role in determining what aspects of the operations can continue. If the Response Team does not include a board member, the Executive or the person acting as Executive should communicate regularly with the Executive Committee or the full board as appropriate and keep them informed about the decisions that are being made and the agency’s response.

It will be useful to decide early on in the disaster what decisions lie with the Executive and his/her staff, what decisions lie with the Response Team if that is a team formed specifically to a crisis event, and what decisions lie with the Board. Navigating the line between management and governance may become confusing as board members help the agency make operational decisions – usually the domain of staff, and staff help the board keep focused on the governance matters that arise during a crisis event. An Executive should regularly ask their board or executive team if it is okay if they make certain decisions, and the Board should regularly clarify what decisions they wish to weigh in on.

Closing the business is a big decision and should involve the board since that may have an impact on clients and employees.
Oklahoma Center for Nonprofits (OKCNP) considers telecommuting to be a viable, flexible work option when both the employee and the job are suited to such an arrangement. Temporary telecommuting allows full-time, exempt employees to work at home, on the road or in a satellite location for all or part of their workday, up to two (2) days per month. Temporary telecommuting arrangements require advanced supervisor approval (see Telecommuting Request Form) and may be approved for circumstances such as, but not limited to, inclement weather, work-related productivity or business travel.

All telecommuting requests are approved on a case-by-case basis, focusing first on the business needs of the organization.

Telecommuting may be appropriate for some employees and jobs but not for others. Telecommuting is not an entitlement. It is not a companywide benefit.

Individuals requesting telecommuting arrangements must be employed with OKCNP for a minimum of three (3) months of continuous, full-time, exempt employment and must have a satisfactory performance record.

Individuals telecommuting should be available by phone and e-mail during the approved telecommuting schedule. Telecommuting is not to be a substitution for Paid Time Off (PTO). Although an individual employee’s schedule may be modified to accommodate personal needs, the focus of the arrangement must remain on job performance and meeting business demands.

Consistent with the organization’s expectations of information security for employees working at the office, telecommuting employees will be expected to ensure the protection of proprietary company and customer information accessible from their remote work location.

Other informal, short-term arrangements may be made for employees on family or medical leave to the extent practical for the employee and the organization and with the consent of the employee’s health care provider, if appropriate. Requests for more than two (2) telecommuting days per month will require the next step supervisor and/or President and CEO approval.
PROPERTY DAMAGE

If property is damaged, the services the agency normally provide will need to be adjusted depending on the operations priority (see above) and the nature of the disaster. If it’s possible, an agency can establish criteria for relocation in advance of a disaster and predetermine where it might turn for assistance if it needs to relocate its operations. This will obviously be very different for a hospital or senior center than for an international nonprofit with mostly administrative offices here locally.

For nonprofits that have clients in their places of work, such as hospitals, senior care, or rehabilitation centers, a change of location is not as simple as moving to a new building. Emergency relocation will need to be a point of emphasis in that agency’s disaster planning. Partnering with other nonprofits that provide the same service may be one of the best options. Thoroughly consider the options of location and make it a point of emphasis in the planning if you house clients.

- What is the capacity or need if the nonprofit needs to relocate? What buildings, office complexes, or community partners could absorb or host your operations?
  - What contingencies need to be made for client access or distribution of services?
  - What other partner agencies might you rely upon if you need services? To whom can you refer clients?
- Are there other locations you could use to set up temporary office space? Can administrative/office space be separate from client services or do they need to be in the same location?
- What warehouse or storage would you need if you are going to receive donations, especially in-kind donations during a disaster?

In the event of property damage the Response Team will want to keep insurance providers, mortgage companies, property companies/landlords, and other involved agencies informed throughout the event. (See the list of vendors above). If state or federal relief aid is available, those agencies will need to be involved as well and it can take time before that aid is available. The Board and Executive and/or Response Team will want to work together to manage the business, finances, and operations including payroll while the finances to recover from the disaster event, including your agency’s insurance, becomes available. See a list of contacts at the end of this manual.
DISASTERS AND DONATIONS

Nonprofits are unique in society. When large scale disasters strike, nonprofits often step up and become part of the response. The people and government may look to us for answers and aid, and we need to be prepared for that situation. Nonprofits may be asked to – or volunteer to -- provide aid in emergencies. When we are prepared for this type of disaster, relief can be provided more quickly saving many lives.

STEPPING UP TO GIVE AID

Providing needed aid should be considered in addition to your agency’s own services. Your ability to provide aid should be weighed with the capacity of your employees and facilities. Providing aid should further the mission of the organization and “make sense” to those who might be donating or volunteering with the extension of this aid.

For example, a nonprofit that provides diapers and formula for infants may share supplies with a local food bank so that families that come to the nonprofit agency also get water and food, and those who go to the foodbank can also get diapers and formula - this creates efficiencies for the families impacted by the disaster so that they do not have to go to two locations. In some situations, the two agencies may work together to create an independent disaster relief location in which families can receive diapers and formula and food and water.

When a disaster hits need may be all around us and it is human nature to want to do something to respond. A nonprofit may be tempted to capitalize on the disaster - often with the best of intentions - in an effort to aid in the response. Before deciding what your agency can do, ask if it “makes sense” for your agency to be lending effort to this issue. In some cases, it would be better to refer to another community agency rather than mobilize your own response.

For example, an international nonprofit with administrative offices in Oklahoma wants to do something to help the people who fell victim to the most recent tornado that hit the far side of the city from its offices. It wasn’t directly impacted by the event but it gets calls from donors asking if they can help and the agency’s concerned staff want to lend a hand. In this case, it might be better for the nonprofit to refer the donors to partner community
agencies and encourage staff to volunteer with the relief effort other nonprofit organizations are organizing than it is to mobilize its own relief effort.

A nonprofit’s involvement needs to “make sense” from a public relation’s perspective. You don’t want the public to ask, “why are they taking money for the tornado if their nonprofit isn’t positioned to serve here?” In these cases it may be best for the nonprofit organization to refer and recommend. Because nonprofits must account for every aspect of its operations, even in times of disaster, the response to an emergency needs to fit within the organization’s business model and be a companion to its current programs.

**CONSIDER PARTNERS**

Some nonprofit organizations were mobilized for disaster, such as the Red Cross, and their community partners are well established. Other nonprofit organizations are organized for specific services and are called upon to work with others when responding to an emergency. When considering partners in light if a disaster, partnerships should enhance and expand the nonprofit’s scope and reach and allow the agency to combine resources and increase the impact of its programs.

It is always very important to work with disaster professionals, such as local emergency managers and relief aid agencies that are equipped to respond to community needs. Some of these relationship may need to be forged *prior to the* event in order to be effective. When considering what partner agencies the nonprofit will work with, refer to your agency’s strategic partnerships policy. If your agency doesn’t have a policy, or needs to update its policy, ask what a successful partnership would look like. What criteria needs to be factored in when forming a partnership?

- Cooperation and the willingness to establish short-term goals and work together
- Increase awareness of agencies services and expand reach
- Jointly develop new or enhanced services by working together and sharing skills
- Ability to establish a common agenda, push for advocacy or legislation for the benefit of each organization
- Willingness to share branding or develop new joint branding for the initiative
- Positive reputation of partner agency, compatible core competencies
• Receive programming or absorb clients – does the partnership need to be mutually beneficial? What if another nonprofit approaches you about hosting their operations because their building was destroyed?
• Ability to integrate operations: data security, client information, share equipment

What procedures need to be in place to establish a strategic partnership?

• Who identifies the partnership? At what point does it need board approval? If an agency requires approval of partners, then it may need to establish partners prior to an emergency or only work with partners already approved.

• Who reviews the partner agency for reputation, mission alignment, and capacity?

• What permissions for using the branding and trademarks for the partner agency will be granted? What permissions, branding guidelines, and marketing agreements need to be established?

• How is mutual benefit established? What needs to be put into writing? Do the agencies need to establish a Memorandum of Understanding or Joint Venture agreement?
Strategic Partnerships
Sample Policy

Special Thanks to Pathfinders for Autism for providing permission to include their policy in this Standards for Excellence educational resource packet.

Policy for Strategic Partnerships
Pathfinders for Autism will identify, pursue, engage in, and evaluate strategic partnerships consistent with our vision and mission.

Pathfinders for Autism believes in the importance and value of partnerships and collaboration. We know that families and individuals with autism benefit from engaging with and learning from a broad range of community resources – and as an organization, we too are strengthened by partnering and collaborating with others.

Principles for Strategic Partnerships
Pathfinders for Autism targets its resources toward the development of strategic Cooperative and Coordinated partnerships as defined below:
• Cooperative: Shorter-term informal relationships that may not have a defined structure or planning effort, yet demonstrate a willingness to work together
• Coordinated: Longer-term, more formal relationships that rely on alignment of missions and goals and typically focus on a specific effort or program


Successful partnerships will:
• Enhance our programs by expanding our scope and reach
• Allow us to combine resources that increase the impact of our programs
• Increase the awareness of our organization and build our brand
• Be of mutual benefit to both organizations

Goals for Strategic Partnerships
Strategic partnerships are designed to achieve one, or a combination, of the following goals:
• To deliver our products or services to a broader set of customers, by tapping into the partner’s constituents, networks, and/or knowledge base
• To jointly develop new or enhanced products and services, by working with organizations that have complementary products, services, or skills
• To work with local or regional organizations to drive a common agenda, by joining forces to push forward an advocacy or legislative agenda for the benefit of both organizations
Procedures

- As part of its strategic planning, environmental scan, and program evaluation processes, the Board of Directors identifies opportunities for partnerships and collaborations.
- The Executive Director and other designated staff are responsible for initiating contacts with potential partners and for reporting inquiries from potential partners to the Board.
- Staff obtains relevant information about the potential partner (reputation, core competencies, capacity, resources) and conducts a due diligence review of the organization.
- Staff reviews the proposed type and scope of collaboration in light of existing programs, internal capacity, and financial impact.
- The Executive Director evaluates proposed partnerships and approves, amends, or disapproves the proposed partnership, based on the following criteria:
  - **Alignment** - Will this further our mission and programs in a meaningful way? Does it align with our current programs? Does this compete with other offerings? Are the image, activities, and values of the partner consistent with our own? How does this contribute something new?
  - **Benefit** - What benefits or considerations will the partners provide each other? How are we improving ourselves as an organization, raising our visibility, and helping our stakeholders? How will we evaluate the success of this effort?
  - **Continuity** - Is this a single or short-term event or will it be ongoing? Do we have the capacity and desire to sustain the effort?
  - **Delivery** - Do we have the capacity to do this? If not, what would be required to do so? What are the risks, including reputation, legal, financial, and opportunity costs?
  - **Equity** - Does the relationship provide the opportunity for equal value or benefit? If unequal, is this justified and understood? Are roles, relationships, and obligations clearly defined?
  - **Financial** - What will this cost us? Will we derive income?
- If the Executive Director identifies potential risks associated with the partnership, then the assessment is presented to the Board for recommendation or action.
- Staff enters into a written agreement with the partner that defines roles, responsibilities, evaluation criteria, financial obligations, and conflict resolution strategies.
- The Executive Director reports to the Board at a board-specified timeframe about the accomplishment of the partnerships, issues that arose and how they were handled, and a recommendation about continuing the partnership.

Approved by the Pathfinders for Autism Board: June 11, 2014

(Sources, Standards for Excellence, Strategic Partnerships Policy Sample, copyright 2014.)
YOUR FUNDING SOURCES

When emergencies arise, funding can be a serious issue. If operations have shut down or there has been a lot of damage, revenue may not be coming in and expenses may be growing larger. Your fundraiser may have to be cancelled. Donations that do come in may be designated for the relief effort and cannot be used for operations. Concern about the finances may raise anxiety and even elicit panic. It’s important that the Response Team work together to ask questions to the insurance and relief agencies and seek information about its situation.

- Find out what will or will not be covered by insurance and how much the nonprofit will need to contribute to the recovery from its reserves.
- Find out what disaster relief funds your agency may be eligible for.
- Communicate with donors and stakeholders frequently throughout the event, not just when you need additional funds.
- Utilize the resources of your board to creatively seek solutions and work together to weigh options for additional funding sources if that’s needed.

The crisis may have impacted your donors and community partners as well. We are likely all in this together. Approach these conversations with sensitivity and ask how they were impacted, if they are alright and safe, and how your agency needs to be considerate of their current situation. Don’t just speak with donors for funding. Prioritizing them as people and not as a source of funding shows the importance they have to your organization. You may need to make allowances for donors, such as:

- Offering to spread out a pledge over a longer period of time
- Extending the distribution of a grant: 3 years becomes 5
- Allowances if they cannot fulfill a pledge or donation

IF YOUR FUNDRAISER IS EFFECTED

Your organization raises half its income at an annual gala that had to be cancelled because a fire raging in the county has cancelled all community events and put the community on alert for several weeks. Tickets were purchased and sponsorships secured, including advertisements in the program that were printed, but will now go unused. Because a nonprofit must honor donor intent, it cannot use the money it has received for any other purpose.
than what it was intended unless it receives permission from the donor. If your fundraiser is effected and tickets have already been sold, ask donors if they would like for their ticket purchase to be rolled into a donation for the organization or if they would like a refund. Event programs and sponsorships might be applied for other purposes within the organization, but always seek donor permission before applying their donation for a new purpose. Confirm their willingness to utilize their donation for a new purpose in writing such as an email or tax receipt – whatever is appropriate in the situation.

- You must ask donors before using a contribution for another purpose, this includes business and event sponsors
- Donations that were given for a ticket sales which deducted the fair market value from the purchase price may change the donation amount due the donor if “rolled into” a cash donation, a new tax receipt letter may need to be sent

An organization may need to get creative in a crisis situation. An awards gala might live stream its event to a much smaller crowd so that those that cannot attend in person can still “be there.” Or, another occasion to contribute invented after the crisis has passed. In most cases if a nonprofit has good relationships with its donors and maintains communication throughout the crisis, it will know how donors will be interested in aiding their recovery.

THE PROBLEM WITH ABUNDANCE

In some disasters nonprofits receive an overwhelming number of donations of both money and in-kind donations, creating a different kind of problem: abundance. The “Oklahoma Standard” of generosity creates the influx of donations and needed supplies which is great for recovery efforts, but it can be a detriment as well.

Oklahoma nonprofit leaders can tell stories about the semi-trucks that arrived with batteries after hearing a response worker say they could “use a few batteries,” or mountains of clothes dumped behind nonprofit agency headquarters to use for those who need – but quickly rain soaked they were not useable. A well intentioned public may use disaster relief to donate unsellable items like car seats that don’t fit current safety standards, or food past its expiration date. A nonprofit organization does not have to receive every item dropped off at its door and should be able to share items it can’t use with an agency that can. It may be time to adopt a gift acceptance policy, or update the policy to contend for the donations that may arrive during an emergency.
IN-KIND DONATIONS

Have policies and systems in place before disaster hits so employees will know what to do with the donations when they come in. Specify someone who will be in charge of handling the donations and taking inventory. Every item the nonprofit accepts must be given a fair market value and accounted for in the chart of accounts. Items also must be sorted and stored until they can be distributed. In some situations, this can be a tremendous amount of supplies to inventory and handle. Establish a system that involves the accountant or bookkeeper who must account for the items in the agency’s chart of accounts and employees and volunteers that can organize the supplies is critical for being able to handle the volume of in-kind donations.

For example, United Way of Central Oklahoma received many requests for clothing donations after the Moore tornado, but they did not have the storage space or system in place to store and distribute clothes. Instead of accepting the clothes, they redirected donors to other nonprofit agencies that could take them. Their employees knew the other agencies could take donations of clothing and that they were better positioned to distribute them. This prevented their organization – which was responding to the crisis in many other ways -- from being overwhelmed by in-kind donations. It also had the added benefit of getting relief efforts moving more quickly with donations of essential items like clothing to those who needed it much faster. (Debby Hampton, Crystal Stuhr, 2018).

CASH DONATIONS

When receiving monitary donations, the same standard applies to an emergency as it does to other fundraising efforts. The donation must be used for the purpose it was given, so donations to the relief effort need to go to the relief effort. It’s unethical, and in some cases perhaps illegal, to use a donation for a purpose other than what it was intended.

A nonprofit organization should not manipulate the public’s generosity to increase its revenue, but rather distribute the donation to the intended purpose. What portion of a donation can be used to for operating expenses will depend on what was communicated to the donor and what the agency has taken on as part of its indirect expenses associated with the recovery effort. For example, if the agency had to hire five additional relief workers, it may use some of the unrestricted donations that come in to cover the additional expense of temporary employees. However, restricted donations that are
restricted by the donor must always go towards that purpose. Whatever the donor thinks the donation is going towards is where the donation should be applied.

Oftentimes nonprofits are unprepared for the spike in donations that results from a community crisis. This needs to be considered in a disaster preparation plan if your organization knows it will receive many donations in emergencies. Also, keep in mind that donations received will be a part of your annual audit and appear as revenue in your agency's annual 990 filings. This shouldn’t deter the agency from responding the way it needs to in a time of crisis, but those leading the donation effort need to keep in mind the reporting requirements of receiving donations.
Accepting a gift can have profound practical, financial, and/or public relations implications for nonprofit organizations. Similarly, those nonprofits that lack a gift acceptance policy may find themselves dealing with the implications of a potentially controversial gift. These situations can cause organizational in-fighting (at the staff and board levels), attacks on personal integrity, and strained relationships with donors. In the absence of a gift acceptance policy, a nonprofit may feel significant pressure in the heat of the moment when a decision must be made. For instance, a nonprofit may find itself in the unenviable position of dealing with the offer of a gift that is burdensome and not mission-related from a board member or individual who has made significant contributions in the past. A gift acceptance policy will help your organization avoid accepting gifts that end up creating more problems than they are worth.

In addition, for organizations that accept non-cash contributions, the Internal Revenue Service (IRS) Form 990 (the informational tax form required of all charitable nonprofits) asks whether or not the organization has a gift acceptance policy that requires the review of any non-standard contributions. While having such a policy is not a requirement under the IRS Code, it is advisable for nonprofits to have such a policy in place, so that they can answer this question in the affirmative on the publicly available Form 990.

Limits on Persons or Entities from Whom the Organization Will Accept Gifts

Nonprofits are generally free to solicit and accept any kind of donations (e.g. cash, goods or services) from any donor. However, sometimes accepting a gift from a particular individual or entity (nonprofit, for profit, etc.) can create problems. The source of a donation may conflict with your organization’s mission, run afoul of core values, or be perceived in an unfavorable light by important constituents. For example:

- A religious organization may be troubled by the prospect of accepting money from a casino.
- A health charity may wish to avoid donations from companies in the tobacco business.
- A substance abuse program may find it controversial to accept donations from a company with liquor interests.
• A low-income housing developer may be uncomfortable accepting donations from a known slumlord.

In formulating a policy on solicitation and acceptance of gifts, a nonprofit should seek to identify whether there are any classes or categories of potential donors, grant making organizations, or corporations that will create problems for the organization. If so, the organization should address those issues directly in its policy. Additionally, nonprofits will also want to include a process for addressing such situations when, and if, they arise. The more clearly the reasons for excluding certain classes of donors are articulated, the easier the decisions are to make when a gift is offered.

In her article, “The Perennial Question of Clean or Dirty Money” in the Grassroots Fundraising Journal, Kim Klein relays a true story about a small health center that accepted a large gift from a large known corporate polluter. It was argued that this corporation contributed to serious health problems in the region. The gift so outraged many major donors to the nonprofit that they stopped giving, and the organization subsequently went out of business the following year.1

Limits on the Types of Gifts that Will Be Accepted

In Tax Year 2013, 22.2 million taxpayers reported $51.6 billion in noncash charitable contributions.

These statistics further indicate the need for a gift acceptance policy. As gifts of all kinds are offered to nonprofit organizations, nonprofits need to have procedures and policies in place to govern any and all types of gifts.

Limits on the types of gifts that will be accepted may be influenced by some of the same considerations discussed above with respect to donors. It may be, for example, that your mission, core values, or concerns about public perceptions will affect your decision about whether to accept a particular type of property. For example, an organization which is opposed to accepting a donation from a tobacco company, may have a similar concern about accepting a donation of tobacco company stock or from a larger conglomerate that has tobacco as one of its business lines or subsidiaries. Again, the more clearly you articulate the reasons for excluding certain types of gifts, the easier the decisions are to make when a gift is offered.

Limits Based on the Practical or Financial Implications of Accepting a Gift

Often limits on the types of property that will be accepted arise from concerns about the practical, logistical, and/or financial implications of accepting a particular piece of property. In reviewing the practical and financial considerations of whether to accept a gift or not, a nonprofit must assess what costs or burdens will be associated with the acceptance of the gift. For example:

- A donated building may be encumbered by a mortgage, require extensive maintenance or repairs to meet building standards, or require environmental cleanup;
- A donated car may not be operational or may have been the subject of an odometer rollback (Donated vehicles may also be turned down due to the long list of special laws and regulations surrounding the acceptance of automobiles, trucks, and boats);
- Donated furniture may simply not be needed and may be difficult to dispose of;
- Gifts of securities, stocks, life insurance, charitable gift annuities, deferred gift annuities, charitable trusts, or bequests may require a level of sophistication to which your organization does not have access; and
- Rare or unusual collectibles may have the potential to be sold by the nonprofit organization for needed income, but it may be very difficult to locate a collector willing to pay top-dollar for the items.

In situations where an organization plans to solicit gifts of these or other types of property, the gift acceptance policy should spell out in detail any limits or conditions that are applicable. If such gifts are not anticipated, then the gift acceptance policy should describe the process that should be followed if they are, nevertheless, offered, or received.

Limits on the Purposes for Which a Gift Will Be Used

Sometimes donors want to designate terms for use of their donation. A donor may restrict his/her donation to be used for specific purposes, or to benefit a defined class of beneficiaries. Here too, the restrictions may conflict with the organization’s mission, run afoul of core values, be illegal, or create a situation where the organization is at risk of negative public perception.

Most common is the scenario where fulfilling the donor’s restriction will lead the organization to change its programmatic course. For example:

- An art museum may be offered a collection of works that are incompatible with the institution’s artistic objectives; or
• A research institute may be offered a donation to host a conference on a topic that it hadn’t planned to pursue.

Rarer are situations where the restrictions a donor wishes to place on a gift are illegal or morally-objectionable. For example:
• A donor may wish to restrict the gift only to program participants of a defined (not protected) class of individuals;
• A donor may wish to designate one person as the sole beneficiary of the gift; or
• A donor to a private school may restrict his/her gift only to students in the same class or grade level as his/her son/daughter.

Anticipating the Unexpected

To the extent possible, a gift acceptance policy should try to anticipate and address as many “what ifs” as possible. At a minimum, the policy should provide a procedure, or a list of criteria to be considered, to address gift compatibility issues as they arise.

A gift acceptance policy can be helpful to address unanticipated gifts by defining the organization’s process that will be used to determine whether a particular gift will be accepted. The process should be clearly defined, taking into account existing staff, board, and committee structures and assignments. Some decisions may be left to the Development Director or the Executive Director, while others may be taken to a board committee, executive committee, or even the full board.

The board should approve the final version of the gift acceptance policy.
BUILDING AND SHARING THE PLAN

Building the plan involves the “who, what, where, why, and how” of planning. This is where an agency takes the knowledge it has about its operations and constructs a disaster preparedness plan that it can use in the event of an emergency. It should be broad enough that it can be adapted to fit different scenarios but specific enough to provide clear direction for the agency and its leadership, especially the Response Team.

WHO IS INVOLVED IN CREATING THE PLAN?

Disaster preparation is not a management only process, but other employees, board members and key volunteers should be involved as well. When emergencies happen there is no way to know who will be first on the scene or who will be impacted. Employees and board members can provide unique and valuable input that may otherwise have not even been considered.

For example, the Office of Emergency Management for Oklahoma County knows exactly who they want to speak with in case of a large fire in a building. The first person they want to be in contact with is the Maintenance Crew Leader for the building. The Maintenance Leader should know everything there is to know about the layout of the building, potential fire hazards, or anything else the Emergency Responders may need to know so they can best handle the fire (Barnes, 2018). This type of input could easily be overlooked by a management only planning process since they don’t have experience or knowledge of this type of information.

Employees and key volunteers, including board members, should also be involved in the creation of the plan so that they are actively engaged in implementing the plan. If a disaster plan is just being told to employees, they may not really understand the plan and may be unprepared when a disaster happens. No one knows a plan better than its authors. Involving employees in its construction spreads out the investment and expertise in the plan to a wider team within the agency. Confusion can be avoided by including key stakeholders in the planning process so that they are involved in the planning process, know their roles, and provide information that better prepares everyone for any situation.

Many good resources for creating a plan are available online and at the end of this manual. Department of Homeland Security has many resources for building a plan for different scenarios from fire and earthquakes to cybersecurity and power outages. Their resources also include planning for
people with disabilities, campuses, pets and animals, seniors, and specific locations. https://www.ready.gov/plan

ORGANIZING EMPLOYEES AROUND THE PLAN

The design of a disaster preparedness plan can take time. The basic questions that need to be asked and answered do not need to be handled at once, but can be spread out by taking a few minutes at staff or board meetings. Using places where employees and board are already gathered to discuss specific components of the plan can create a comprehensive plan that covers a wide range of both common and uncommon disasters that can happen in the workplace – without unnecessarily overburdening staff.

It can also be useful to take a few minutes at staff meetings, a few times each year to review various aspects of the agency’s disaster plan. For example, as winter weather sets it, review the agency’s inclement weather policy. In the spring, review the agency’s plan for tornado response which might include the role of a Response Team and how the agency’s phone tree and notification system would work. Other meetings might discuss protocol for specific emergencies, like the event of a flood, fire, or earthquake.

Asking questions of staff around preparing for different scenarios also uses the wisdom of the team in planning. For example, these are some basic questions that could be used to help build a part of the plan that would prepare for a potential earthquake.

- Does everybody know we should drop, cover, and hold on?
- What happens afterwards? How’s our building? Are we going to stay here? If not, where would our agency go?
- Do we have food and water; do we need it, how much?
- Who’s going to stay here, and who needs to go check on family, loved ones, or pets? How are you going to get there? Do they know you’re coming?
- What immediate mission-related issues do we need to address with the staff that stay (e.g., onsite clients, sudden additional needs)? What happens to all that if the quake happens after hours? How can we do our normal jobs plus support all the other new needs?

These basic questions can cover a multitude of disasters that can occur. Since several disasters can have similar affects -- such as destroying the office -- they can be lumped together in the planning process. Clustering disasters in this manner will make the task of disaster preparation less daunting and create uniformity in plans.

**INvolVING VOLUNTEERS**

Volunteers can be a huge support group in a disaster. They could also be a serious hindrance if there is not a strong plan in place that addresses what to do with people who want to help. When making a disaster plan, how the agency will utilize volunteers needs to be included as part of the plan – or if they can be used at all.

For example, after the tornado in Moore that destroyed miles of neighborhoods, many concerned citizens stepped forward to volunteer to help emergency responders sort through the wreckage. Emergency personnel running the relief effort needed to ensure that those who were volunteering didn’t have alternative motives, like looting. Emergency personnel could only utilize the volunteer assistance from those who had already been through the screening process, which included a background check, and technical training in disaster relief.

If there isn’t a plan then staff likely won’t know what to do with them, and volunteers will be unprepared to act in a serious time of need. Plan for what volunteers can and cannot do in disaster scenarios. Not only plan, but train volunteers so they are ready at a moment’s notice to come in and help. If they aren’t trained and prepared, they likely won’t be helpful to the organization when it is needed most (Standards for Excellence, 2015, p. 355).

How will your volunteers:

- Be screened? (Interviews, application forms, background checks)
- Share important contact information and skills? (application form, emergency relief form)
- Trained to do their job? (onboarding, oversight, instruction)
- Supervised? (quality control, accountability, ethics)
- Thanked and celebrated?
TEST THE PLAN

It’s easy to make a plan and then never look at it again. A plan that is never reviewed is almost as useful as not having a plan at all. Unfortunately, organizations create a plan and then months, or years go by, and they don’t return to it or review it again. It’s not until a disaster hits and someone asks, “Do we have an emergency plan?” that the plan is dusted off and then reviewed. Filing the plan in a common place, sharing the plan with leadership, and reviewing the plan with employees and those named as part of the Response Team is a good discipline at least once a year.

The plan should be also tested when possible. Testing a plan will identify gaps in the plan, glitches in the communication process, and clarify points that may unnecessarily cause confusion. It is much easier to identify these vulnerabilities in a calm season, rather than during a crisis event. Teach and train everyone involved, and then see how they operate. Run mock disasters, do table discussions, give different scenarios and see if it works and if everyone knew what to do.

Plans should be constantly evolved and changed. They are not meant to be static or set in stone. The plans should be revisited and revised every 6 months or year and updated to account for changes in the organization, like expansion of staff, changing recommendations in disaster preparedness, and changes with community partners like fire, police and emergency management officials. Assuming the same plan will cover your organization for many years usually results in a plan that isn’t useable. You don’t have to rewrite the entire plan but reviewing what is out of date and updating what isn’t covered will correct current gaps in the plan. Just make sure after changes are made that everyone is aware of them. Then test it again.

DISTRIBUTE YOUR DISASTER PREPAREDNESS PLAN

Your employees and key volunteers need to know that not only that you have a plan, but where it is stored and what their role in it might be. It is recommended that all those named in the Response Team have current copies of the plan. Other members of the organizations senior staff and Executive Committee/ Officers, also have copies of the plan. The plan does not need to be shared with the public, especially if it has lists of contact information for board members, vendors, and other sensitive information.

Disaster Preparedness Plans are operational and do not necessarily need to be approved of by the board, but they can be. The board should always be kept informed when an emergency ensues and may need to play a critical role
in the response. The board will likely have been involved when approving components that relate to implementing the plan, such as insurance coverage and may need to be called on to make decisions during and after the event. Savvy management will keep the board informed and involved appropriately during a disaster. Who should have a copy of the plan is just as important as having the plan because those who are entrusted with it will be the ones who are called upon to implement it. Some parts of your plan may be relevant to all staff or board members, and those parts of the plan may be selectively distributed. Make sure that digital versions are available during an emergency which may mean storing it on a shared drive or emailing it to Response Team members so that it can be accessed if they cannot get into the office.
RESOURCES AND REFERENCES

Before and after a disaster it is important to know who to contact. These are the sources outside of our organizations that can help us prepare, or come in times of need to get back on track.

EMPLOYERS/EMPLOYEES

U.S. Equal Employment Opportunity Commission:
https://www.eeoc.gov/facts/pandemic_flu.html

US Occupational Safety and Health Administration (OSHA):
https://www.osha.gov/

U.S. Department of Labor: https://www.dol.gov

Oklahoma Department of Labor: https://www.ok.gov/odol/

OKJobMatch – App, for employment opportunities

FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)

FEMA is a federal agency under the Department of Homeland Security. In times of large scale disasters, they are often called for assistance. FEMA has the Public Assistance Grant Program, which provides funding for restoration services. The program provides grants for disaster recovery in cases where the President has made a disaster declaration. To apply for aid, an organization must fill out FEMA Form 009-0-49, which is with the extra materials.

The program can be used by nonprofit organizations with essential services including:

- Child Care Centers
- Libraries, Museums, and Zoos
- Community Centers
- Disability Advocacy and Service Providers
- Homeless Shelters and Rehabilitation Facilities
- Social and Human Services Organizations for Children, Youth, and Adults
- Senior Citizen Centers
- Houses of Worship

FEMA Contact Information
U. S. Department of Homeland Security
Federal Emergency Management Agency
Public Assistance Division
500 C Street, SW
Washington, DC 20472
GOVERNMENT OFFICES


Oklahoma Governor's Office: 405-521-2342

Oklahoma Department of Commerce: https://www.okcommerce.gov/

HEALTH AND ENVIRONMENT

Center for Disease Control (CDC): https://www.cdc.gov/

Center for Disease Control (CDC) -- Oklahoma: https://www.cdc.gov/cpr/epf/oklahoma.htm


Oklahoma State Department of Health: 877-215-9336 https://www.ok.gov/health/

Food Industry Association https://www.fmi.org/

US Environmental Protection Agency (EPA): https://www.epa.gov/

Oklahoma Department of Environmental Quality: 405-702-0100, https://www.deq.ok.gov/

LOCAL RELIEF

Red Cross of Oklahoma: https://www.redcross.org/local/oklahoma.html

- Central and Southwest Oklahoma: 601 NE 6th St., Oklahoma City, 405-228-9500
- South Central and Southeast Oklahoma: 232 N Broadway, Shawnee, 405-273-8800
- Northwest Oklahoma: 408 S Main, Stillwater, 405-372-1833
- Northeast Oklahoma: 10151 E. 11th St., Tulsa, 74128

Oklahoma Department of Emergency Management: 405-521-2481, https://www.ok.gov/OEM/

PREPAREDNESS PLANNING

Department of Homeland Security: https://www.ready.gov/plan


Oklahoma Department of Emergency Management: https://www.ok.gov/OEM/

OFB-EZ Mobile App- to assess your organization and create a disaster plan. It is offered for free by Servpro, a national level restoration company. The content of the app is also available online.

SCHOOLS

Ardmore Public Schools: https://www.ardmoreschools.org/

Enid Public Schools: https://www.enidpublicschools.org/

Oklahoma City Public Schools: https://www.okcps.org/Page/1

Tulsa Public Schools: https://www.tulsaschools.org/

US Department of Education: https://www.ed.gov/
SAMPLE DISASTER PREPAREDNESS PLAN: OKLAHOMA CENTER FOR NONPROFITS
Disaster Response, Recovery, and Crisis Communication Plan

Plan Introduction

The purpose of this document is to identify and address the critical factors that may affect Oklahoma Center for Nonprofits in the event of a national, regional, or local emergency, disaster, or another unexpected event.

Our priorities are to:
- Secure the safety and well-being of all Center staff and program participants
- Protect our business property
- Safeguard our assets
- Provide an operational guideline for recovery

Principles that guide our actions:
- Open and continuous communication with our staff, board members, and program participants
- Respect for privacy and dignity of all people
- Quick action and response
- Support for those directly affected

We recognize that while disaster planning can address some likely events, there are other emergency situations that cannot be predicted. Therefore, Oklahoma Center for Nonprofits has designated a response team to provide the structure, policies, and principles for action in the event of an emergency.

Approved by Executive Committee, August 13, 2018
Approved by Board of Directors, August 23, 2018
Responsibilities of Oklahoma Center for Nonprofits’ Disaster Response Team

The Disaster Response Team is comprised of designated Center staff and at least one member of the Board of Directors.

The following staff positions serve on the Response team:

- President & CEO
- Vice Presidents of Finance and Accounting
- Director of Operations
- Development Coordinator
- Executive Assistant to the President & CEO

The team is responsible for the development, periodic review, and implementation of this plan. In the event of an emergency, the Center’s Response Team will meet (by digitally or in person) to assess the situation and develop a specific plan of action in response to an emergency.

Response Team Objectives/ Roles

In the event of an emergency, crisis or other disaster, the Center’s Response Team’s tasks are:

Information Gathering and Assessment
- Gather information quickly
- Gather all relevant and accurate details
- Assess the need for immediate intervention and mobilize resources

Immediate Actions
- Secure the safety of people and property
- Evaluate damage and possible consequences
- Set up alternative plans, if needed, to continue regular business operations
- Minimize the impact and loss
- Return to normal operations as soon as possible

Communication
- Respond promptly to multiple audiences (staff, volunteers, board, members, participants, vendors, funders, partners, media, general public)
- Organize a telephone network to inform people of necessary information
- Calm fears, stop rumors, reduce uncertainty
- Plan for a public statement/press release
- Ensure the privacy and dignity of all people
- Protect the Center’s credibility and reputation

Assessment
- Conduct post-crisis evaluation and revise plan as needed
<table>
<thead>
<tr>
<th>Position Title (Staff &amp; Board)</th>
<th>Name</th>
<th>Offsite Location Cell Phone E-mail</th>
<th>Primary Roles on the Response Team</th>
<th>Back Up Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>President &amp; CEO</td>
<td>Marnie Taylor</td>
<td>Central OKC 405-555-5555 <a href="mailto:mtaylor@okcnp.org">mtaylor@okcnp.org</a></td>
<td>Assessment, Planning, Public Communication</td>
<td>Danial Billingsley</td>
</tr>
<tr>
<td>VP of Finance and Accounting</td>
<td>James Arnold</td>
<td>NW OKC 404-555-5555 <a href="mailto:jarnold@okcnp.org">jarnold@okcnp.org</a></td>
<td>Response, Safety, Security, Assessment, Planning, Internal POC for Programs Dept.</td>
<td>Janetta Cravens</td>
</tr>
<tr>
<td>Director of Operations</td>
<td>Matt Cordray</td>
<td>NW OKC 405-555-5555 <a href="mailto:mcordray@okcnp.org">mcordray@okcnp.org</a></td>
<td>Response, Safety, Security, Assessment, Planning, Internal POC for Development Dept.</td>
<td>Kim Leveridge</td>
</tr>
<tr>
<td>Development Coordinator</td>
<td>Debra Hull</td>
<td>Tulsa 918-555-5555 <a href="mailto:dhull@okcnp.org">dhull@okcnp.org</a></td>
<td>Response, Safety, Security, Assessment, Planning, Internal POC for Tulsa Staff</td>
<td>Mandy Fair</td>
</tr>
<tr>
<td>EA to Pres &amp; CEO</td>
<td>Krisi Birk</td>
<td>Edmond 405-555-5555 <a href="mailto:kbirk@okcnp.org">kbirk@okcnp.org</a></td>
<td>Response, Safety, Security, Assessment, Planning, Internal POC for External Affairs Dept.</td>
<td>Sara Jane DelMonte</td>
</tr>
<tr>
<td>Board Chair</td>
<td>Craig Knutson</td>
<td>Norman 405-555-5555 <a href="mailto:cknutson@pottsfamilyfoundation.org">cknutson@pottsfamilyfoundation.org</a></td>
<td>Assessment, Planning, POC for Board of Directors</td>
<td>Kathy Williams</td>
</tr>
</tbody>
</table>
Risk Assessment

Events assessed by the Oklahoma Center for Nonprofits that could disrupt business:

- **Natural Disasters** – tornado, fire, flood, earthquake
- **Civil Disruptions** – terrorism, riot, police action, bomb threat
- **Criminal Activity** – burglary, workplace violence
- **Technology Emergency** – computer virus, corruption of critical data
- **Health Emergency** – illness, infectious disease, epidemic, contamination
- **Travel Emergency** – automobile accident, transportation delays
- **Loss of Essential Members** – serious illness or death
- **Loss of Access to Workplaces** – office building or community emergency
- **Loss of Intellectual Capital** – loss of information and intuitive processes
- **Loss of Financial Capital** – loss of major funder or donor, fraud, unanticipated contract loss, banking system shutdown

Steps taken in completing the Risk Assessment

1. Identify specific scenarios/situations that are most relevant to our program focus, location, and community.
2. Prioritize the potential crises to focus our need for planning and action
3. Answer these questions:
   - How likely is each event/crisis to occur?
     - Within 1 to 2 years
     - Not very likely
     - Unable to predict
   - What is the anticipated duration of disruption?
     - Short term
     - Long term
     - Ongoing
   - What is the potential impact on the organization should this occur?
     - Minimal
     - Marginal
     - Major
   - Who would be most affected?
     - Staff
     - Clients
<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>TYPES OF EVENTS</th>
<th>PRIORITY (1…10)</th>
<th>LIKELIHOOD</th>
<th>POTENTIAL IMPACT</th>
<th>WHO WOULD BE MOST AFFECTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural Disasters</td>
<td>tornado, fire, flood, earthquake</td>
<td>4</td>
<td>Unable to predict</td>
<td>Major</td>
<td>Staff</td>
</tr>
<tr>
<td>Civil Disruptions</td>
<td>terrorism, riot, police action, bomb threat</td>
<td>10</td>
<td>Unable to predict</td>
<td>Minimal</td>
<td>Staff</td>
</tr>
<tr>
<td>Criminal Activity</td>
<td>burglary, workplace violence</td>
<td>7</td>
<td>Unable to predict</td>
<td>Major</td>
<td>Staff</td>
</tr>
<tr>
<td>Technology Emergency</td>
<td>computer virus, corruption of critical data, telecom interruption or shutdown</td>
<td>9</td>
<td>Unable to predict</td>
<td>Marginal</td>
<td>Staff</td>
</tr>
<tr>
<td>Health Emergency</td>
<td>illness, infectious disease, epidemic, contamination</td>
<td>1</td>
<td>Unable to predict</td>
<td>Minimal</td>
<td>Staff</td>
</tr>
<tr>
<td>Travel Emergency</td>
<td>automobile accident, travel delays</td>
<td>2</td>
<td>Unable to predict</td>
<td>Marginal</td>
<td>Staff</td>
</tr>
<tr>
<td>Loss of Essential Members</td>
<td>serious illness or death</td>
<td>6</td>
<td>Unable to predict</td>
<td>Major</td>
<td>Staff</td>
</tr>
<tr>
<td>Loss of Access to Workplaces</td>
<td>office building or community emergency</td>
<td>5</td>
<td>Unable to predict</td>
<td>Major</td>
<td>Staff</td>
</tr>
<tr>
<td>Loss of Intellectual Capital</td>
<td>loss of information and intuitive processes</td>
<td>8</td>
<td>Unable to predict</td>
<td>Major</td>
<td>Staff</td>
</tr>
<tr>
<td>Loss of Financial Capital</td>
<td>loss of major funder or donor, fraud, unanticipated contract loss, banking system shutdown</td>
<td>3</td>
<td>Unable to predict</td>
<td>Major</td>
<td>Staff</td>
</tr>
</tbody>
</table>
Business Continuity Plan

Oklahoma Center for Nonprofits Business Continuity Plan addresses the following areas:

- **Preparation** – actions that have been taken prior to disaster, crisis event, emergency
- **Response** – steps to be taken immediately after an emergency or interruption to the business
- **Recovery/Restoration** – steps to be taken to restore some functionality so that some level of business can be offered while restoring the organization to its original status prior to the interruption

<table>
<thead>
<tr>
<th>Event</th>
<th>Preparation</th>
<th>Response</th>
<th>Recovery/Restoration</th>
</tr>
</thead>
</table>
| Natural Disasters| *Office evacuation plan  
*Office smoke detectors and fire extinguishers | *911  
*Contact staff and participants | *Business insurance  
*Continue operations from alternate locations  
*Reschedule activities |
| Civil Disruptions| *Office evacuation plan  
*Designated alternate locations  
*Remote Access | *911  
*Contact staff and participants | *Continue business operations from alternate locations  
*Reschedule activities |
| Criminal Activity| *Preventative measures  
*Business insurance  
*EAP | *911  
*Contact police and file a report | *File business insurance claim |
| Technology Emergency| *Backup of computer systems housed off-site  
*Restoration of backups tested regularly  
*Virus protection software  
*Multiple communication methods | *Contact tech support vendors | *Restore from back up data |
| Health Emergency | *Alternate locations  
*Telecommuting  
*Remote access to data  
*PTO | *Assess the situation and explore travel alternatives  
*Contact staff and participants  
*Reschedule activities | *Work from home  
*Send alternate staff  
*Reschedule activities |
| Travel Emergency | *Phone tree  
*Multiple methods of communication  
*EAP | *Ensure safety of staff  
*Explore travel alternatives  
*Contact staff and participants | *Arrange for possible completion of activities by other staff  
*Reschedule activities |
<table>
<thead>
<tr>
<th>Event</th>
<th>Preparation</th>
<th>Response</th>
<th>Recovery/Restoration</th>
</tr>
</thead>
</table>
| Loss of Essential Members     | *Succession planning  
*Cross training  
*EAP                          | *Contact board and staff  
*Implement succession plan  
*Share responsibilities                      | *Hire or promote to fill position |
| Loss of Access to Workplaces  | *Multiple locations/Telecommuting  
*Business insurance  
*Inventory of property updated annually | *Work from multiple locations  
*Contact property management company            | *Relocate office location if necessary         |
| Loss of Intellectual Capital  | *Succession planning  
*Cross training  
*Position SOP’s  
*Leadership development  
*Information sharing                     | *Contact staff  
*Recreate loss of information and processes  
*Share responsibilities                      | *Hire or promote to fill position |
| Loss of Financial Capital     | *Cash reserves of at least three months  
*Contingency budget plan  
*Line of credit optional  
*Internal controls                     | *Contact staff  
*Contact customers and vendors                    | *Contingency budget plan is implemented         |
Emergency/Crisis Communication Plan

Priority Audiences

- Staff and their families, volunteers, and board members
- Members, clients, participants
- Funders and key business partners
- Media and general public

Advance Preparation/Ongoing

- Up-to-date contact lists, accessible to several people in multiple locations (Location on Common/Admin/HR/Staff Phone List)
- Current staff schedule and travel information, accessible to several people in multiple locations (Outlook Calendar)
- Media contact list, accessible to several people in multiple locations (Located on Common/EA/Communications/Media/Media List)
- Telephone tree system (CEO contacts her direct reports, then contact their direct reports, etc.)

Immediate Action

- Define the message to be communicated and whom to contact for additional information
- Make personal phone calls, whenever possible, to staff and their families, and the board of directors
- Send e-mail messages to other audiences
- Post press release or other messages on the Center’s web site and other social media
- Send press release via e-mail

Media Procedure

Oklahoma Center for Nonprofits (the Center) is committed to open and honest communication regarding the release of information. The Center will protect the privacy of personal information of its clients, members, participants, employees, volunteers, and board members. The Center will not comment on individual situations, but will present a statement of organizational position as needed.

If an occasion arises that requires media contact:

- President & CEO, with assistance from Center’s Disaster Response Team and External Affairs Department, determines if a press release is needed and what points are to be covered in the press release.
- Director of Communications drafts the press release. President & CEO and VP of External Affairs review the release.
- President & CEO and VP of External Affairs decide the audiences for the release – clients, staff, board members, partners, funders, and media.
- Director of Communications distributes the press release through relevant social media
- All media inquiries are referred to the Center’s President & CEO. If the President & CEO is not able to be reached, all media should be referred to VP of External Affairs.
• Director of Communications prepares all staff for media calls – how to respond to and refers callers.
ATTACHMENT A: EVACUATION AND SHELTER MAP

Back of Building (Train Tracks)

Front of Building (Parking Lot)

Evacuation Meeting Spot

Across the street in the field

Evacuation Routes

Severe Weather ‘Safer Place’
Evacuation Meeting Spot

Fire Extinguisher
SAMPLE DISASTER PLAN:
INFANT CRISIS SERVICES
Internal Tornado Disaster Procedures

Emergency items to have in safe rooms:
Weather radio  Flashlights  Bottled Water
First Aid Kit  Extra batteries  Infant Supplies (diapers, wipes, bottles, formula)

Duties:
If the tornado sirens sound an announcement over loud speaker should be made by Miki or one of the other Directors:

- Attention please. All personnel please begin tornado evacuations. Visitors please gather your children and follow staff members to the safe room immediately. (REPEAT)

Client Services Coordinators:
- As advised by the Manager of Client Services or the Direction of Operations, client services coordinators should call clients to inform them of the predications of tornado activity and encourage them to reschedule.

Manager of Client Services (BabyMobile Program Manager is back-up):
- During the tornado evacuation, ensure all people in client check in, playroom, clothing room, client bathrooms, and check out are escorted to the break room/safe room or server room/safe room.

Volunteer Program Projects Coordinator (Facilities Coordinator is back-up):
- During the tornado evacuation, ensure all people in warehouse and warehouse restroom are escorted to break room/safe room or server room/safe room.

Director of Operations/ Director of Volunteer Programs:
- Open server room/safe room door in anticipation of tornado as this room remains locked and requires fingerprint entry.
- Keep close watch on the storm and weather alerts.
- During the tornado evacuation, ensure all people in staff bathrooms, board room, kitchen and administrative area are escorted to either break room or server room safe rooms.
- Perform Facilities Coordinator’s and BabyMobile Manager’s duties in his/her absence.

Facilities Coordinator (Director of Operations/Director of Volunteer Programs is back-up):
- Remove tables and chairs from safe room, replacing with several folding chairs.
- If a tornado seems likely, ensure all company vehicles are in the safest spot possible before tornado sirens begin sounding.
- Perform Volunteer Program Projects Coordinator’s duties in his/her absence.

BabyMobile Program Manager (Director of Operations/Director of Volunteer Programs is back-up):
- Ensures BabyMobile staff and volunteers are weather aware and know about designated safe areas.
- Performs Manager of Client Services’ duties in his/her absence.
Infant Crisis Services Internal Disaster Relief Plan

Infant Crisis Services
Internal Disaster Relief Plan

In the event of a large-scale natural disaster in our immediate service area, Infant Crisis Services will implement its Internal Disaster Relief Plan.

*Should Infant Crisis Services’ facility be damaged and uninhabitable, service delivery will cease for a minimum of ten days, during which time Infant Crisis Services’ Emergency Continuity Plan will be implemented.

In all other large-scale natural disasters, the following steps will be taken:

Human Resources
- All staff will be contacted to insure everyone’s personal safety and assess any needs staff may have related to the disaster. All staff are encouraged to communicate directly with their supervisor. ICS will develop a work schedule of staff able to be present at work, as well as a leave schedule for those in need of time off. All schedules will be communicated to staff in a timely manner.

Directors
- Establish a schedule for daily staff briefings
- Establish an internal “Command Center”. Command Center will:
  - Accept and funnel all phone calls
  - Coordinate and schedule receipt and delivery of donations
  - Provide master schedule of disaster relief locations, donation deliveries, media requests and any changes to main location service delivery
- Determine what donations will be accepted and communicate to Command Center
- Determine product drop-off locations
- Provide clear and consistent messaging for staff, volunteers and the general public regarding service delivery and donation acceptance.

BabyMobile Services/Client Services
- Implement BabyMobile/Client Services Disaster Relief Plan
- Coordinate with Red Cross and participate in VOAD as requested
- Obtain Red Cross damage assessment list as soon as available
- Communicate all BabyMobile service locations to Command Center
- Determine cut-off date for services and identification requirements for disaster relief clients
- Determine amount of additional services for disaster relief clients
Infant Crisis Services Internal Disaster Relief Plan
Continued

Volunteer Programs
- Activate on-call disaster relief volunteers as needed
- Prep workspace for large group volunteers
- Activate on-call volunteer delivery drivers as needed
- Relay volunteer schedule to Command Center
- Coordinate with BabyMobile Services to address any volunteer needs in the field

Facilities
- Prepare vendor storage areas for donation overflow
- Prepare workspace for large group volunteers
- Secure rental trucks as needed for deliveries/pick ups
- Insure BabyMobile staging area remains fully stocked
- Insure inventory control procedures are in place
- Secure off site storage as needed
Infant Crisis Services Severe Weather Plan

Severe Weather Plan

It will be the practice of the organization to be weather aware during our severe weather season. Severe thunderstorms and hail are not necessarily reasons to cease the operations of the agency; however, we may choose to cancel or shorten BabyMobile visits under these weather conditions. Tornadic activity may be reason to cease the operations of the agency. The Executive Director in collaboration with the Director of Operations and Finance or their designees will make weather related decisions regarding serving clients and giving staff the option to stay or leave the agency in severe weather instances.

Because each weather occurrence is different there will be the utmost consideration given for the safety of our clients, volunteers and staff. Should the weather predictions be severe enough to warrant closing for operations the building will remain open for staff and volunteers to seek safety in one of our safe rooms. Please note however due to safety and security reasons we cannot allow people, including staff members and volunteers, to use the building as their personal shelter when the building is closed (i.e. hours outside of normal business operations). In the cases where severe weather requires closing during business operations, the building will remain open for staff and volunteers to stay until the severe weather passes.

There is no perfect plan, however please know that management will always make decisions with employee safety in mind. Oklahoma weather is very unpredictable so please think about your own personal plan in relation to severe weather.

Warning Systems

**Tornado Watch** - Tornadoes are likely to occur in the watch area. Be ready to act quickly and take shelter, and check supply kits. Monitor radio and television stations for more information.

**Tornado Warning** - Imminent threat - A tornado has been sighted in the area or has been indicated by radar. Take shelter immediately.

Your local emergency management office can provide information about your community’s tornado warning system.
Infant Crisis Services Facilities/Volunteer/Vendor Plan

Alex

- Ordering Pallets (Food Bank)
- Order Pallet Boxes/Baby Mobile Boxes (Budget Box & Bag)
- Penske Truck Rental
- Set Up Warehouse
- Box Truck loaded for reload of Baby Mobile
- Walkie Talkies checked out
- Mobile Mini Ordered (if necessary)
- Call Trash/Recycle to increase

Renee

- Text/Call volunteers night before
- Have a hub meeting
- Call offsite storage
- Organize offsite volunteers
- Designate Roles
- Vests/nametags
- Set up stations
- Prepare for large boxes/pallets to pack goods and diapers
- Clothing relocated
- Emergency label packets ready
- Call Buy For Less for Baby Mobile
Babymobile Disaster Plan

Infant Crisis Services
Disaster Services Plan

In the event of a disaster, Infant Crisis Services’ BabyMobile may travel to the disaster area to disperse emergency baby items to families in need. The main service area is Oklahoma county, as well as Canadian, Cleveland, Kingfisher, Lincoln, Logan, Pottawatomie, and Seminole counties. Any counties outside of the main service area will be considered on a case by case basis.

I. Clients that identify as disaster victims (preferably through a Red Cross referral – though not required) will receive extra disaster relief services. No additional proof is needed. The “Disaster Relief” form will be used instead of the “Services Provided” form on the Apricot Database.

II. Disaster response will take precedence over the regularly scheduled BabyMobile locations. If possible, the Manager of BabyMobile Services will make every effort to include the regularly scheduled locations. Other vehicles may be used to distribute items at regularly scheduled locations, and/or the date(s) and time(s) may be adjusted or cancelled.

III. Disaster relief clients may receive anywhere from 5 to 10 extra “disaster relief” visits per child, depending on the severity of the situation. The Manager of Client Services and Director of Operations will determine the total number of disaster relief visits allowed, within one week of the disaster occurrence. The extra disaster relief visits do not interfere with the standard (5) allowed visits per child. Infant Crisis Services will serve children under the age of four. Older children may be considered on a case by case basis.

IV. The amount of supplies given at each visit may vary depending on the severity of the disaster and the amount of donations received. If possible, emergency kits with extra donated items will be assembled and given out to disaster relief clients.

V. The Executive Director and Director of Operations will consider purchasing car seats and cribs to be distributed to disaster relief clients, depending on available funds and the client needs.

VI. Within one week of the disaster occurrence, the Manager of Client Services and Director of Operations will determine a “cutoff” date to discontinue disaster relief services. Any disaster relief referrals received after the cutoff date will be considered on a case by case basis. Two months after the disaster, the Manager of Client Services and Director of Operations will determine whether proof of disaster relief services is required. Examples – FEMA card, Red Cross Referral etc...

VII. Client Services staff (and additional staff) will be on call and may be required to work extended hours to serve clients on the BabyMobile in the disaster areas. When necessary, on call volunteers will be utilized.

VIII. The Manager of BabyMobile Services will coordinate with the Communications Coordinator to communicate BabyMobile schedule changes and disaster relief via social media and website.

IX. Infant Crisis Services will also take disaster victims at the main office. The main office will also serve as a donation collection center. Infant Crisis Services may also be able to provide volunteers, when needed.
Example of Disaster Relief Training Information

Disaster Relief Training Information

**Location:** Platt College

201 N. Eastern Ave. Moore, Ok

**Contact Person:** Judith Cope: [Contact Information]

- Shift 2: 3pm-7pm

**Overview:**

Volunteers will be distributing food, formula and diapers to families in need under the direction of Judith Cope, Outreach Coordinator. She will need assistance setting up the distribution area, filling requests for food, formula and diapers for disaster victims and breaking down the distribution area at 7pm. Judith may also have other tasks she needs assistance with not listed above. We appreciate flexibility with tasks.

**Directions** from I-35 south: take NE 27th street exit. Go East to EASTERN and turn right, Platt College is on the right side of the street across the street from Moore High School. Platt College is on the corner of Eastern and Main.

**Dress**

There is a high possibility of rain and uncomfortable weather on Thursday and Friday. You will be outdoors. Please bring rain gear. Sunday will be hot/sunny- bring Sunscreen. Tennis shoes are **highly recommended** due to the debris and walking in tornado affected areas.

**Phones**

Cell reception is not good in Moore. Phone calls are not easy to make and receive, but text messaging is usually successful. Please do not take photos of the children and families.

PLEASE NOTE: If numbers dwindle down or weather is inclement someone will call you off for the evening.
Infant Crisis Services Collaboration Plan with Red Cross

**Red Cross Natural Disaster Plan**

*Natural Disaster Occurs*

- **Red Cross Damage Assessment**
  - Typically lasts 3-4 days
  - Determine size and scope
  - Determine #’s & specific addresses affected
  - Decided resources needed

- **VOAD Conference Call**
  - Typically within 24-48 hrs
  - Will receive notification via email
  - Report of current activity
  - Example: Salvation Army Feedings
  - Potential to find immediate site to serve clients? (Not through Red Cross)

  - **Red Cross decides best option**
    - Fixed Site (Mark)
    - Outreach
    - Blended Model

  - **Possibly determine immediate (temporary) site to serve clients?** (Not through Red Cross)

  - **Red Cross calls external partners**
    - Shares plan/#’s/answers ?’s
    - Determines our criteria & referral needs

- **Red Cross Begins Client Intake**
  - RC refers clients either to main office or mobile site. They will screen based on our criteria and send official paper referrals if needed. They will also give us the damage assessment list.
WORKS CITED


Hampton, Deborah and Stuhr, Crystal. Disaster Preparation for Nonprofits, Interview, July 31, 2018.
