



**DISASTER RESPONSE:  
FROM RELIEF TO RESILIENCY**  
*INSIGHTS & IMPACT 2019*

## Welcome to Insights & Impact!

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Common Impact has had a front-row seat to the swiftly changing corporate social responsibility landscape over the past twenty years. We've watched companies move from viewing community engagement as a compliance function to what is now a mandate for businesses to be true, integrated community actors. In a now-famous letter to investors in 2017, Black Rock CEO Larry Fink insisted that a company's profits and purpose are inextricably linked, and that an equal focus on all stakeholders (shareholders, employees, customers, community) will be what makes companies sustainable and competitive. In August 2019, this clarion call was answered when the Business Roundtable, a collection of CEOs representing the world's largest companies, made the bold statement that shareholder value isn't everything, and that investing in employees and the environment are necessary components of economic and business vitality.

These are powerful words from powerful actors, and they need to be followed by wide-scale tangible action in order to be realized. At Common Impact, we know that some of the strongest assets a company can bring to bear on these large mandates are the talents, know-how and passions of its people. We're launching this annual Insights and Impact report to help translate these big ideas into action through skilled volunteerism.

Our inaugural report focuses on an issue that is increasingly affecting our communities – natural and man-made disasters. The impact of these crises increasingly demands the private sector's attention. Yet companies are still figuring out the best role they can play in responding to the acute needs brought on by environmental and man-made catastrophe. **Leveraging our decades of experience locking arms with local nonprofits and global companies, we're helping to define a stronger, more effective approach to corporate engagement in disaster relief and resiliency.** We conducted extensive research to better understand the critical role pro bono service can play, speaking to corporate, nonprofit and public sector practitioners who have years of firsthand experience supporting communities to prepare and recover from disaster.

Thank you for reading our insights and sharing your own.

Yours in Service,



**DANIELLE HOLLY**  
CEO, Common Impact

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## Overview

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There is a stronger, more strategic role that companies can play by leveraging skills-based volunteering to invest in a community's resilience.

This report shares **our findings, an approach and practical tools** to enable companies to tap into the skills and know-how of their employees and equip our communities to anticipate, survive and bounce back from disaster.

## The Rising Need

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**The past several years have seen an unprecedented uptick in catastrophic natural and man-made disasters in the United States.** The International Monetary Fund predicts that the rate of natural disasters will continue to rise due to the effects of climate change, with nearly every type of weather event becoming more common by the end of the century. Indeed, a recent Conference Board study demonstrated that **companies are anticipating a continued rise in disasters and are updating their disaster response plans to manage more frequent occurrences.**

2017 brought the highest costs on record for U.S. weather and climate disasters, with costs exceeding \$306 billion. Man-made disasters, such as the monthly - sometimes weekly - mass shootings, the expanding lead water crises, the detention of immigrant communities on the southern U.S. border and the deepening polarization of our political climate are all giving way to a more acute need for communities to respond immediately and collaboratively.



## The Corporate Response

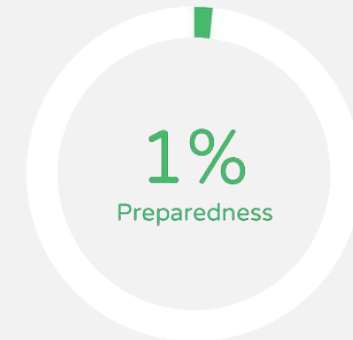
**American companies have met this rising need with a significant increase in investment.** In 2000, less than one third of the world's 3,000 largest companies donated to disaster relief. By 2015, more than 90% of companies were donating, with median corporate giving rising by 15% over the past three years.

While companies have been quick to provide funding, launch donation drives or support advocacy efforts when disaster occurs, their actions disproportionately address immediate relief needs. A report by the Conrad N. Hilton Foundation finds that 70% of giving occurs within the first two months after a disaster strikes. The Center for Disaster Philanthropy reports that only **1% of corporate sector giving goes towards preparedness and .8% towards resilience, risk reduction, and mitigation** combined. This pattern of reactive giving is understandable, given the very human instinct to support immediate suffering, but it fails to foster **resilient communities** that are poised to recover efficiently and equitably from a crisis.



### RESILIENCE

The capacity of communities to survive, adapt, and grow despite chronic stresses and acute shocks



## Taking a Stand

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As part of the expanding corporate mandate, companies have increasingly assumed positions on social and human rights issues that were once considered taboo. **CEOs and corporate leaders have begun to take a strong stand on issues like gun violence and immigration, and are using the economic might of their companies to back up their words with actions.** On immigration, over 400 CEOs signed a letter encouraging President Donald Trump to preserve the DACA program that protects children of undocumented immigrants. Chobani founder, Hamdi Ulukaya, backed up his pro-immigration rhetoric with the development of the Tent Foundation and refugee-supporting employment programs. On gun violence, large retailers such as Walmart – with unmatched influence over suppliers – have limited or banned the sale of the assault rifles that enable mass shootings. While many of these leaders and companies are motivated to take these stands because they feel it’s the right thing to do, there is also increasing employer and customer expectation that they do so. In fact, a recent Edelman Trust Barometer poll of 33,000 individuals demonstrated that **84% of people expect companies to inform conversations on policy debates, and 56% have no respect for CEOs that remain silent on important issues.**



## THE DRIVERS OF CORPORATE ENGAGEMENT

Whether it’s an environmental or man-made disaster, companies are increasingly central to the conversation on community resilience due to increasing business and societal pressure. **Here are the four main drivers of corporate engagement in this arena.**

- 1 COMMUNITY NEED:** Disasters are increasing in prevalence, severity and visibility due to climate change, geopolitical forces and increased media coverage.
- 2 CONSUMER & BRAND PERCEPTION:** Today’s public expects the private sector to take action on social and environmental issues, with nearly 90% of consumers favoring companies who support such causes.
- 3 EMPLOYEE INFLUENCE:** Companies are working to engage and retain an increasingly civically-minded workforce that wants social impact to be a part of their private sector roles.
- 4 BUSINESS CONTINUITY:** The continued economic and social health of the localities in which firms operate is imperative to business outcomes.

## A New Approach

Based on our findings and experience developing cross-sector community solutions, Common Impact has defined the following approach to maximize the impact of private sector support.

### 1. FOCUS ON PREPAREDNESS

Companies recognize the threat disasters pose to their communities, their employees and business operations. While corporate internal resiliency initiatives have strategically focused on business continuity and risk mitigation, their philanthropy and volunteerism remains largely reactive, spurred only by the latest crisis.

**Vulnerable Organizations:** A significant preparedness gap exists within the service sector. A 2018 survey by the Nonprofit Association of Oregon found that nearly 90% of the state's nonprofits recognized a high likelihood of their county experiencing disaster, but over 50% lacked a plan for how to continue operations in the event of such an emergency. These results have been replicated across the country, revealing that the majority of the organizations that support our communities to weather crises are ill-equipped to weather them themselves.

**Vulnerable Populations:** Individuals that are already economically vulnerable or disenfranchised are disproportionately impacted by disaster. While it can be challenging to think of where to focus your preparedness efforts before disaster strikes, starting with the organizations that support a region's most vulnerable populations is a safe way to ensure your resiliency investment will make a difference.

**THE UPSHOT:** Companies are uniquely positioned to fill the preparedness gap because they have already developed translatable expertise in business continuity, risk mitigation and contingency planning. **Companies have a significant opportunity to leverage those skills in their disaster philanthropy and service through skilled volunteering.** This type of support also lends itself to a more sustained, prolonged engagement with their community partners.



### CALL TO ACTION

It can be challenging to make a case for investing in disaster response *before* a crisis moves your firm to action. Use [Common Impact's Measurement Framework](#) on p. 9-11 to quantify how building local resiliency will benefit your community, consumers, employees and shareholders.

## 2. SEPARATE YOUR RESPONSE AND RESILIENCY EFFORTS

Corporate talent is a largely untapped resource in disaster support initiatives. Align your company's core competencies with your monetary, product and in-kind donations and think strategically about which resources are right for which phase of response. Financial donations are typically the most effective at the moment of crisis. In-kind donations, if there's an articulated need, can also support in immediate response. Service and volunteerism is often a company's most powerful tool for resiliency.

**THE UPSHOT:** In the immediate aftermath of a disaster, send donations and trained boots-on-the-ground to fuel existing relief efforts. **Once immediate needs are met, leverage skills-based volunteerism** to provide sustained relief and to build a more resilient network of service providers for the next disaster.



Dollars



Direct Service Volunteers



Volunteers



Product

### CALL TO ACTION

Reference Common Impact's [Pro Bono Crisis Project Portfolio](#) for sample initiatives that build the resiliency of community partners by leveraging common corporate skills and expertise.



### 3. YOU'RE NOT THE EXPERT

A common refrain among emergency workers is “*all disasters begin and end locally.*” Familiarizing yourself with local issues and actors before an emergency is on the horizon will provide you with an informed understanding of community needs and enable you to design a holistic, place-based intervention that builds upon existing efforts.

**THE UPSHOT:** Identify partners and define interventions in advance. When considering partners, look beyond the cities and towns that are the focal point of media attention. The radius of a disaster is often much wider than headlines would have you believe. Relatedly, the organizations most pivotal to long-term recovery are often not first responders, but rather the local homeless shelters, food banks and mental health counselors that sustain a community after news crews and donations fade away. Consider the needs of your existing grantees and connect with your local [VOAD](#) chapter for recommended regional responders.

#### CALL TO ACTION

Ask prospective partners to take Common Impact’s [Organizational Resiliency Assessment](#) to identify gaps in their disaster preparedness. Their results will inform where to direct skilled volunteer resources.







## Measuring What Matters: A Framework

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Anticipating and measuring the impact of corporate engagement in disaster response and resiliency is critical to ensuring that companies are engaging in a way that makes sense for the community and their business. While the primary measures of success will vary based on type of business, location and issue area, there are some basic principles that we've developed over the years to help companies think about how to invest their time, skills and dollars.



## Measurement Framework

### OUTPUTS

*What is created or contributed as a product of your activities?*

**COMMUNITY:** Service hours, product donation, dollars invested

**EMPLOYEES:** Engagement in community resiliency efforts

**CONSUMERS:** Media or press coverage sharing company's investment

**BUSINESS:** Local business continuity

### OUTCOMES

*What is directly achieved as a result of your activities?*

**COMMUNITY:** Faster recovery times and resumption of services following peak in acute needs

**EMPLOYEES:** Deeper loyalty to region and company

**CONSUMERS:** Brand recognition and corporate citizenship perception

**BUSINESS:** Business resiliency

### IMPACT

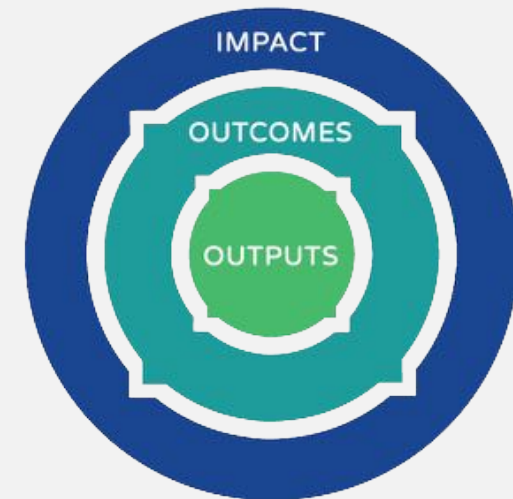
*What is realized over the long-term as a result of your activities?*

**COMMUNITY:** Community stability and vitality

**EMPLOYEES:** Increased retention

**CONSUMERS:** Loyal, value-aligned customer base

**BUSINESS:** Firm performance and competitive advantage



### FOUR DIMENSIONS OF CORPORATE ENGAGEMENT

- 1** **COMMUNITY:** Identifying the right community partners and social and environmental issues
- 2** **CONSUMERS:** Growing a strong, loyal, values-aligned customer base
- 3** **EMPLOYEES:** Developing a engaged, talented workforce
- 4** **BUSINESS:** Sustaining and growing regional operations



# Measurement Framework

Here are some common metrics and methods to equip you to understand outputs, outcomes and impact across community, business, consumer and employee returns.



## COMMUNITY



## BUSINESS



## CONSUMERS



## EMPLOYEES

	COMMUNITY	BUSINESS	CONSUMERS	EMPLOYEES
OUTPUT	<p><b>OUTPUT:</b> Service hours, product or financial donation</p> <p><b>METRIC:</b> Market value of delivered service or product</p> <p><b>METHOD:</b> Going industry rate for product/service   Value of hours contributed (\$150 for pro bono / \$25 for direct service)</p>	<p><b>OUTPUT:</b> Local operation continuity</p> <p><b>METRIC:</b> Product or service delivery rate in affected region(s)</p> <p><b>METHOD:</b> Business lost and/or gained in immediate aftermath of disaster (dollars, sales, services)   Duration of operational outage</p>	<p><b>OUTPUT:</b> Media and press coverage</p> <p><b>METRIC:</b> Consumer viewership</p> <p><b>METHOD:</b> <a href="#">Google Analytics</a>   Number of impressions, inbound views of collateral, inbound business leads</p>	<p><b>OUTPUT:</b> Volunteer activity   community engagement</p> <p><b>METRIC:</b> Aggregate total of cross-firm volunteer hours and activities</p> <p><b>METHOD:</b> Employee volunteer reporting (e.g. via <a href="#">Benevity</a> or <a href="#">VolunteerMatch</a>)</p>
OUTCOME	<p><b>OUTCOME:</b> Organizational Resiliency</p> <p><b>METRIC:</b> <a href="#">Organizational resiliency score</a>   Decreased time or needed investment to resume services</p> <p><b>METHOD:</b> <a href="#">Common Impact's Organizational Resiliency Assessment</a>   Pre / post and longitudinal surveys   Interviews with supported organizations</p>	<p><b>OUTCOME:</b> Customer continuity</p> <p><b>METRIC:</b> Long-term product or service continuity in affected region(s)</p> <p><b>METHOD:</b> Business lost and/or gained in long-term aftermath of disaster (dollars, sales, services)</p>	<p><b>OUTCOME:</b> Consumer recognition</p> <p><b>METRIC:</b> Brand perception</p> <p><b>METHOD:</b> <a href="#">Customer satisfaction survey (CSAT)</a>   <a href="#">Net promoter score (NPS)</a>   Online reviews   Social media engagement and <a href="#">Google Alerts</a></p>	<p><b>OUTCOME:</b> Community and company loyalty</p> <p><b>METRIC:</b> Net improvements in employee skills and satisfaction</p> <p><b>METHOD:</b> Employee and Manager pre and post assessments   <a href="#">Employee Net Promoter Score (ENPS)</a>   Annual employee engagement surveys (e.g. <a href="#">Gallup</a> or <a href="#">Willis Towers Watson</a>)</p>
IMPACT	<p><b>IMPACT:</b> Long-term individual wellness indicators</p> <p><b>METRIC:</b> Individuals' health measures related to specific interventions and mission area of beneficiary organizations, including <a href="#">homelessness</a>, <a href="#">median household income</a> and <a href="#">educational attainment</a></p> <p><b>METHOD:</b> Analyze metrics before and after intervention   Mission-oriented metrics from nonprofit</p>	<p><b>IMPACT:</b> Firm performance</p> <p><b>METRIC:</b> Stock price</p> <p><b>METHOD:</b> Shareholder returns   Working capital   Market hold</p>	<p><b>IMPACT:</b> Consumer loyalty</p> <p><b>METRIC:</b> Customer engagement / purchase rate</p> <p><b>METHOD:</b> Sales rates before and after intervention, controlled for variables   <a href="#">Consumer motivation surveys</a></p>	<p><b>IMPACT:</b> Employee engagement and retention</p> <p><b>METRIC:</b> Rates of employee advancement and turnover</p> <p><b>METHOD:</b> Correlate volunteer activity with promotion and retention rates</p>

## Scaling Emergency Services at International Medical Corps

Within hours of a crisis, International Medical Corps deploys and assembles portable health facilities, such as hospitals, to provide surge capacity for urgent medical interventions where existing services are overwhelmed or insufficient. Seeking to better understand the cost of maintaining and deploying these facilities, the organization partnered with JPMorgan Chase to build a financial model that forecasts the costs of maintaining this capacity. The model was put to immediate use to support relief efforts in the Caribbean after Hurricanes Maria and Irma, and it continues to help teams prepare for and sustain response operations.

### ✓ FOCUS ON PREPAREDNESS

By preparing International Medical Corps to effectively forecast and budget, JPMorgan Chase has enabled the organization to more rapidly and reliably deploy their life-saving emergency response services.

### ✓ SEPARATE RESPONSE AND RESILIENCY EFFORTS

In the immediate aftermath of disasters, JPMorgan Chase activates foundation grants and employee donations to support International Medical Corps' immediate response efforts. In addition, JPMorgan Chase leveraged its employees' skills through pro bono programming, to proactively build the organization's foundational preparedness.

### ✓ YOU'RE NOT THE EXPERT

JPMorgan Chase's functional expertise in financial analysis and modeling complemented International Medical Corps' understanding of the emergency response needs in different locations and crisis scenarios.

“Private sector companies are also affected [by disaster]. The NGO community has a lot to learn from all of the expertise, learning and work that private sector companies have already done around the whole continuum of disaster response.”

-Erica Tavares, Sr. Director of Institutional Advancement, International Medical Corps



[Listen to our podcast with Erica Tavares to learn more!](#)

“We’re able to get the technical expertise from our private sector partners around their particular sector, whether it’s supply chain or finance. They can also learn how we do the work that we do, which gives everyone more confidence when you think about how to implement the best disaster response.”



**Amy Smith**  
Chief Giving Officer

TOMS, a shoe company that pioneered the one-for-one giving model, has always been a purpose-driven business. Last year, the company took an active stand against gun violence following the Thousand Oaks shooting.

Danielle Holly, Common Impact CEO, sat down with Amy to hear how they made that decision and how they approach being a brand that takes a stand on issues.



[Hear the full interview with Amy Smith!](#)

- D DH:** TOMS has built social impact into its model from the beginning with its one-for-one model. Purpose-driven business is becoming increasingly common. How does this shape the TOMS experience?
- A AS:** There are some really unique things about TOMS having started as a company that has giving at its core. TOMS’ mission statement is using business to improve lives. Giving is truly part of our DNA. We bring that culture to everything we do. We really try to walk the talk by approaching issues that need to be addressed and enlisting our customer to help make a difference. We do this in a few ways, whether it’s through the customer’s purchases or creating other ways to engage, such as signing a postcard to Congress urging them to pass universal background checks on gun purchases as we did back in November. The people that work here choose to be part of something bigger and love the opportunity to go on giving trips to support our local communities through some of the on-the-ground nonprofit organizations that we partner with in Los Angeles, in the Netherlands, in France. Beyond that, our employees are doing their own interesting volunteer projects or social activism or creative art.
- D DH:** TOMS has taken a stand against gun violence, both in its giving and in encouraging politicians to pass universal background checks. This seemed to come from a very personal reaction from your founder, Blake Mycoskie, after the Thousand Oaks shooting - not necessarily because it made good business sense. Can you share more about how TOMS thinks about the intersection between business, mission and simply doing what’s right?
- A AS:** It’s a hard question for companies to navigate. At TOMS, we knew the world around us was changing, and we had already been asking ourselves “Where else should we be putting our energy and focusing our impact?” When the Thousand Oaks shooting happened, it just felt like the right thing to do on every level. Blake was driving into work and his wife called him and said, “There’s been another shooting. This time, it’s in our backyard. Somebody has to do something.” And he thought, “Well, if not us, who? If not now, when?”

**A AS:** We never had the conversation, “Is this going to help sell more TOMS?” or “Is this going to be ‘good’ for the commercial business?” We just really got clear that 100 people are dying from guns in the United States every day, and that is just not acceptable. We talked to policy, grassroots and research organizations, we talked to survivors — anyone who would help us learn as fast as we could. We committed to giving \$5 million to ending gun violence. It can be perceived as a highly politically charged issue, but it was very clear for us.

"100 people dying everyday from gun violence is a human issue that is preventable and unacceptable."

**D DH:** Did you see a positive response from employees?

**A AS:** Yes, mostly. Everyone comes to work with their own personal set of values. There were some people who had very fair questions about our philanthropic platform and, separately, those who feel strongly about their Second Amendment rights to bear arms. And while this was definitely choosing a side on a particular issue, we felt as though it was the right thing to do and did as best we could to communicate to employees that this was about responsible gun ownership and reducing the number of people killed by guns each day, not about taking anyone’s guns away.

**D DH:** TOMS has positioned itself as a pioneer in mission-oriented business, first with the one-for-one model, and now by demonstrating how companies can put their economic might and brand behind issues that matter. How would you help other companies think about how to engage?

**A AS:** We’re building it as we learn, but there’s a framework that has emerged for us that can apply to natural or man-made disasters.

**Align values and actions:** That’s the first and most important question to ask yourself: “Is this authentic to us? Can we be credible in this space? Or are we just jumping on the bandwagon or a cultural moment?”

**Enter humbly:** We are not the experts, but we know how to work with giving partners or nonprofit organizations that are experts. We surround ourselves with those experts, learning as much as we can before we act.

**Put your money where your mouth is:** Our \$5 million donation was the largest corporate gift publicly given to date.

**Engage your customer.** We wanted to engage our TOMS customers beyond buying our product. For us with gun violence, this was asking people to fill out a postcard urging Congress to pass universal background checks. Over 750,000 people signed a postcard. More than we ever could have imagined. People are hungry to find a quick, but meaningful, way to engage.

**D DH:** What final words would you leave with us?

**A AS:** Companies taking a stand need to ensure that they can do it authentically and with credibility. There is a new generation of really savvy customers and they see right through it if you’re not. The data says that consumers will respect you more and be more interested in you as a brand, even if they don’t believe in what you’re standing for. If you do nothing, you run the risk of becoming irrelevant. And that’s much worse than having someone say, “I don’t like the stand you took, but I respect and admire you for having a point of view. We all have a role to play in building a better tomorrow.”

## Key Tools and Resources

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Common Impact developed a set of key resources to help your company take the first steps toward developing community resiliency through talent-driven solutions.



### ORGANIZATIONAL RESILIENCY ASSESSMENT

[Click here to use this tool](#)

Assess how well-positioned an organization is to sustain operations and scale services in a time of disaster or crisis. The assessment analyzes organizational resiliency across core dimensions, including strategy, operations, programs, IT, staffing and communications. Respondents receive a “resiliency score,” as well as a customized report of key gaps and useful resources.

**Ask prospective nonprofit and community partners and take the Organizational Resiliency Assessment to diagnose core preparedness needs and inform where to direct skilled volunteer resources.**



### RESILIENCY PROJECT PORTFOLIO

[Click here to use this tool](#)

Skills-based volunteering is a powerful way to build resilient communities that are poised to withstand and recover from natural and man-made crises. Scan this roster of pro bono projects that address common disaster preparedness needs. For each project, we provide a list of the key corporate employee talents you would need to pull from to staff this project with well-suited volunteers.

**Brainstorm potential talent-driven interventions that support your community partners’ preparedness for disaster response and recovery.**



### MEASUREMENT FRAMEWORK

[Click here to use this tool](#)

Measuring the impact of disaster resiliency interventions enables companies to ensure their support is producing its intended impact for the community, shareholders, consumers and employees. This framework shares the core metrics and methods you’ll need to understand the tangible short and long-term impact of your disaster resiliency work.

**Quantify how building community resiliency will benefit your community and your company.**

## Conclusion

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The private sector's approach to disaster relief has always been grounded in service. It now sits within the context of a growing business imperative around climate change and social advocacy. For better or worse, disasters have become fertile testing ground for companies, nonprofits and public agencies to band together to solve challenges larger than those they could reasonably tackle themselves. The approach and tools shared here are designed to help companies take the natural step of strategically leveraging the skills and talents of their people to strengthen communities' ability to handle emergencies with forethought, efficiency and unity.

Common Impact supports companies in designing, launching and scaling their pro bono disaster resiliency programming. To discuss additional support, email us at [info@commonimpact.org](mailto:info@commonimpact.org).





## Common Impact's Methodology

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Common Impact conducted in-depth interviews with over thirty of the country's leading disaster practitioners in order to understand gaps in community emergency response capabilities and opportunities for talent-driven interventions. These interviews were supplemented by a rigorous landscape review of existing studies on community preparedness and disaster philanthropy.

## Key Questions

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*What have you seen to be the greatest gaps or challenges that prevent communities from effectively responding to and recovering from emergencies?*

*What are the barriers that prevent organizations and communities from addressing these challenges?*

*How could organizations work with corporate employees to better equip their communities and region to deal with the next emergency?*

*What skills and resources do companies have that would complement those of other institutions and organizations working in community resiliency?*

*What trends have you observed in current philanthropic, corporate, and volunteer interventions?*



## About the Authors

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**DANIELLE HOLLY**  
CEO, Common Impact

Danielle Holly is currently the CEO of Common Impact, an organization that brings companies and social change organizations together to create meaningful change. Recently recognized in BuzzFeed for one of the "30 Big Ideas that Can Change the World," Danielle has led the social sector movement to channel individual talents and superpowers as a force for good. For the past 12 years, she has helped Fortune 100 companies shape their community engagement and investment programs, supported nonprofits in effectively leveraging service for strategic ends and built the industry-leading tools that enable companies and nonprofits to work together effectively. Danielle is a frequent writer and speaker on the importance of civic engagement and transforming service into a strategic resource for our communities. In addition, she hosts the Pro Bono Perspectives podcast, is a contributing writer to Nonprofit Quarterly and has been featured in the Stanford Social Innovation Review.



**MOLLY WEINSTEIN**  
Associate Director, Field Building, Common Impact

Molly Weinstein leads the Field Building department at Common Impact, which builds out new models and services that accelerate the organization's ability to support communities through strategic skills-based volunteerism. To inform new programming, Molly conducts in-depth qualitative and quantitative research to identify emerging needs within the social sector, explore trends in corporate philanthropy and volunteerism, and understand the individual, institutional and community outcomes of pro-social work. Molly brings to her role extensive experience in skills-based volunteering program design and management, community needs assessment, outcomes evaluation and cross-sector coalition-building.



## About Common Impact

Common Impact is a national nonprofit that works to build a society in which individuals and businesses invest their unique talents towards a shared purpose: strengthening the local communities in which we live and work. Founded in 2000, Common Impact has partnered with Fortune 500 companies and hundreds of the country's leading nonprofit organizations to create this transformational change through skills-based volunteering.



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## Agencies Consulted

### **PUBLIC**

America's Service Commissions  
California Volunteers  
City of Boston  
National Commission on Military, National, and Public Service  
New York City Department of Emergency Management  
NYC Service  
San Francisco Department of Emergency Management

### **NONPROFIT**

American Red Cross (National)  
American Red Cross (New York)  
American Red Cross (San Diego/Imperial Counties)  
Cape Fear Volunteer Center  
Diaper Bank of North Carolina  
Food Bank of Central and Eastern North Carolina  
HandsOn Orlando  
Human Services Council of New York  
Interfaith Ministries (aka Volunteer Houston)  
International Medical Corps  
National Voluntary Organizations Active in Disaster (VOAD)  
New York Cares  
Points of Light  
Volunteer New Hampshire

### **PHILANTHROPIC**

BlackBaud  
Brooklyn Community Foundation  
Candid (aka The Foundation Center)  
Center for Disaster Philanthropy  
Good360

### **CORPORATE**

Fidelity Investments  
IBM  
JPMorgan Chase  
S&P Global

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