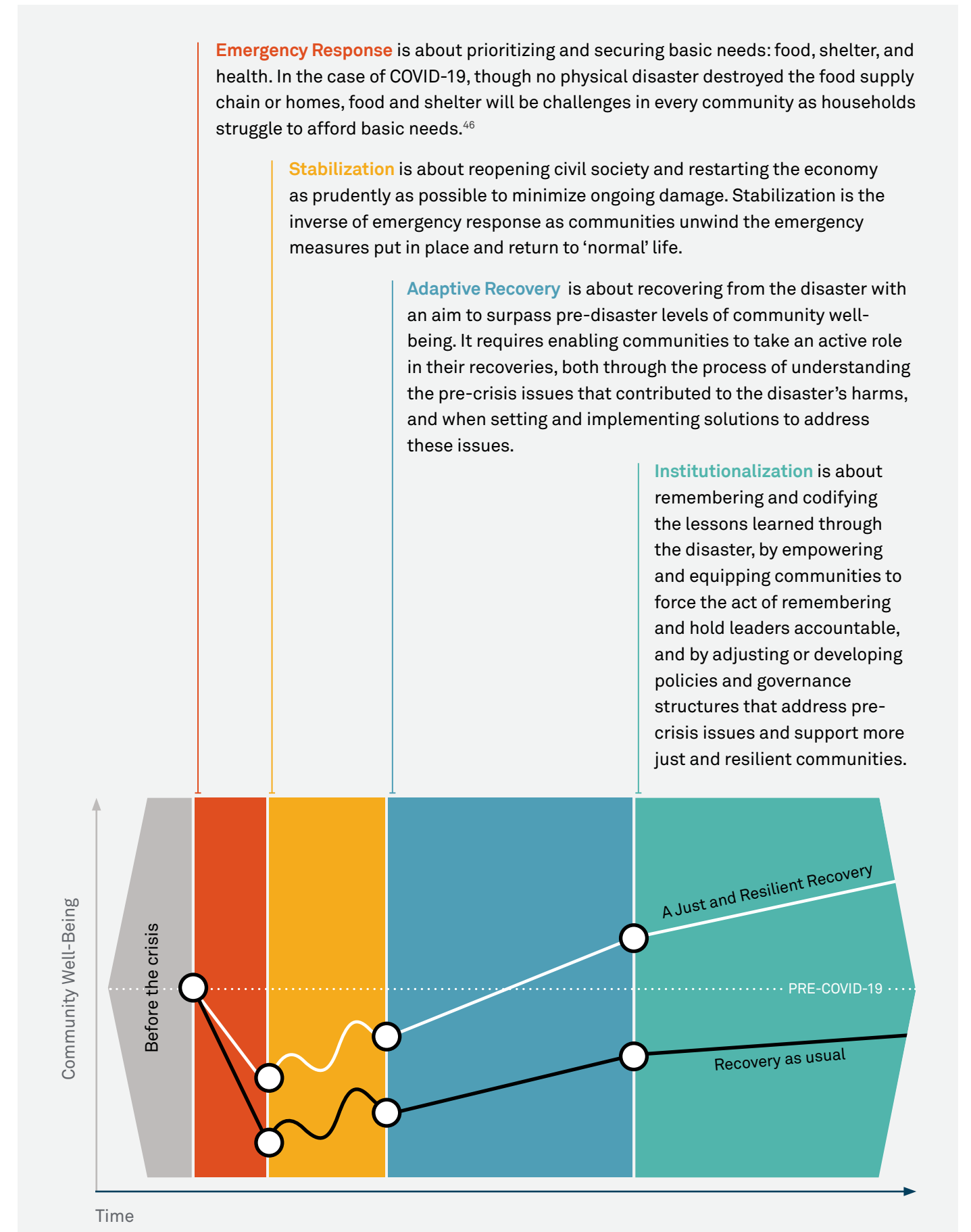


# Framework

## Defining a framework to guide communities through the recovery process

Disasters are disorienting for all those impacted. Local governments must quickly sort out what to do, when to do it, and how to prioritize an overwhelming number of urgent issues. This recovery framework organizes the process into four phases to help communities orient and prioritize their actions.

Each phase presents distinct challenges, opportunities, and priorities, and can look very different for different places and communities. There is no way to use a framework to encompass and predict every challenge faced by every community in the disaster recovery process. This framework attempts, instead, to help communities anticipate and plan for the challenges that will characterize different stages of recovery in the near to long terms, holding cities accountable to the communities they serve.



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The following sections will describe each phase in greater detail, oriented to the perspective of local and state governments who are choosing to undertake a just and resilient recovery to the COVID-19 crisis. For each phase, this document will highlight:

- **A central challenge** that characterizes each phase for local government leaders;
- **Guiding questions** that frame the primary considerations relevant to resolving that tension; and
- **Specific action items** that leaders must take to pursue a just and resilient recovery, with a focus on addressing the needs of marginalized and vulnerable populations.

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## PREVIEW OF PHASES AND ACTION ITEMS

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# Emergency Response

### 1. Create and communicate a tiered plan to respond to the disaster.

- a. Proactively communicate with marginalized and vulnerable populations.
- b. Help households with limited resources prepare for disaster-driven disruptions.
- c. Bridge gaps in trust that are the result of past injustices.

**A ROLE FOR PHILANTHROPY:** Create emergency mechanisms to capture and deploy funds to support community-based organizations and advocates led by, and supporting, marginalized and vulnerable people during the disaster.

### 2. Mobilize rapidly by forming quick partnerships and reorganizing teams and resources.

- a. Creatively partner “down” with local organizations to tangibly reach communities and deliver resources.
- b. Partner “up” with state and federal organizations to provide them with a local understanding of vulnerabilities.
- a. Re-task departments whose capacity would better serve a different need in emergency response.

**A ROLE FOR PHILANTHROPY:** Fund community-based organizations and advocates so that they can meaningfully partner with local governments in the aftermath of a disaster. Grantees not only need immediate resources (money/technology) for their organizations to survive and meet the needs of their communities, but also need to partner with local government on efforts such as analyzing community-generated data to understand local vulnerabilities.

### 3. Take decisive action, with an eye towards disparate impact.

- a. Act decisively but thoughtfully by analyzing and anticipating real-time needs through community-based networks.
- b. Suspend rules and take extraordinary actions where necessary to directly serve the needs of people.

**A ROLE FOR PHILANTHROPY:** Draw upon convening power and relationships with local government, community-based organizations and advocates to facilitate collaboration through peer-to-peer networks, with the goal of sharing best practices and advocating to state and local leaders for federal funds.

# Stabilization

## 1. Create and communicate a tiered plan to keep marginalized and vulnerable individuals protected and safe as the economy reopens.

- a. Maximize the transparency and stability of reopening by establishing a clear and coordinated communications plan.
- b. Focus on restoring employment and services for marginalized and vulnerable populations when reopening businesses.
- c. Organize and fund services to support the ability of marginalized communities to participate in reopening.
- d. Unwind emergency actions without destabilizing households, workers, and businesses relying on emergency measures.

**A ROLE FOR PHILANTHROPY:** Provide flexibility in grantmaking to community-based organizations and advocates, as the pivotal roles grantees hold with their communities will need to be flexible in kind.

## 2. Dedicate available funding to support stabilization.

- a. Evaluate current needs in real-time through community-based networks and project future needs.
- b. Nimble reallocate local resources from existing reserves toward current need.
- c. Actively deploy federal programs to ensure that all available aid reaches marginalized and vulnerable populations.
- d. Find ways to fund the needs of those unlikely to qualify for direct federal assistance.

**A ROLE FOR PHILANTHROPY:** Communicate with and fund the recovery of community-based organizations and advocates least likely to participate in stimulus programs due to eligibility criteria and systemic barriers to access. The focus should be on the short-term interventions that lead to long-term solutions.

## 3. Expedite recovery by simplifying processes and eliminating bureaucratic barriers.

- a. Prioritize the delivery of assistance over regulatory safeguards.
- b. Identify regulatory or administrative barriers to accessing assistance—such as burdens of proof—and remove them.
- c. Push for maximum flexibility in public funding use.

**A ROLE FOR PHILANTHROPY:** Understand that community-based organizations and advocates closest to the ground can be resourced and supported to ensure that the disaster does not amplify existing inequities in distribution of philanthropic resources.

## 4. Partner to leverage community capacity and deploy funding as quickly as possible.

- a. Partner with existing local groups and community-based organizations who can expand public capacity to deploy assistance.
- b. Coordinate with the philanthropic community to provide assistance quickly to community-based organizations and reach those not positioned to receive public dollars.

# Adaptive Recovery

## 1. Set recovery priorities through meaningful community planning.

- a. Engage a broad set of stakeholders, including marginalized and vulnerable networks and their advocates.
- b. Directly address local inequities—both historic and current.
- c. Insist on clear priorities that can guide future public investment.
- d. Retain local, community-based control over reform.

**A ROLE FOR PHILANTHROPY:** Partner with local government to identify and connect grantees and their networks to community disaster recovery planning, in order to ensure that community-based organizations and advocates led by, and supporting, marginalized and vulnerable people are not overlooked and undercounted.

## 2. Set recovery goals and metrics to guide recovery efforts and to communicate progress.

- a. Measure both outputs and outcomes to evaluate progress.
- b. Disaggregate metrics by race, ethnicity, gender, and geography to provide insight into the disparate rates of recovery for different communities.
- c. Tap into inclusive, community-led channels of communication to both report progress and receive feedback.

**A ROLE FOR PHILANTHROPY:** Partner and share evidenced-based outcome metrics and evaluative criteria for the data that matter to marginalized and vulnerable populations. Community-generated data captured through foundation-grantee relationships would be helpful precedent to tell accurate stories of inequitable recovery.

## 3. Design and implement catalytic initiatives that align with the recovery principals your community has set.

- a. Design recovery projects and programs that achieve multiple benefits for communities.
- b. Establish a clear set of equitable projects to kickstart recovery and build momentum.
- c. Leverage the capacity and expertise of community organization partners to implement equitable projects.

## 4. Aggregate and align funding in support of community-designed and -planned projects.

- a. Inventory the full range of available funding, and layer funding streams to maximize impact.
- b. Use public and philanthropic capital to attract positive and non-exploitative private investment into marginalized and vulnerable communities.
- c. Aggressively pursue federal funding, with an understanding of which communities do not qualify for federal aid.

**A ROLE FOR PHILANTHROPY:** Consider how you have engaged in public-private partnerships with local governments in the past: what were the constraints, and who were the beneficiaries? Fund grantees to participate with local government to design programs to connect equitable private investment with marginalized and vulnerable communities.

# Institutionalization

## 1. Memorialize lessons learned into long-term community plans and strategies.

- a. Tell the story of what happened through a diversity of voices.
- b. Focus on understanding and addressing underlying inequities.
- c. Document and publicize the lessons learned.

## 2. Codify and operationalize community planning processes inside and outside of government to make permanent community memory and institutional knowledge.

- a. Use community-generated data and input to set community goals and priorities.
- b. Make metrics public and accessible to a diversity of communities, to use them as a point of conversation and as a mechanism for accountability.
- c. Plan for consistency of community values and visions between administrations.

## 3. Permanently remove unnecessary barriers to accessing aid.

- a. Reduce burdens of proof that prevent marginalized and vulnerable households from accessing aid.
- b. Shift the burden of navigating bureaucratic systems away from marginalized and vulnerable households.
- c. Relax use restrictions for funding.

**A ROLE FOR PHILANTHROPY:** If not already part of your portfolio, resource organizations that support enrollment in, and reduce barriers for, marginalized and vulnerable populations receiving public assistance.

## 4. Shift policies, regulations, and practices to address longstanding inequity.

- a. Create programs and policies that formalize an equitable disaster response
- b. Advance policies that address long-term inequities.

**A ROLE FOR PHILANTHROPY:** Support grantees that engage in advocacy, including year-round democracy and voter engagement work, to ensure an equitable recovery includes efforts to expand policies like worker and housing protections.

## 5. Expand and formalize pathways that connect with and serve marginalized communities.

- a. Reorganize departments, teams, and partnerships around priorities established with communities.
- b. Establish formal relationships with community organizations.
- c. Establish institutionalized partnerships between state and local government.

Read more about the Role for Philanthropy in the Amalgamated Foundation's [A New Front Line: Community-Led Disaster Response Lessons For The Covid-19 Moment.](#)