



Impact of the Wildfire on the Social Profit Sector

Wood Buffalo Region
Survey Four



RBC Foundation

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APPENDIX A: SURVEY INSTRUMENT



Introduction

FuseSocial is a social profit organization located in Fort McMurray, Alberta. FuseSocial's mandate is to address the social profit sector's needs to ensure community well-being. The mandate is based on two pillars: advance the culture of social innovation and support capacity building.

After the devastating wildfires that affected the Wood Buffalo Region in May 2016, FuseSocial undertook significant efforts to continue providing support to the sector. Once the re-entry phase had begun, FuseSocial's primary concern and focus was to identify the capacity of social profit agencies in the Wood Buffalo region to meet the demands imposed upon them. To measure the impacts the wildfires had on the social profit sector FuseSocial developed and administered a series of surveys to various social profit organizations in the region. The survey was designed in collaboration with several community stakeholders and funded by Royal Bank of Canada

In order to identify the capacity of social profit agencies, in July 2016, FuseSocial conducted the first of a series of surveys to help identify the needs and challenges of the local social profit organizations post-fire. The first survey contained 55 questions which focused on various aspects of social profit organizations capacity. The survey was completed by 71 local organizations. The survey results highlighted two key challenges of social profit organizations' in the Wood Buffalo region: insufficient human resources and inadequate funding. The full report, including literature review, survey findings and recommendations was released to the public in August 2016 and can be found on the following website: FuseSocial.ca/publications. All subsequent reports described below may also be found on the FuseSocial website.

In October 2016, the second survey of the series was conducted to gain further insight on the two key challenges that were noted in the first survey, as well as to track other key recovery indicators. This survey had 36 questions and covered areas such as the financial impact, organizational capacity, direct service and recovery post-fire. The survey was completed by 99 respondents. Similar to the first survey, the results revealed continued uncertainty about the human and financial resources required to meet the needs of the community. In this survey, a "new normal" was emerging for our social profit sector.

The third survey in the series, which was conducted in February and March 2017, had 29 main questions and 20 follow-up questions which were designed provide a snapshot of the social profit sector nine months post-wildfire. Issues related to funding and human resources were researched further, and additional inquiries about community programs and services, as well as ongoing recovery efforts were made. Seventy-seven respondents had completed the survey.

This report outlines the findings from the fourth survey, which was conducted in February 2018. Similar to the previous iterations of the survey, the fourth survey included questions related to organization demographics, the financial impacts of the fires and human resource challenges. Furthermore, the fourth survey also included questions related to social profit organizations' crisis preparedness and business continuity plans and strategies. The survey contained a total of 52 questions and was completed by 75 organizations in the Wood Buffalo region. To add clarity to the findings, the basic methodology and limitations are stated in this document. A copy of the survey questions can be found in the Appendix.



Methodology

To understand how the operational capacity of organizations has recovered since the fire, a 52-question survey was sent to 398 social profit organizations in the Wood Buffalo region. This report explores how social profit organizations in the Wood Buffalo region continue to be affected by the wildfire event of May 2016 and their subsequent recovery phase. Like the previous versions of the survey, emphasis was placed on human resources and funding challenges and opportunities. The survey also included questions related business continuity planning.

Survey Purpose

The survey was designed to identify the ongoing operational challenges and needs of the social profit organizations in the Wood Buffalo region and their ability to address the community's needs. The survey was designed to assess the ongoing impact the 2016 wildfires had on organizations' finances and operating capacity, staffing challenges, as well as crisis preparedness and business continuity planning. The results are intended to inform community partners, and to enable FuseSocial to better direct their energies to effectively support the community and the sector's medium and long-term capacity needs.

Survey Design

The survey was designed with input from numerous stakeholder groups and partners. It is divided into subsections and provided respondents with opportunities to add their own comments. About 1/3 of the questions in this survey are identical, or very closely mimic, the questions in the first three surveys, allowing for comparisons over time. The table below shows the continuity of questions over the four surveys.

Question # on Original Survey August 2016	Question # on Second Survey October 2016	Question # on Third Survey February 2017	Question # on Fourth Survey February 2018
2	1	2	D2
-	2	3	D3
-	3	4	D5
37	4	5	1
39	5	-	2
38	8	6	3
-	9	7	4-7
-	11	8	8
-	14	9	9
14	16	-	12
-	20-23	15	20
26	24	19	16
27	25	-	17
28	27	23a	15
50	29	24	18
-	34	28	39
1	35	-	D7-D8
55	36	29	D6

Limitations

As the findings are time-sensitive and have been acquired with the support of special funding, both time and resources limited the possible scope of the project.

Due to the displacement of many organizations following the fire, some organizations' contact information could not be found and therefore they could not be contacted to complete the survey. Furthermore, the sample of organizations to be contacted for the survey may have included organizations that were not in operation during the time of survey. It is important to note that FuseSocial continually updates an ongoing list of social profit organizations within the Wood Buffalo region. Although invitations to participate were sent out to 398 organizations several may not have been operational during the survey administration between February 14 and March 14, 2018. Thus, the organizations that were contacted consisted of social profit organizations whose contact information could be obtained and were in operation in February 2018.

Human Resource limitations of social profit organizations in the Wood Buffalo region may also be a limiting factor, as indicated in the previous surveys of the series. As such, organizations may not have the staff needed to complete the survey or the resources required to complete the survey in the time allotted.

Survey fatigue of the community is another possible participation-limiting factor. Since the wildfires of 2016, there have been numerous surveys circulating in the Wood Buffalo region and the community of Fort McMurray. Many in the population have been asked to complete several of these studies and are now reluctant to complete more. Furthermore, some potential respondents may have confused the fourth survey with previous surveys in the series and may have indicated that they had already completed the survey.

The human factor of fallibility is a limitation to the accuracy of all surveys. Answers are not always consistent within the survey itself. For example, respondents may provide information in one survey question that contradicts what was stated in a previous question.

It is important to note that the fourth survey was open to all social profit organizations in the Wood Buffalo region. As such, all organizations that completed the current survey may not have completed previous surveys in the series. Thus, trends presented in this report should be interpreted with caution.



Findings

For ease of reading, the findings are organized according to the section titles in the survey. The survey questions in the Appendix are all numbered; the *question numbers* are referenced under all tables and graphs in the report to add some clarity. There is a lot of information; readers are encouraged to review the document in non-sequential order as relevant to their needs. The survey was completed by up-to 75 social profit organizations, as not all surveys were 100% complete, and some questions were skipped (either by choice or through built-in survey skip-logic). All figures reported use a base of n=75 respondents, unless stated otherwise. Further, all graphs and tables include the base number of respondents denoted with “n=”.

When comparing the results from the four surveys, the term “first survey” refers to the survey of August 2016 and the term “second survey” refers to survey of October 2016 and the term “third survey” refers to the February 2017 survey. The term “current survey” refers to the results of the fourth survey, which was sent out in February of 2018.

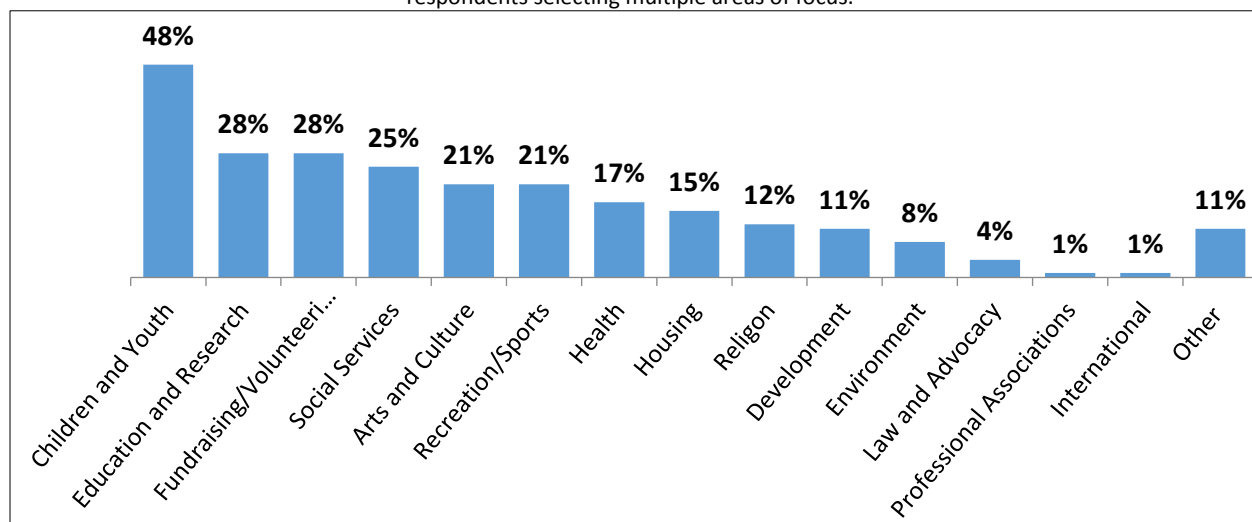
Survey findings are further analyzed by two sub groups. These two groups include organizations with an annual budget of \$300,000 or more and organizations with an annual budget of under \$300,000. Survey respondents whose organizations had annual budgets of less than \$300,000 are referred to as “small organizations” and respondents of organizations with budgets of \$300,000 or more are referred to as “large organizations”.

Demographics

Among the current survey respondents (n=75), almost three quarters (72%) provided services to rural communities within the Regional Municipality of Wood Buffalo. The composition of respondents for the current survey shifted somewhat from previous iterations, as a number of demographic questions revealed. Most commonly, current survey respondents reported that their organizations’ primary area of focus included children and youth (48%), followed by education and research (28%) and fundraising and volunteerism (28%). The areas of focus reported by respondents to the current survey are presented in Figure 1.

Figure 1: Agencies’ Areas of Focus (n=75)

QD2. Which of the following best describes your agency’s area of focus? Note: responses add to more than 100% due to respondents selecting multiple areas of focus.



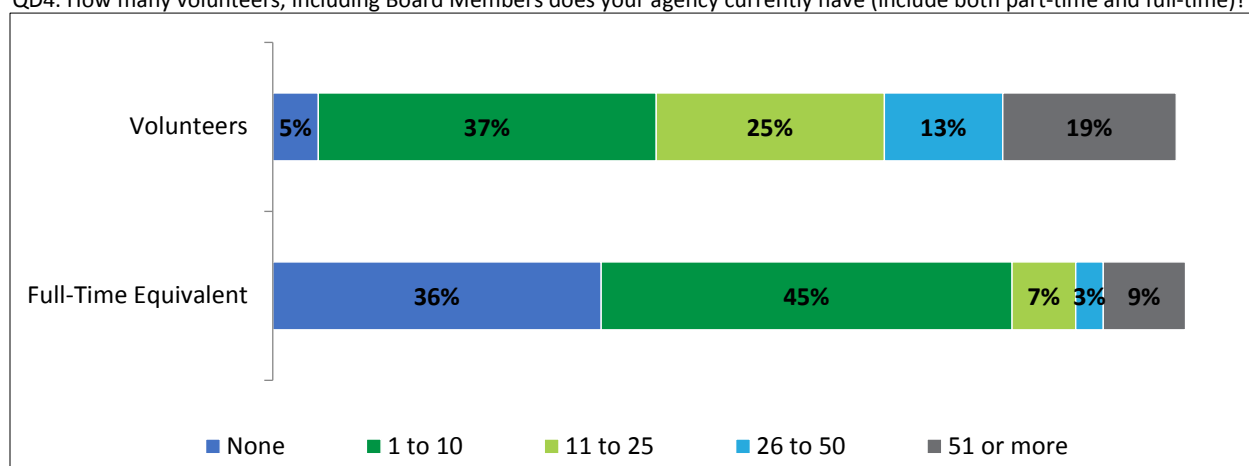
Results of the second and third survey showed that the most common area of focus was social services. For the current survey, social services were the fourth most common area of focus. Other noticeable differences between the third survey and the current survey include an increase in the number of organizations involved in arts and culture, education and research, children and youth services, fundraising and volunteerism, as well as development and housing.

The number of full time equivalents and number of volunteers including board members are presented in Figure 2. As the figure shows, the majority of current survey respondents (n=75) reported that their organization had between one and ten full-time equivalent paid employees (37%) and between one and ten volunteers (45%). However, more than one third (36%) of the respondents reported that their organization had no volunteers.

Figure 2: Number of FTE Employees and Volunteers (n=75)

QD3. How many paid employees (Full-Time Equivalent or FTE) does your agency currently have?

QD4. How many volunteers, including Board Members does your agency currently have (include both part-time and full-time)?



Compared to the current survey, the second survey found that 37% of the respondents reported that their organization had employed one to ten full-time equivalent employees, an 8% difference. The current survey also differs from the third survey, which had over half (56%) of the respondents report their organization had between one and ten full-time equivalent employees, representing a difference of 11%. The differences in the current survey and the third survey may be the result of a change in the composition of survey respondents or social profit organizations are moving towards utilizing part-time or volunteer staff instead of full-time workers.

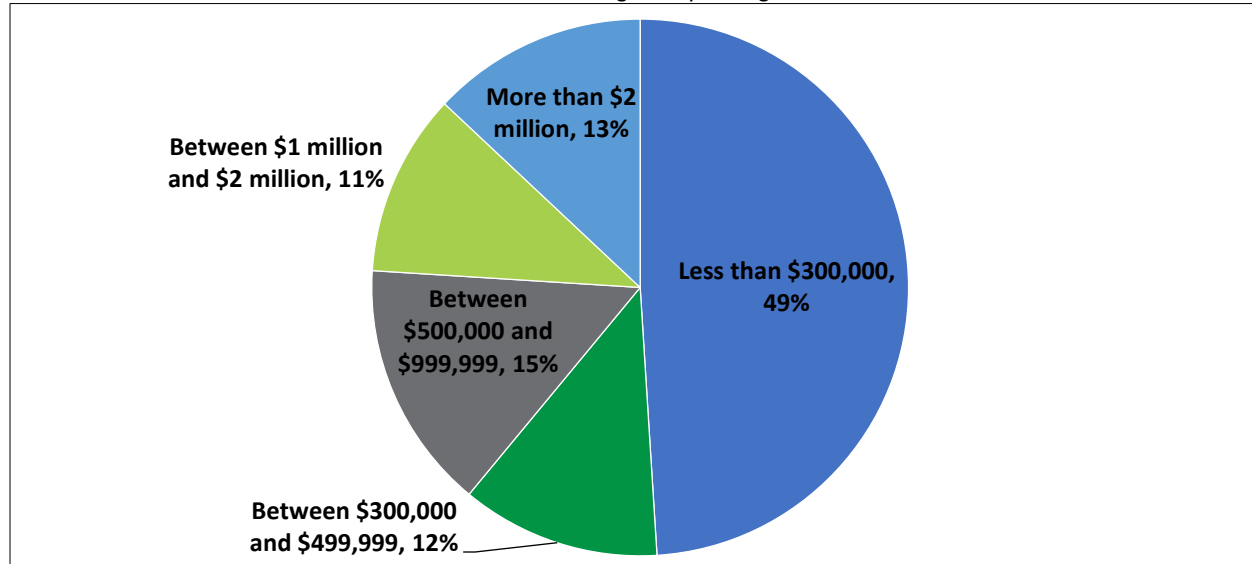
Furthermore, more respondents reported that their organization had no full-time equivalent employees since the second survey. In the second survey, 25% of respondents reported having no FTE employees. This decreased in the third survey to 11%; however, it has increased substantially in the fourth survey to 36%.

The increase in organizations with no full-time equivalent employees coincides with a decrease in organizations with a larger number of employees. Compared to the third survey, the current survey shows a decrease in the number of organizations with 11 to 25 full-time equivalent employees (-6%), 26 to 50 full-time equivalent employees (-3%) and 51 or more full-time equivalent employees (-5%). It is important to note that the survey provided ranges of options for respondents to select. As such, the results should be interpreted with caution.

As in the previous versions of the survey, the annual budget of organizations was obtained through the survey. The survey requested respondents to provide their organizations 2017 annual budget. The current survey shows that almost half (49%) of respondents said their organizations had annual operating budgets of less than \$300,000, while 12% had budgets of between \$300,000 and \$499,999, 15% had between \$500,000 and \$999,999, 11% had budgets of one to \$2 million and 13% had budgets of over \$2 million. Figure 3 presents the annual budgets for the organizations who participated in the current survey.

Figure 3: Annual Operating Budget 2017 (n=75)

QD5. What was the annual budget for your organization in 2017?



Compared to the previous two iterations of the survey, the share of respondents who reported their organizations annual budget was less than \$300,000 increased by 13% compared to survey two and 23% compared to survey three. The share of organizations with annual budgets of more than \$2 million decreased from 24% in survey three to 13% in the current survey. This was also the case for organizations with operating budgets of \$1 million to \$2 million. In surveys two and three, the share of respondents whose organizations had annual budgets of between \$1 million and \$2 million was 18% and 20%, respectively. This value decreased to 11% in the current survey. The other categories remained relatively comparable (within 5%) with the previous survey. These findings suggest that the annual operating budgets for social profit organizations are getting smaller, which may also contribute to these organizations employing fewer full-time equivalent workers compared to previous years.

Organizations' annual operating budgets have a direct impact on an organizations' capacity and ability to deliver services. Thus, results from the current survey have been analyzed by organization size, defined by their 2017 annual operating budgets. Table 4 (next page) presents the crosstabulation of organizations' operating budgets and the number of full-time equivalent staff they employ. Annual operating budgets have been collapsed into two categories with a cutoff point of \$300,000 for simplicity. The table shows that over two-thirds (68%) of respondent organizations with operating budgets with less than \$300,000 (n=37) had no employees. Further, 30% had one to ten employees and 3% had 26 to 50 full-time employees. Conversely, almost all organizations with large operating budgets (i.e. annual budgets of \$300,000 or more) (n=38) had at least one full-time equivalent employee, as only 5% reported having no full-time employees. Most of the large organizations (n=38) had one to ten

employees (61%), 18% had 51 or more employees, 13% had between 11 and 25 and 3% had 26 to 50 employees.

Table 4: # of FTEs and Organization Operating Budget (n=75)

QD3. How many paid employees (Full-Time Equivalent or FTE) does your agency currently have? QD5. What was the annual budget for your organization in 2017? * indicate statistically significant differences.

Full-Time Equivalent Employees	Operating budget of Less than \$300,000 (n=37)	Operating budget of \$300,000 or more (n=38)
None	68%*	5%*
1 to 10	30%*	61%*
11 to 25	0%	13%
26 to 50	3%	3%
51 or more	0%	18%

When analyzed further, the difference between the number of full-time equivalent employees between the two sizes of organizations were found to be statistically significant. Therefore, organizations surveyed with operating budgets of less than \$300,000 were more likely to have no full-time equivalent employees (68% compared to 5% of organizations with budgets of more than \$300,000). Further, survey respondents with operating budgets of \$300,000 or more were more likely to have one to ten employees (61% compared to 30% of organizations with annual budgets of less than \$300,000).

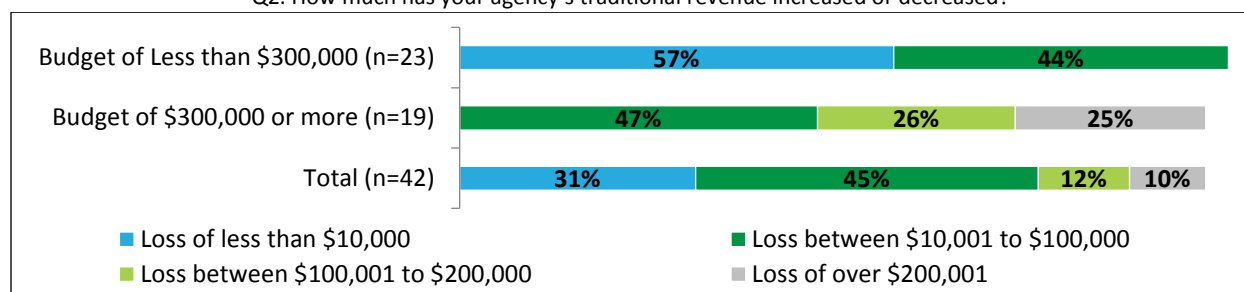
Financial Impact of Fires

The impact of the wildfires in 2016 (e.g. wildfire, evacuation, re-entry and/or recovery process) has had various financial impacts on organizations surveyed. Among all survey respondents (n=75), over half (56%) reported their revenue had decreased, while 29% reported it has remained the same, and the remaining 15% reported an increase. Larger organizations (n=38) were less likely to be adversely affected by the fires. Approximately one-quarter (26%) of larger organizations reported an increase in revenue after the fire, compared to only 3% of smaller organizations (i.e. operating budgets of less than \$300,000).

Among all respondents who reported their organizations' revenue had decreased (n=42), 45% reported a loss of between \$10,001 and \$100,000, 31% reported a loss of less than \$10,000, 12% reported a loss of between 100,001 to \$200,000, and 10% reported a loss of over \$200,001. The loss in revenue by organization size is presented in Figure 5.

Figure 5: Revenue Loss by Organization Size (n=42)

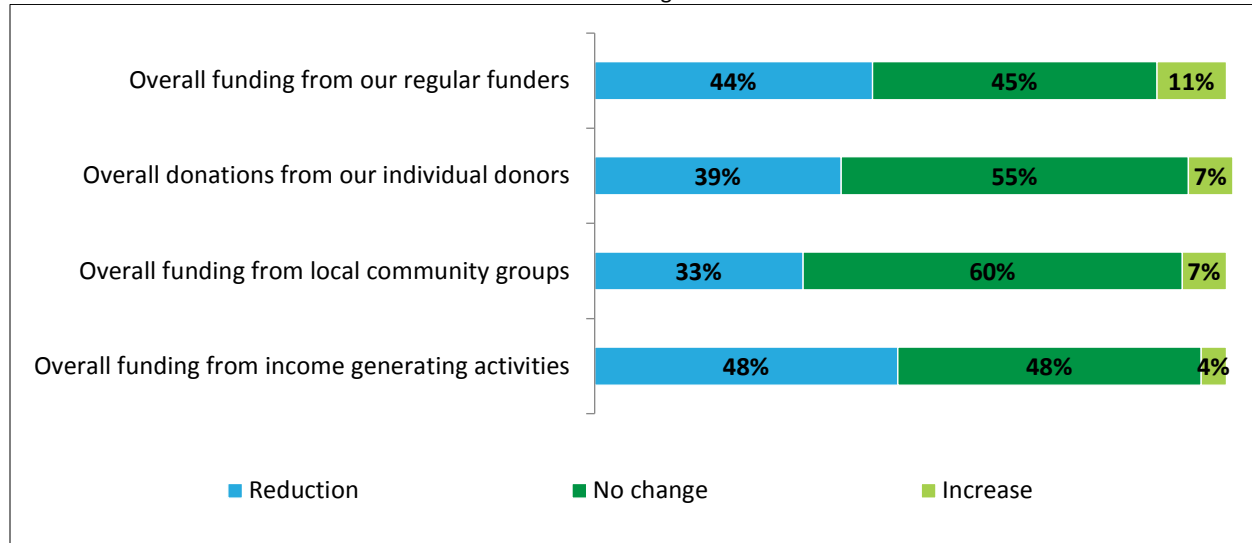
Q2. How much has your agency's traditional revenue increased or decreased?



Along with a loss of revenue, respondents also reported impacts to their organizations' overall funding sources. Between one-third and half of all survey respondents (n=75) reported reductions in the overall funding from regular funders (44%), individual donors (39%), local community groups (33%) and income generating activities (48%). Figure 6 presents the changes in overall funding sources.

Figure 6: Changes in Overall Funding Sources (n=75)

Q3. Please indicate if your organization is currently experiencing no change, a reduction or an increase for each of the following:



Further analysis shows that it was more common for smaller organizations (i.e. annual budgets <\$300,000) to report a reduction in their overall funding compared to larger organizations (i.e. annual budgets >\$300,000) across all funding sources. However, the difference was relatively small for most funding sources, aside from donations from individual donors. For this funding source, 46% of small organizations reported a reduction, while only 42% of large organizations reported a reduction. Changes in overall funding sources from all four of the surveys in the series are presented in Table 7 (next page). Compared to the third survey, the share of respondents who reported their organization experiences an increase in donations from individual donors declined from 39% in the third survey to 7% in the current survey. Further, the share of respondents who reported their organization experienced an increase in donations from local community groups also declined from 18% to 7%. Other categories of funding were relatively consistent when comparing survey three and the current survey.

Table 7: Funding Change across Surveys

Organizations experiencing...	Survey 1	Survey 2	Survey 3	Survey 4	Difference between survey 3 & 4	Overall effect on Social Profit
Our regular funders have increased funding	12%	9%	8%	11%	+3%	😐
Our regular funders have stayed the same	-	-	52%	45%	-7%	😞
Our regular funders have withdrawn funding	39%	28%	41%	44%	+3%	😐
Increase in individual donations	15%	13%	39%	7%	-38%	😞
Our individual donors and donations have remained the same			24%	55%	+31%	😄
Reduction of individual donations	24%	29%	36%	39%	+3%	😐
Increase in donations from local community groups			18%	7%	-11%	😞
Our donations from local community groups have remained the same			46%	60%	+14%	😄
Reduction in donations from local community groups			36%	33%	-3%	😐
Increase in income generating activities	7%	7%	2%	4%	+2%	😐
Revenue from income generating activities have remained the same			33%	48%	+15%	😄
Reduction of income generating activities	63%	75%	65%	48%	-17%	😄
New sources of funding	29%	22%	-	-	-	😐
Other	15%	16%	-	-	-	😐

The categories which had the largest increase or decrease in the share of respondent selections between survey three and the current survey were increase in individual donations (-38%), individual donors and donations remained the same (+31%) and reduction of income generating activities (-17%). In survey three 39% of survey respondents indicated that the number of individual donations increased. This rate fell to 7% in the current survey. This large change may be the result of the fact that donations increased in the short and medium terms since the wildfires of 2016. The reduction in respondents selecting this category may reflect that the level of individual donations is returning to its historical level or the level it was prior to the wildfires. The survey results presented in Table 7 and Figure 6 suggest respondents are not seeing an increase in the level of donations they have been receiving. Instead, a

larger share of respondents are reporting their organizations are experiencing the same level of donations which may indicate that the communities trying to support the social profit sector have reached their limit.

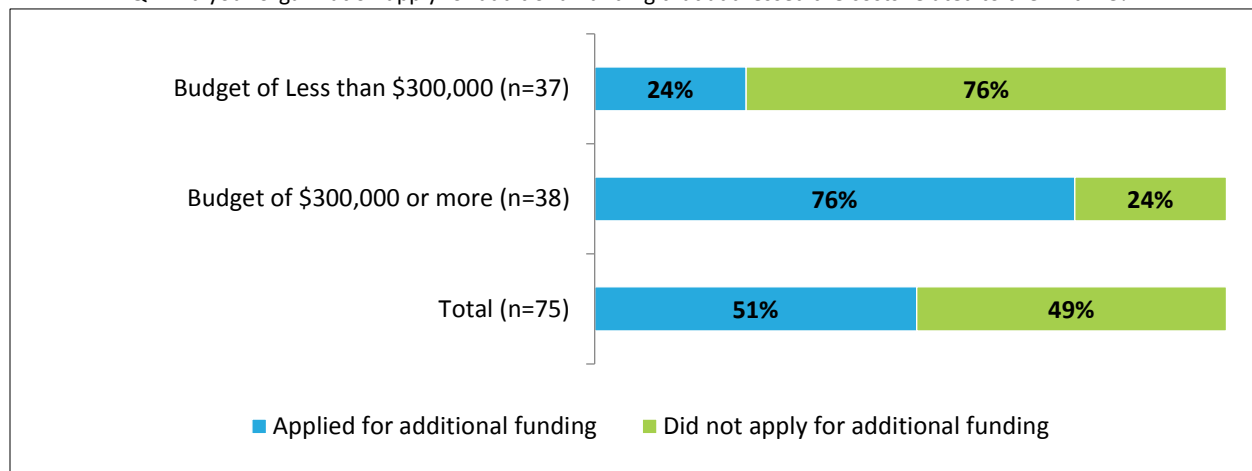
Survey respondents reporting that individual donors and donations remained the same (+31%) would have a positive effect on the social profit sector. It implies more respondents were able to maintain their individual donors or donations amounts. Fewer respondents reported a reduction in income generating activities (-17%), as this implies that revenue from income generating activities would have remained the same or increased for more respondent organizations compared to the previous survey.

In response to reduced budgets and funding, over half (51%) of respondent organizations applied for additional funding that addressed costs related to the wildfires. Figure 8 shows that larger organizations (i.e. budgets >\$300,000) were far more likely to have applied for additional funding compared to smaller organizations. Among small organizations (i.e. budgets <\$300,000) who completed the survey (n=37), over-two-thirds (76%) did not apply for additional funding, while two-thirds (76%) of large organizations (n=38) did apply. The difference in applying for funding between small and large organizations surveyed was found to be statistically significant. This finding relates directly to the capacity of small organizations being unable to complete funding proposals or applications. As noted earlier in the Demographics Section, the majority of small organizations (68%) reported that they had no full-time equivalent employees, whereas only 5% of large organizations reported having no full-time employees.

It is important to note that many small organizations who applied for additional funding, specifically through the Red Cross, to cover the cost of the wildfires were denied due to not meeting the funders' eligibility criteria. In the years following the wildfires, the eligibility criteria were amended; however, many of the organizations who were initially denied did not reapply for funding under the new criteria.

Figure 8: Applied for Additional Funding by Organization Size (n=75)

Q4. Did your organization apply for additional funding that addressed the costs related to the wildfire?



Among survey respondents whose organizations applied for additional funding (n=38), the average wait time after the application process to obtain funding approval was 3.5 months. The wait times reported ranged from one to 12 months with 63% of respondents waiting three months or less. On average, small

organizations (n=9) had a slightly shorter wait time (2.9 months) compared to larger organizations (n=29) (3.7 months).

Across all the respondents whose organizations applied for additional funding (n=38), 71% received the additional funding by the time the survey was administered in February 2018; this included 89% (8 out of 9) of small organizations who applied and 66% (19 out of 29) of large organizations who applied.

Among all survey respondent organizations who received the additional funding they applied for (n=27), over half (58%) reported that their organization received funding from one funder, 27% had two funders, 8% had three funders and 4% had four or five funders. Sources of funding that were reported by survey respondents and the average wait times for obtaining the funding are presented in Table 9.

Table 9: Funders and Average Wait Times for Funds (n=38, n=26)

Q5. How long does your organization typically wait after the application process to obtain funding approval?
Q7. Please provide the name of the funder(s) that you received additional funding from and how long you waited after funding approval to receive the funds you applied for?

Organization Type	Percent of Respondents	Average Time After Application (months) (n=38)	Average Time After Approval (months) (n=26)	Total Time to Receive Funding
Red Cross	65%	3.5	4.1	7.6
United Way	23%	3.5	3	6.5
Religious organization	19%	3.5	3.5	7.0
Provincial Government	15%	3.5	2.8	6.3
Industry	15%	3.5	2.8	6.3
Rotary	12%	3.5	1.3	4.8
Community foundation	12%	3.5	2.3	5.8
Municipality	4%	3.5	3	6.5
No response	4%	-	-	-

Note: organizations reported in table reflect funding sources accessed at any time since the fires of 2016.

Survey respondents reported that, in the last fiscal year, their organizations received funding from the following sources:

- Red Cross (72%);
- Foundations (28%);
- United Way Fire Recovery Funding Program (24%);
- Other sources (24%);
- Corporations/Industry (16%); and
- Private individuals (16%).

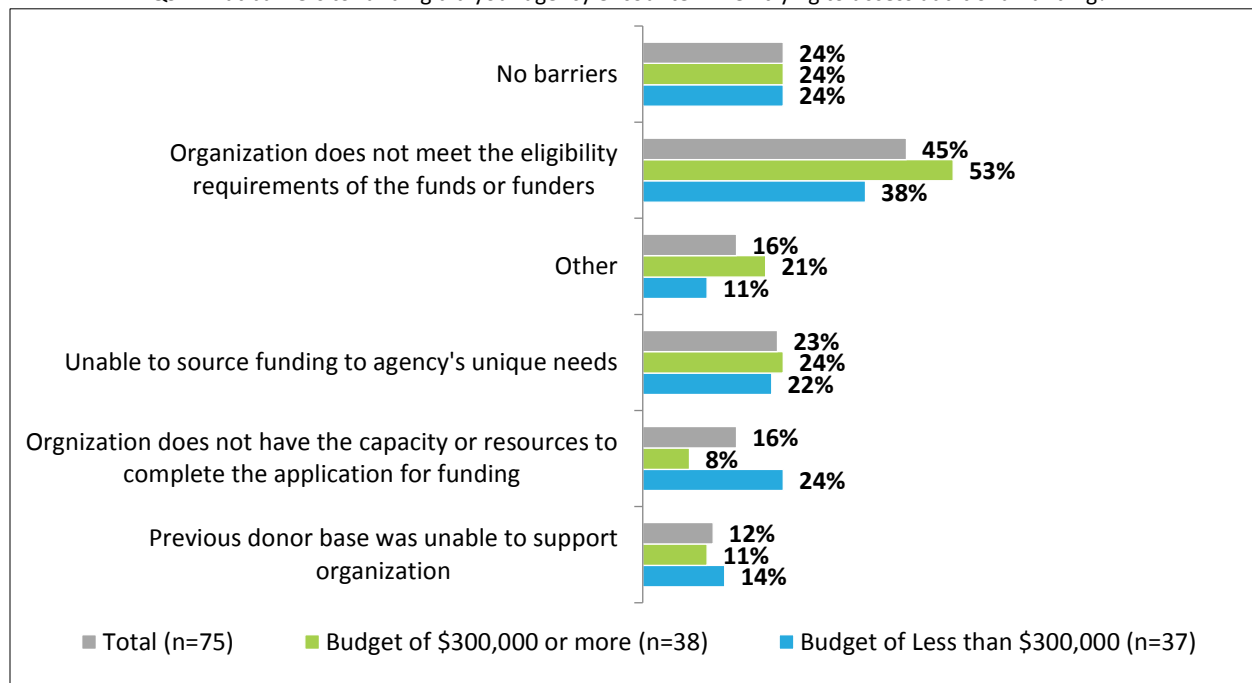
Other sources included rotary clubs, religious organizations, other non-profit organizations, and the Government of Alberta.

Compared to previous surveys, the primary source for additional funding changed from private individuals (43%) in survey three to the Red Cross (72%) in the current survey. Other notable differences include the reduction in industry funding (26% in survey three to 16% in the current survey). It is important to note that many corporate in the Wood Buffalo region have merged together since the wildfires in 2016. As a result, there are fewer industry organizations that can be approached for funding.

Approximately half the organizations who participated in the survey (n=75) applied for additional funding to cover the costs of the wildfires (51%). Figure 10 (next page) presents barriers to accessing additional funding reported by survey respondents by organization size. The most common barrier reported overall was that organizations did not meet the eligibility requirements of the funds or funders (50%). This was more commonly a barrier for large organizations (budget >\$300,000) (53%) than small organizations (budget <\$300,000) (38%). As noted earlier, the eligibility criteria in the years following the fires were amended, however, many of the organizations who were denied under the old eligibility requirements did not reapply for additional funding. Small organizations (n=37) more commonly reported that they were unable to access funding due to lack of capacity (24%) or the previous donor was unable to support the organizations (14%). Approximately one-quarter (24%) of survey respondents (n=75) indicated that their organization experienced no barriers in accessing additional funding.

Figure 10: Barriers to Accessing Funding by Organization Size (n=75)

Q9. What barriers to funding did your agency encounter when trying to access additional funding?



Due to the barriers faced by organizations in accessing funding, approximately half (49%) of all survey respondents (n=75) reported that their organization was experiencing a shortfall between funding received and funding required to be operational. Larger organizations (n=38) were more likely to be experiencing a short fall (61%) compared to small organizations (38%, n=37). Strategies utilized to make up for the lack of funds across all organizations that were experiencing a shortfall (n=37) included:

- Pursuing alternative funding (54%);

- Cut programming or services (24%);
- Rely on volunteers or reduce number of staff (14%);
- Utilize reserve funds (8%); and
- Petition the Government (8%).

Across all survey respondents (n=75), 80% said their organization had plans for long-term financial stability. Over half (53%) of these respondents indicated that their organizations' plans involved the diversification or expansion of longer-term funding or income generating sources. Other common strategies included:

- Development of policies, plans or targets around securing new funding (13%);
- Limiting expenses/cost cutting (10%);
- Increase investments or savings (3%);
- Hire new staff to support improving funding sources (2%);
- Rely more on volunteers (2%);

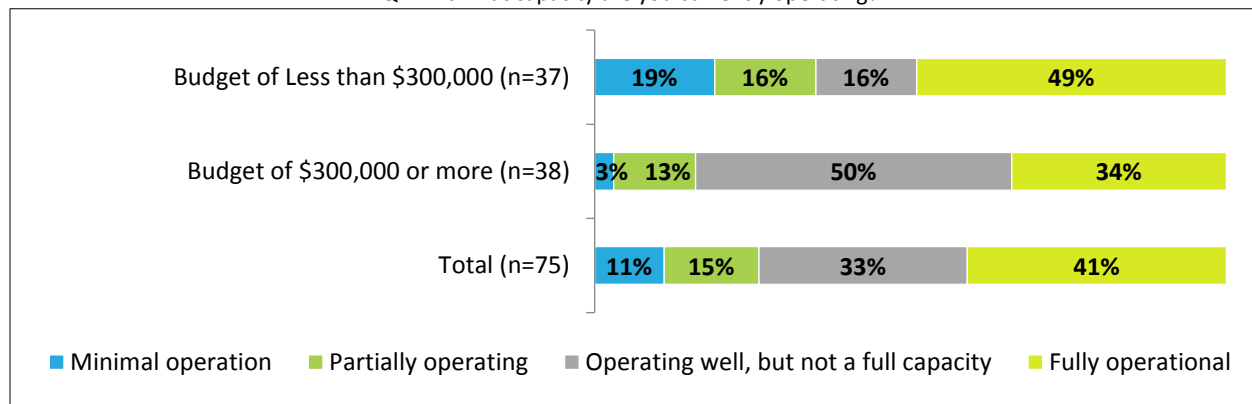
The remaining 8% of respondents indicated their organization was currently developing a strategy.

Operational Capacity

As depicted in Figure 11, over half (59%) of organizations surveyed (n=75) were not operating at full capacity. Small organizations were more commonly operating at full capacity (49%) compared to large organizations (34%), however, half (50%) of large organizations were operating well, but not at full capacity.

Figure 11: Operational Capacity by Organization Size (n=75)

Q12. At what capacity are you currently operating?



While 59% of all survey respondents (n=75) said their organization was not operating at full capacity, over half (57%) reported they were able to meet the demand for their services completely and 28% were able to meet them partially.¹ A minority of respondents (8%) said their organization was unable to meet the demand at all and 7% indicated their organizations ability to meet the demand depended on funding, service uptake and the ability of clients to access additional services. Among respondents

¹ Source: Social Profit Organizations Survey Q13. Based on the impact of the fire in your organization, can your organization meet the demand of service that the community has now?

whose organizations were only able to meet the demand for their service partially or not at all (n=27), the following factors were proposed to maximize their potential:

- Increase access to funders (74%);
- Establish a strong financial development plan (52%);
- Recruit more skilled board members (48%);
- Implement innovative hiring strategies (33%); and
- Other (26%).

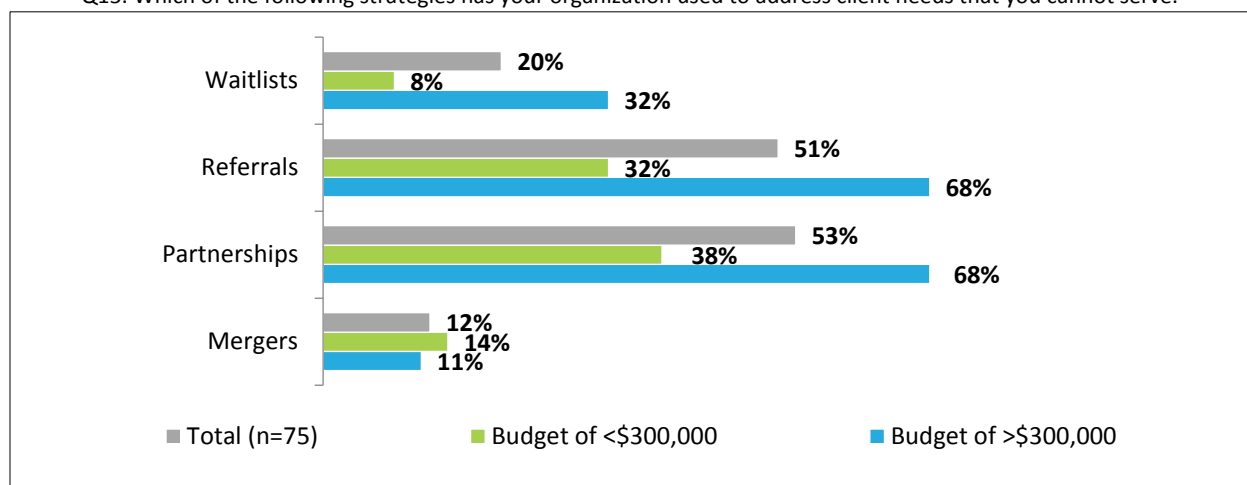
Other factors to maximize their organizations' potential included the ability to successfully negotiate, provide retention incentives, more office space, increase members, and increase their number of volunteers or staff.

As most respondents reported that their organization was able to meet all or most of the demand for their service, they were able to accomplish this by utilizing various strategies. Figure 12 presents the strategies used, by size of organization. Strategies reported were more common among large organizations than small organizations, aside from mergers. This strategy seems appropriate for small organizations as they lack the capacity to deliver services effectively without support from other sources.

Across all survey respondents (n=75), the most common strategies used by organizations were partnerships (53%) and referrals (51%). Large organizations (n=38) more commonly relied on these strategies (68%), compared to small organizations (n=37) (38% and 32% respectively).

Figure 12: Strategies to Meet Client Needs by Organization Size (n=75)

Q15. Which of the following strategies has your organization used to address client needs that you cannot serve.



For small organizations that do not track the number of individual clients (n=15), over half (53%) reported that the relative demand for their services had increased after the wildfire. One-third (33%) of these organizations reported that the demand remained the same and 13% reported it had decreased. Among large organizations that do not track the number of clients they have (n=13), 54% reported an increase in demand for their services, 39% reported demand remained the same and 8% indicated a decrease in demand.

Changes in demand for services are evident due to the change in number of clients accessing services through the organizations who participated in the survey. Overall, 63% of respondents reported that they tracked the number of individual clients. Among these respondents (n=47), 53% were large organizations and 47% were small organizations. The average number of clients organizations had in 2015 and 2017 are presented in Table 13 (next page).

Table 13: Average Number of Clients by Organization Size (n=47)

Q16a. Please provide the number of individuals clients your agency provides services for in 2015 and 2017.

Organization Size	Average number of clients in 2015	Average number of clients in 2017
Budget of less than \$300,000 (n=22)	203.5	161.7
Budget of \$300,000 or more (n=25)	963.4	1011.1
Total (n=47)	607.7	613.5

The uptake of services from small organizations declined from 2015 to 2017 by an average of approximately 41.8 clients. Large organizations had a substantially larger client base and, over the same period, the demand for their services increased by an average of 47.7 clients. It is important to note that not all organizations track the number of clients they have, thus the figures presented in Table 13 should be interpreted with caution.

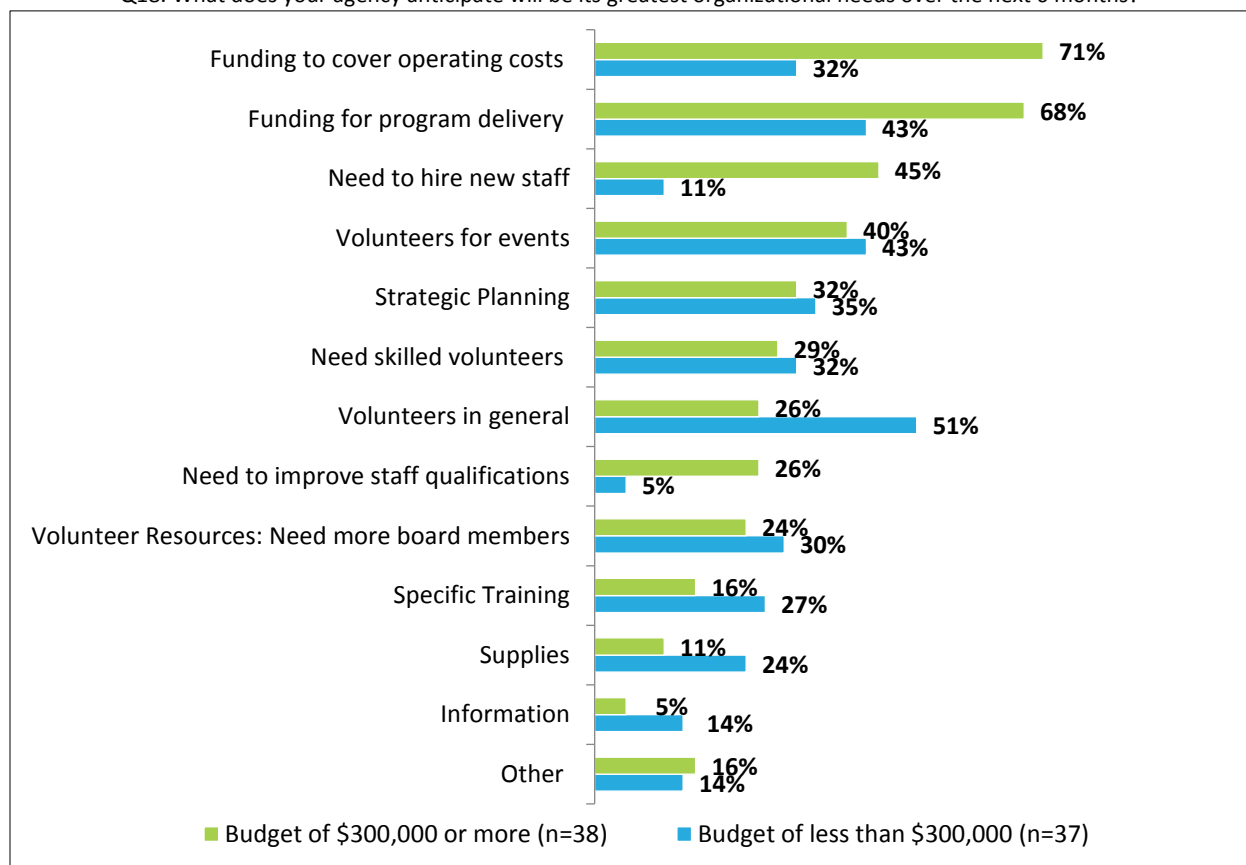
While some survey respondents reported that they perceived the demand for their organizations' services increased, figures reported by other respondents show that this was not the case. This highlights the importance of tracking and reporting accurate data to ensure decisions are based on evidence and current information.

Current survey respondents reported the greatest organizational needs they had in order to deliver service effectively over the next six months. The needs reported by respondents and organization size are presented in Figure 14 (next page). The greatest need for large organizations (n=38) was funding, specifically to cover operating costs (71%) and program delivery (68%). Due to the fact that small organizations (n=37) lack the resources for full-time staff, their greatest need was volunteers (general volunteers (51%), volunteers for events (43%)) and funding to cover program delivery (43%).



Figure 14: Greatest Organizational Needs by Organization Size (n=75)

Q18. What does your agency anticipate will be its greatest organizational needs over the next 6 months?



Staffing

In order to adequately deliver services, apply for funding and for overall business operations, social profit organizations require a sufficient number of skilled staff or volunteers. Among current survey respondents (n=75), one-third (33%) reported having current vacancies. Less than one-quarter (22%) of small organizations (n=37) reported having vacancies, while 42% of large organizations (n=28) had vacancies. The total number of vacant positions reported by respondents is presented in Table 15.

Table 15: Total Number of Vacancies by Position

Q20. If your agency has the following positions, how many vacancies does your organizations have for the following roles? If the position exists and there are no vacancies, please enter.

Position	Total # of full-time vacancies	Average # of part-time vacancies
Executive director (n=11)	2	0
Board members (n=15)	19	15
Supervisory/coordinator position (n=13)	10	2
Staff (n=11)	28	7
Volunteers (n=12)	61	84

The main reason for the vacancies for small organizations (n=8) was that employees did not return after the wildfire (50%) or after June 2016 (50%). Other less common reasons for the vacancies in small organizations include lack of funding for positions (3%) and personal reasons (3%) among staff. For large organizations (n=16), the vacancies were the result of:

- Employees left to work at another social profit organizations (38%);
- Employees left to work in industry (31%);
- Employees left to work in Government (25%);
- Employees left the community after June 2016 (25%);
- Employees did not return after the wildfire (19%);
- Employee contract ended (13%); and
- Health reasons (13%).

Compared to survey three, the current survey had fewer respondents report the reason for their vacancies were due to employees not returning after the wildfire (-7%). The current survey had a larger share of respondents report:

- Employees left to work at another social profit organizations (+35%);
- Employees left to work in industry (+28%);
- Employees left to work in Government (+17%);
- Employees contract ended (+5%)
- Employees left due to health reasons (+1%)

As a result of the wildfires and resulting recovery efforts, a small portion of survey respondents (n=75) indicated that their organization presently had new temporary staff members (13%). On average, these organizations (n=10) employed 1.6 temporary staff members, which ranged from one to three employees. Moreover, half (50%) of these organizations (n=10) plan to keep these employees for one to two years, 30% plan to keep them for less than one year and 20% plan to keep them two to three years or longer.

Temporary workers were more common among social profit organizations during survey three as compared to the current survey. In survey three, 29% of respondents reported having temporary workers, and these organizations employed on average of three temporary staff members. The temporary staff were expected to be employed for four to six months.

While the wildfire of 2016 resulted in job vacancies for social profit organizations, it has also limited the ability of the individuals employed in the social profit sector to work at full capacity. Across all survey respondents (n=75), 12% had employees who were unable to work due to the fires and 9% had employees whose responsibilities had to be modified. This represented 68 employees who were unable to work and 60 employees who required modified responsibilities.

Crisis Preparedness and Business Continuity

Across all survey respondents (n=75), only about one-third (32%) indicated that their organization had a business continuity plan to ensure they could continue to service their clientele. Large organizations (n=38) had a slightly higher proportion of respondents report their organization had a business continuity plan (34% compared to 30% of small organizations), however, this difference was not found

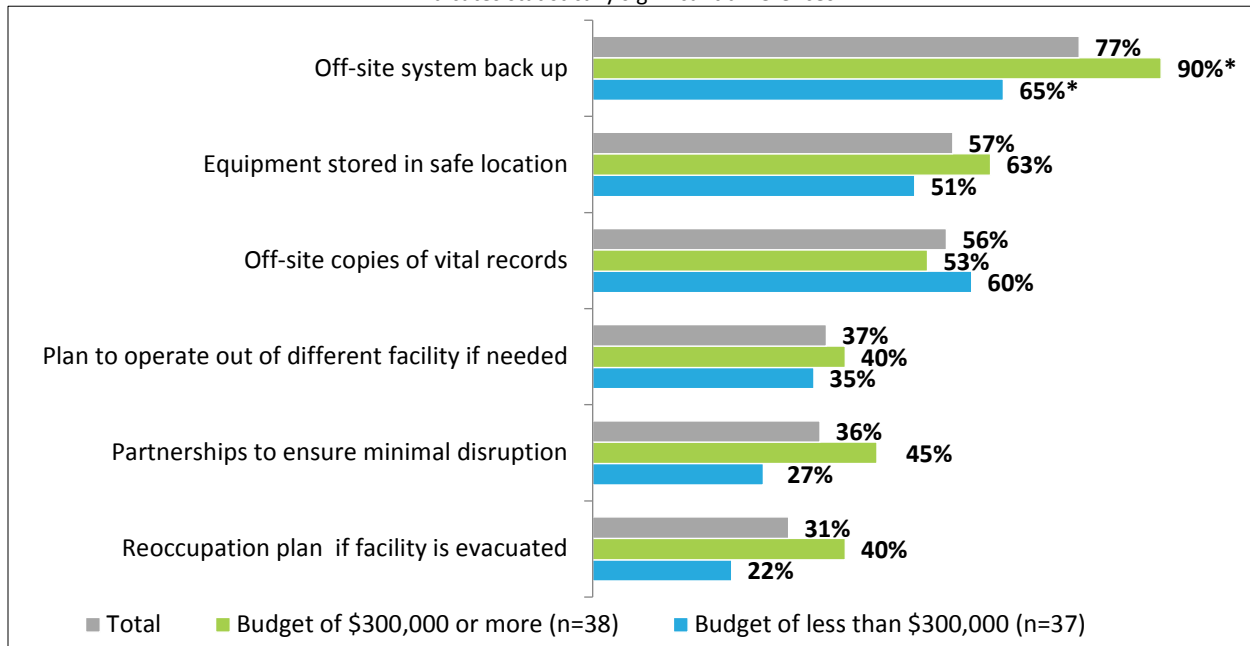
to be statistically significant. Among respondents whose organization had a business continuity plan (n=24), 58% have updated their plan since the fire.

Among respondents whose organizations did not have a business continuity plan (n=51), 71% indicated their organization had yet to develop one, while 20% indicated development of a plan was in progress. Among respondents who reported their organization had yet to start the development of a plan (n=36), 69% indicated their organization did not plan to develop one. There were no statistically significant differences between small or large organizations in their plans to develop a business continuity plan.

The components that are in place for organizations to continue to provide services in the event of emergencies are shown in Figure 16. Across all organizations surveyed (n=75), it was most common to have a plan to store computers files and a system back up at a safe off-site location (77%), followed by equipment being stored in a safe location on-site (57%).

Figure 16: Components of Continuity Plans in Place by Organization Size (n=75)

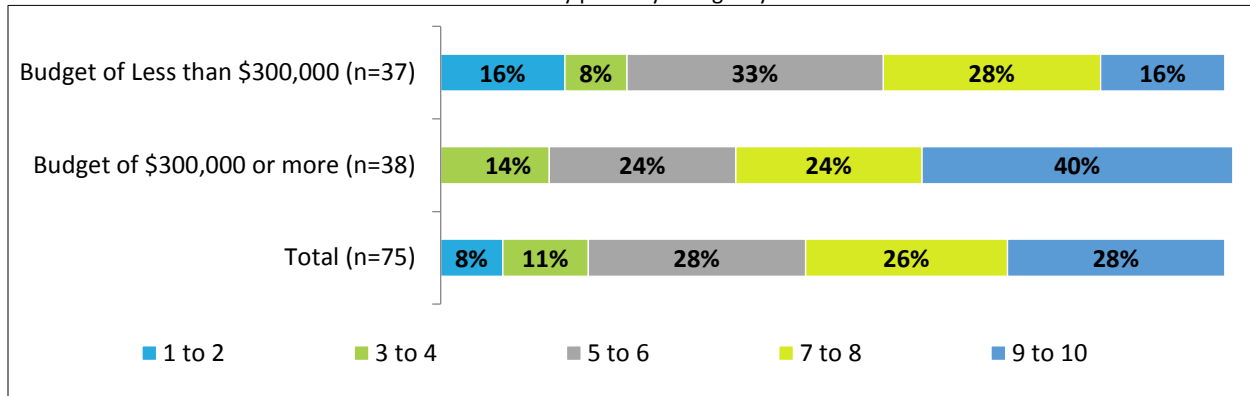
Q32. Which of the following components does your agency have in place, which are part of business continuity plan? * indicates statistically significant differences.



As illustrated in Figure 16, business continuity components were more commonly in place for large organizations compared to small organizations, aside from off-site copies of vital records. The reason large organizations more commonly reported having components of business continuity plans may be partly due to large organizations put a higher level of importance on business continuity plans. When asked to determine the level of importance of business continuity plans on a scale of one to ten, where one was not at all important and ten was very important, over half of large organizations (n=38) ranked them an eight or higher. Only 30% of small organizations (n=37) ranked business continuity plan with an eight or higher. Figure 17 (next page) presents the level of importance rankings for business continuity plans on the one to ten scale.

Figure 17: Level of Importance of Business Continuity Plans by Organization Size

Q36. On a scale of 1 to 10, with 1 being “Not at all important” and 10 being “Extremely important”, how important is a business continuity plan in your agency?



According to respondents, barriers to the development or expansion of business continuity plans reported for small organizations (n=37) include:

- Lack of expertise (41%);
- Lack of funding (41%);
- Lack of time (32%); and
- No access to resources (27%).

For small organizations, the main barrier to developing business continuity plans related to staff expertise and funding. Due to their limited budgets and lack of full-time staff, it is apparent that these factors would limit the development of business continuity plans. Conversely, large organizations (n=38), were commonly prevented from developing business continuity plans due to lack of time (61%). Other limiting factors reported by large organizations include:

- Lack of funding (42%);
- Lack of expertise (37%); and
- No access to resources (16%).

Among large and small organizations (n=75), respondents indicated that supports that would help their organization in the development of business continuity plans include:

- Courses/training (39%);
- Seminars (23%);
- One-on-one assistance (23%);
- Funding (20%); and
- Increase of staff availability (15%).

Overall, survey respondents were more likely to have some components for business continuity plans in place (e.g. off-site system back up) than crisis operation plans. Figure 18 presents the share of small and large organizations which had components of crisis or emergency operation plans in place.

Figure 18: Components of Crisis Operation Plans in Place by Organization Size (n=75)

Q33. Which of the following does your agency have in place to operate in a crisis? * indicates statistically significant differences.

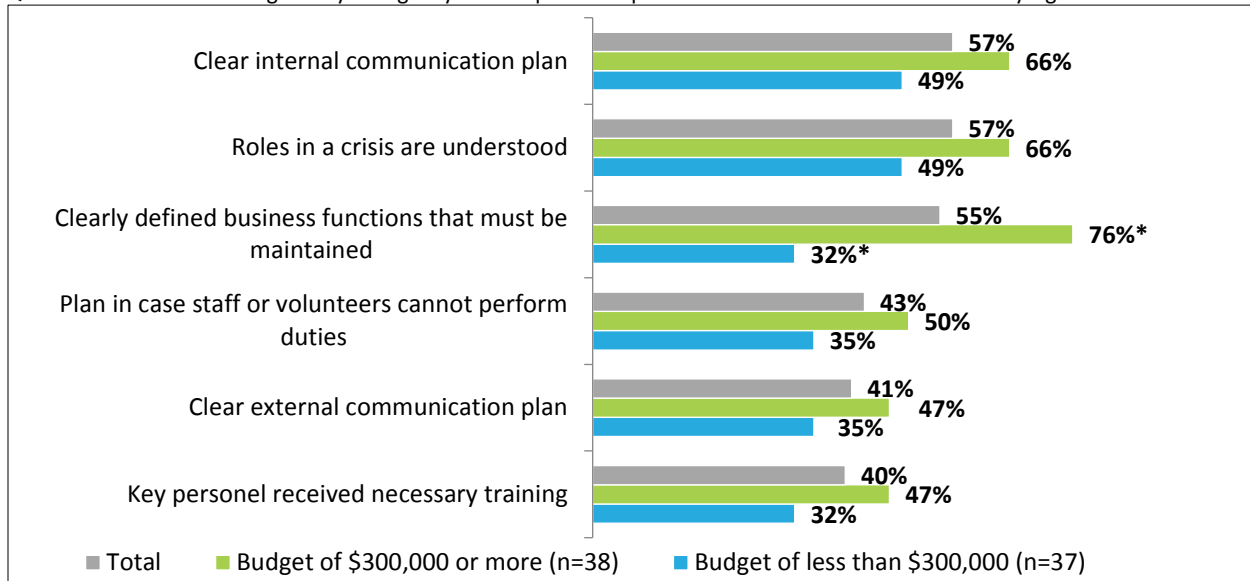


Figure 18 shows that across all respondents (n=75), the most common components of crisis operation plans in place were clear internal communication plans (57%) and roles being understood in a crisis (57%). For large organizations (n=38) the most common crisis operation plans involved clearly defined business functions that must be maintained in the event of a crisis (e.g. care to vulnerable clients) (76%); this compares to only 32% of small organizations.

Lessons learned as a result of the wildfire of 2016 in relation to crisis operation plans reported by survey respondents (n=75) include the need to:

- Development of strategic plans and documents (64%);
- Have clear communication (63%);
- Understanding of roles and responsibilities (40%);
- Understand insurance policies (12%);
- Ensure staff are aware of surroundings (11%); and
- Emergency response training or cross training (9%).

As a result of the fires, organizations professional values, priorities and approaches to leadership and management were impacted. As a result, almost two-thirds (61%) have changed their processes. Large organizations (n=38) more commonly indicated that their professional values, priorities and approaches to leadership and management changed compared to small organizations (50%), however, this differences was not statistically significant.

According to respondents, how their organizations professional values, priorities and approaches to leadership and management changed are reported below. It is important to note that these changes are presented verbatim from open ended responses. Further, comments of respondents who provided consent and who cannot be easily identified have been presented.

- Knowing and understanding how the disaster affects staff. Having a plan of action prepared ahead of the emergency.
- Heighten awareness to have appropriate coverage, back up, and have a Plan.
- Yes

- Understand that everyone has different abilities to readjust. Needs of the community increase drastically. It takes over a year to see the gaps.
- It was definitely a learning experience for everyone, and it opened our eyes to what can happen in a worst-case scenario. It made us more aware of the need to have various plans in place - business continuity plans, crisis communications plans, and long-term financial sustainability plans. However it has been difficult to put those plans in place due to everyone working extra time just to meet immediate needs and keep the organization operating each day.
- As a service coordinator, the safety of my clients, keeping up with safety training of the organization and knowing what to do in case of an emergency is very important. well.
- We are more prepared, with a plan in place in case of another major emergency. Also, because of the fire, we have become more sensitive to the needs of families, as well as our own staff members.
- Need time to think on this.
- We have changed our sick days to wellness days to remove barriers to taking them. Staff have legitimately been ill 400% more since the wildfire than before it.
- Yes.
- Priorities have changed.--
- Leading by example is vital. Keeping staff connected and healthy has to be a priority.
- How to be flexible and empathetic in crisis.
- I approach leadership and management more cautiously than before the fire. My values remain the same however I feel myself hesitating more when making decisions since the fire. As a leader, it is difficult to talk through your challenges and you can feel isolated. After the fire, every action was questioned by staff and the pressure can feel overwhelming. Our management team has put importance on employee well being and self care. That has improved and continues to be a focus moving forward.
- We are more prepared and more wary of the environment around us to be able to provide notice if an emergency may arise.
- Strengthened my values, commitment, priorities, to better serve our clients and staff.
- Priorities changed as each volunteer was affected differently. As a group we make adjustments to changes within our club and we figure out how to make it work as a club while maintaining our club goal.
- More communication.
- Hard to explain.
- I feel that as leaders we have in some ways taken care of our employees so well that we have created a state of human resource and cultural chaos that we cannot navigate now.
- To be prepared for unexpected circumstances.
- Communication needs to be up to date.
- We became more empathetic with families who just needed to rest and avoid the burnout that comes when too much volunteer time is required.
- We have taken safety and continuity more into consideration.
- 1. All teachers keep cell numbers for all clients in their phones. 2. Up to date records are kept off site. 3. Emergency evacuation procedures have been updated with input from Emergency Services. 4. Emergency evacuation procedures are practiced more regularly. 5. Teachers are prepared to waive standard regulations (i.e. staff child ratios, transportation guidelines etc) in the event of an emergency. 6. Teachers are prepared in case outside help is not available.
- Experience and how to prioritize.
- Perspective.

- Greater delegation and shared information

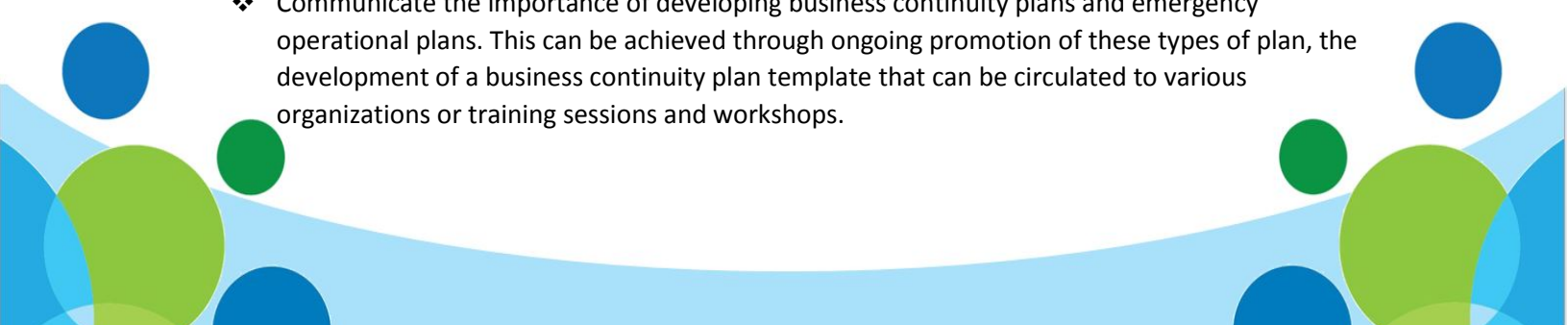
The following word cloud was developed from the top three lessons learned from the wildfire regarding emergency plans. Words that were used more frequently when describing lessons learned are larger in the word cloud.



Conclusions

- ❖ The results from the survey have been analyzed based on the organization size defined by the annual operating budget. This analysis was done to highlight differences in the ongoing financial impacts of the fires, operational capacity and staffing, as well as crisis preparedness for large and small organizations. As discussed on page seven of the report, the results show that because small organizations lack the funding necessary to hire full-time staff they are more heavily reliant on volunteers compared to large organizations. Moreover, reported in Figure 14 on page 17, survey respondents indicated that their organizations operational need in the immediate future is the recruitment of more volunteers.
- ❖ The impact of the 2016 wildfires has had a significant impact on organizations in the region. As presented in Figure 11 on page 14, approximately one-quarter of organizations surveyed were operating at a minimal or partial level. Moreover, it appears that large organizations are taking longer to return to full operational capacity compared to small organizations.
- ❖ According to Figure 12 on page 15, both large and small organizations rely on referrals and partnerships with organizations to help in addressing the demand for services, however, due to small organizations limited capacity, they rely on referrals and partnerships far more than large organizations.
- ❖ Small organizations were less likely to apply for additional funding as a result of the wildfires, as shown in Figure 8 on page 11. Small organizations lack the staff and expertise to complete applications or proposals. Without funding, organizations regardless of size are forced to cut programming or services. Furthermore, the most common barrier to accessing funding reported by large and small organizations was that they did not meet the funders' eligibility requirements.
- ❖ As discussed on page 18 and 19, while most of the organizations surveyed have at least an off-site back up of computer files and documents, many (particularly small organizations) do not put a high level of importance on business continuity plans.

Suggestions Moving Forward

- ❖ Foster networking and collaboration between community organizations. This can be achieved through networking events or referral documents.
 - ❖ Support organizations in the funding application process. This can be achieved through training manuals, workshops or one-on-one support services to assist organizations in the completion of applications or to assist them in fully understanding eligibility requirements.
 - ❖ Communicate the importance of developing business continuity plans and emergency operational plans. This can be achieved through ongoing promotion of these types of plan, the development of a business continuity plan template that can be circulated to various organizations or training sessions and workshops.
- 



APPENDIX A: SURVEY INSTRUMENT

FuseSocial**Social Profits Organization Survey**

This survey is being conducted by Malatest on behalf of FuseSocial. FuseSocial works to enhance the capacity of Wood Buffalo social profit organizations. Since the wildfire of 2016 FuseSocial has conducted a series of surveys to assess its impact, and monitor the recovery of the social profit sector. Your feedback will provide valuable information concerning the on-going financial and human resource impacts of the wildfire and the how social profit agencies are responding to these stressors.

The survey should take approximately 25 minutes to complete. Your participation in the survey is completely voluntary, and you can choose not to participate at any time. Provide your responses to the survey questions and press the “Next” button to advance. The “Back” button can be used to return to previous questions, if you need to change a response. When you are finished the survey, press the “Submit Survey” to finalize your responses. If you need to complete the survey over multiple sessions, you can return to where you left off by clicking on the survey link in the invitation email you received; your previous answers will have been saved.

All information collected will be held in the strictest confidence. Responses to the survey will only be reported collectively and will not be linked to individual organizations.

Consent

Would you like to start the survey now?

1. Yes [Go to Question 1]
2. No [Terminate]

Termination Script: “Thank you for your interest in this survey.”

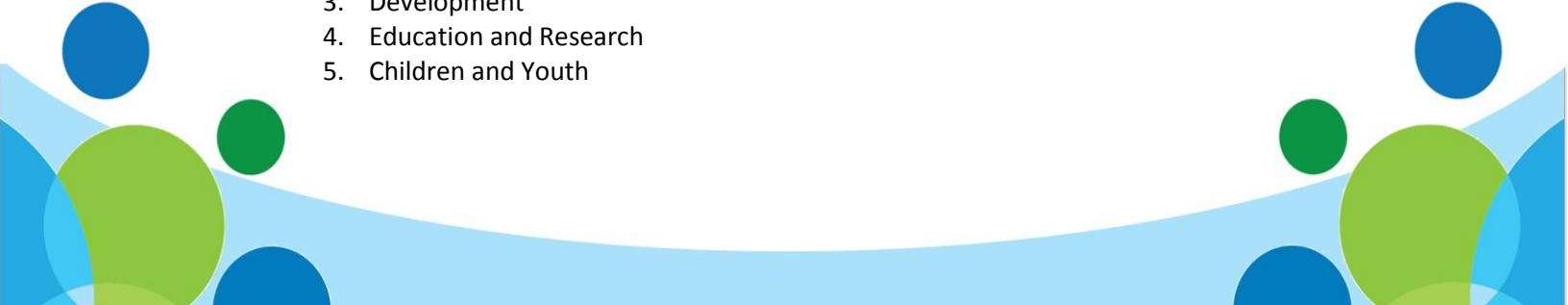
Organization Demographics

First, we would like to gather some information about you and the agency you represent.

D1) Does your agency provide any services to the **Rural** Communities in the Regional Municipality of Wood Buffalo? (**mouseover:** “Any communities / households located outside of the urban service area of Fort McMurray”)

1. Yes
2. No

D2) Which of the following best describes your agency’s area of focus? (select all that apply)

1. Arts and Culture
 2. Business, Professional Associations/Unions
 3. Development
 4. Education and Research
 5. Children and Youth
- 

6. Environment
7. Fundraising and Volunteerism
8. Health
9. Housing
10. International
11. Law, Advocacy and Politics
12. Recreation/Sports
13. Religion
14. Social Services
15. Other (please specify): _____

D3) How many paid employees (Full-time equivalents or FTE) does your agency currently have?

1. None
2. 1 to 10 FTEs
3. 11 to 25 FTEs
4. 26 to 50 FTEs
5. 51 or more FTEs

D4) How many volunteers, including Board Members, does your agency currently have? (include both part-time and full-time)

1. None
2. 1 to 10
3. 11 to 25
4. 26 to 50
5. 51 or more

D5) What was the annual budget for your organization in 2017?

1. Less than \$300,000
2. Between \$300,000 and \$499,999
3. Between \$500,000 and \$999,999
4. Between \$ 1 million and \$2 million
5. More than \$2 Million

D6) Do you give FuseSocial permission to share any anonymous direct quotes externally?

1. Yes
2. No

D7) Would you be interested in participating in a focus group?

1. Yes
2. No

D8) [Ask if D7=1] Please provide the following information:

1. Name of your organization: _____
2. Your name: _____
3. Your title or position: _____
4. Phone Number: _____
5. E-mail Address: _____

For this section we would like to gather some information about the impact that the wildfire had on the funding revenue and funding sources of your organization.

- 1) As a result of the fire (wildfire, evacuation, re-entry and/or recovery process), has your agency had any disruptions or changes in traditional revenue?
 1. Revenue is the same
 2. Revenue has decreased
 3. Revenue has increased

- 2) [Ask if 1= 2 or 3] How much has your agency's traditional revenue increased or decreased?
 1. \$1 to \$10,000
 2. \$10,001 to \$100,000
 3. \$100,001 to \$200,000
 4. \$200,001 to \$300,000
 5. \$300,001 to \$400,000
 6. \$400,001 to \$500,000
 7. \$500,001 to \$600,000
 8. \$600,001 to \$700,000
 9. \$700,001 to \$800,000
 10. \$800,001 to \$900,000
 11. \$900,001 to \$1 million
 12. \$1,000,001 to \$1.5 million
 13. \$1,500,001 to \$2 million
 14. More than \$2 million (please specify): _____

- 3) Please indicate if your organization is currently experiencing no change, a reduction or an increase for each of the following:

Overall Funding Source	No change	Reduction	Increase
a. Overall funding from our regular funders	1	2	3
b. Overall donations from our individual donors	1	2	3
c. Overall donations from local community groups	1	2	3
d. Overall funding from income generating activities	1	2	3

- 4) Did your organization apply for additional funding that addressed costs related to the wildfire?
 1. Yes
 2. No

- 5) [Ask if 4=1] How long does your organization typically wait after the application process to obtain funding approval?
 1. _____ months



- 6) [Ask if 4=1] Did you receive the additional funding that you applied for to address costs related to the wildfire?
1. Yes
 2. No

6a) [Ask if 6=1] How many funders did you get additional funding from to address costs related to the wildfire?

1. _____

- 7) [Ask if 6=1] Please provide the name of the funder(s) that you received additional funding from and how long you waited after funding approval to receive the funds you applied for? [Set the number of answer options=6a]

Name of organization	Number of months waiting to receive funds after being approved

1.

- 8) [Ask if 6=1] In the last fiscal year, from which of the following did you receive additional funding to address costs related to the wildfire? (select all that apply)

1. Red Cross Community Organizations Partnership Program
2. United Way Fire Recovery Funding Program
3. Foundations
4. Corporations/ Industry
5. Private individuals
6. Other (Please specify): _____

- 9) What barriers to funding did your agency encounter when trying to access additional funding? (select all that apply)

1. Unable to source funding to meet your agency's unique needs
2. Previous donor base is unable to support your organization
3. Your organization does not meet the eligibility requirements of the funds or funders
4. You do not have the capacity or resources to complete the application for funding
5. Had no barriers
6. Other (Please specify): _____

9a. [Ask if Q9=5 and at least one of Q9=1,2,3,4 and 6] When asked about the barriers that your agency encountered, you selected no barriers along the following responses [recall Q91-4 and 6 as applicable]. Can you please explain what you meant by no barriers?

- 10) Is your organization currently experiencing a shortfall between the funding it received and the funding it needs to be **fully operational**? (mouseover: "Fully operational refers to the ability of funding to provide programs and services at the same level as your organization did prior to the wildfire")

1. Yes
2. No



11) [Ask if 10=1] What strategies does your organization use to make up for the lack of funds?

1. _____

11a) Is your organization planning for long term financial sustainability?

1. Yes

2. No

11b) [Ask if 11a=1] What are your strategies?

1. _____

Operational Capacity

We would now like to ask some questions about your organization's current operational capacity.

12) At what **capacity** are you currently operating? (**mouseover**: "Capacity is defined as "having the human and/or financial resources required to fulfill your mandate as an organization")

1. Minimal operation (Less than 50% capacity)
2. Partially operating (50-70% capacity)
3. Operating well, but not at full capacity (70 – 99% capacity)
4. Fully operational (100% capacity)

13) Based on the impact of the fire in your organization, can your organization meet the demand of service that the community has now?

1. Yes
2. Not completely
3. Not at all
4. Other (Please specify): _____

14) [Ask if 13=2, 3] What factors are needed to maximize your organizational potential? (select all that apply)

1. Innovative hiring strategies
2. More skilled Board members
3. Highly skilled Executive Director
4. Access to Funders
5. A strong financial development plan
6. Other (Please specify): _____

15) Which of the following strategies has your organization used to address client needs that you cannot serve?

Strategy	Used	Not Used
a. Our organization currently has a waitlist	1	2
b. Our agency refers clients to other community services	1	2
c. Our agency partners with other agencies to increase service-delivery capacity	1	2
d. Our agency has merged with other agencies to increase service-delivery capacity	1	2

16) Does your agency keep track of the number of **individual clients** it services? (**mouse over**: Each individual client has been counted **once** regardless of how many times that person has accessed your service)

1. Yes
2. No

16a) [Ask if 16=1] Please provide the number of **individual clients** your agency provided services for in 2015 and 2017 (annual number of individual client) (**mouse over**: Each individual client has been counted **once** regardless of how many times that person has accessed your service)

1. 2015: _____
2. 2017: _____

17) [Ask if 16=2] How has the relative demand for your agency's services change after the wildfire?

1. Increased
2. Decreased
3. Remained the same

18) What does your agency anticipate will be its greatest organizational needs over the next 6 months? (select all that apply)

1. Financial Resources: Funding to cover operating costs (administrative costs)
2. Financial Resources: Funding for program delivery (direct service costs)
3. Human Resources: Need to hire new staff
4. Human Resources: Need to improve staff qualifications
5. Volunteer Resources: Need skilled volunteers
6. Volunteer Resources: Volunteers for events
7. Volunteer Resources: Volunteers in general
8. Volunteer Resources: Need more board members
9. Supplies
10. Specific Training
11. Information
12. Strategic Planning
13. Other (Please specify): _____

Staffing

We would like to ask some questions about your organization's current staffing and any challenges you may have with hiring appropriate staff.

19) Does your organization currently have **vacancies** (**mouseover**: "Positions that have yet to be permanently filled")?

1. Yes
2. No



- 20) [Ask if 19=1] If your agency has the following positions how many **vacancies** (**mouseover**: “Positions that have yet to be permanently filled”) does your organization have for the following organizational roles? If you agency does not have these positions, please select “Not applicable”. If the position exists in your organization, but there are no vacancies, please enter zero (0) in the appropriate box.

Position	Not applicable	Full-time vacancies	Part-time vacancies
a. Executive Director	<input type="checkbox"/>		
b. Board members	<input type="checkbox"/>		
c. Supervisory/Coordinator Positions	<input type="checkbox"/>		
d. Staff	<input type="checkbox"/>		
e. Volunteers	<input type="checkbox"/>		

- 21) [Ask if 19=1] What were the reasons for your staffing **vacancies**? (select all that apply) (**mouseover**: “Positions that have yet to be permanently filled”)

1. Employees did not return after the wildfire
2. Employees’ contracts ended
3. Employees left to work at another social profit organization
4. Employees left to work with a government organization (i.e. Alberta Health Services, School Board, Regional Municipality of Wood Buffalo etc.)
5. Employees left to work in industry or construction
6. Employees left due to FIRE RELATED health issues
7. Employees left due to heath issues (not fire related)
8. Employees left the community after June 2016
9. Employees retired
10. Other (Please specify): _____

- 22) How experienced is your team? For each position please indicate the number of employees with that amount of experience in your organization. If you agency does not have these positions, please select “Not applicable”. If the position exists in your organization, but there are no individuals with that level of experience, please enter zero (0) in the appropriate box.

Position	Not applicable	Less than one year	One to three years
Executive director	<input type="checkbox"/>		
Board members	<input type="checkbox"/>		
Supervisory/Coordinator Positions	<input type="checkbox"/>		

- 23) [Ask if 19=1] Which of the following are hindering your organization’s ability to hire NEEDED positions?

Reason	Yes	No	
a. Lack of financial resources	1	2	88
b. Lack of human resources	1	2	88
c. Lack of skilled workers	1	2	88

- 24) As a result of the wildfire recovery effort, does your agency presently have new **temporary** staff members? (**mouseover**: “Temporary staff are short term contractors required after May 2016. These are non-permanent positions within your agency.”)

1. Yes

2. No
- 25) [Ask if 24=1] How many temporary staff members does your agency currently have?
1. Number of temporary staff members: _____
- 26) [Ask if 24=1] How long does your agency plan to employ these temporary staff?
1. Less than a year
 2. 1 to 2 years
 3. 2 to 3 years
 4. 3 years
 5. Other (Please specify): _____
- 27) What has the impact of the wildfire been the well-being of your staff? Please indicate the number of your staff that are working at the following levels?
1. Unable to work _____
 2. Modified duties _____
 3. Full capacity _____

Crisis Preparedness and Business Continuity

Finally, we would like to ask some questions about your organization's crisis and business continuity planning.

- 28) Before the wildfire, did your agency have a **business continuity plan** to ensure your agency could continue to service your clientele? (**mouseover**: "Business continuity refers to the ability for an organization to continue to service its clientele regardless of circumstance, e.g., "what if" situations, computer system crash, natural disasters")
1. Yes
 2. No
- 29) [Ask if 28=1] Has your agency updated its **business continuity plan** since the wildfire? (**mouseover**: "Business continuity refers to the ability for an organization to continue to service its clientele regardless of circumstance, e.g., "what if" situations, computer system crash, natural disasters")
1. Yes
 2. No
- 30) [Ask if 28=2] Has your agency developed a **business continuity plan** since the wildfire? (**mouseover**: "Business continuity refers to the ability for an organization to continue to service its clientele regardless of circumstance, e.g., "what if" situations, computer system crash, natural disasters")
1. Yes
 2. No
 3. In progress

- 31) [Ask if 30=2] Is your agency planning to develop a **business continuity plan**? (**mouseover**: “Business continuity refers to the ability for an organization to continue to service its clientele regardless of circumstance, e.g., “what if” situations, computer system crash, natural disasters”)
1. Yes
 2. No

- 32) Which of the following components does your agency have in place, which are a part of a business continuity plan?

Statement	Yes	No
a. My agency partners with other Social Profits to ensure minimal disruption to services in an crisis	1	2
b. My agency has a plan to operate out of another facility if forced to evacuate	1	2
c. My agency has a reoccupation plan for our facility if it is evacuated	1	2
d. My agency backs up computer files and stores that back-up at a safe location away from our facility	1	2
e. My agency has copies of vital records and stores them in a safe location away from our facility	1	2
f. My agency has its vital equipment located in the safest part of our building	1	2

- 33) Which of the following does your agency have in place to help it operate in a crisis?

Statement	Yes	No
a. My agency has clearly identified which business functions MUST be maintained during a crisis (e.g. care to vulnerable clients)	1	2
b. My agency has the plans we need in case key staff and/or volunteers cannot do their jobs as a result of a crisis.	1	2
c. People in my agency understand their roles in a crisis	1	2
d. People with key roles in a crisis have received the training they require to do that job.	1	2
e. My agency has a clear internal communications plan for crisis situations. (mouseover : “To contact and speak with staff, volunteers and clients”)	1	2
f. My agency has a clear external communications plan for crisis situations. (mouseover : “To contact and speak with the public, and key stakeholders”)	1	2

- 34) What factors limit the ability of your agency to create or expand your business continuity plan?

1. Lack of time
2. Lack of expertise
3. No access to preparedness resources
4. Lack of funding
5. My organization does not face any limitations
6. Other (Please specify): _____

- 35) List the kinds of supports your agency needs to develop or improve its business continuity plan?
E.g., courses, seminars, one-on-one assistance, etc.

1. _____

36) On a scale of 1 to 10, with 1 being “Not at all important” and 10 being “Extremely important”, how important is a business continuity plan in your agency?

	Not at all important 1	2	3	4	5	6	7	8	9	Extremely important 10
Importance of a business continuity plan	1	2	3	4	5	6	7	8	9	10

37) Please list your agency’s top three Lessons Learned from the wildfire regarding your emergency plans.

1. _____
2. _____
3. _____

38) Have your professional values, priorities, or approaches to leadership and management changed given everything you learned from the wildfire?

1. Yes
2. No

39) [Ask if Q38=1] How have your professional values, priorities, or approaches to leadership and management changed?

Congratulations you have completed the survey! Thank-you for your participation

