



# STATE LEVEL FINDINGS: ARKANSAS



Save the Children®

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Building State VOAD Capacities to  
Protect Children in Emergencies

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*Report and Appendices prepared by the Natural Hazards Center at the University of Colorado Boulder.*

*For the entire set of report-related materials from this project, please see:*  
**<https://hazards.colorado.edu/research-projects/save-the-children>**

# INTRODUCTION

This appendix provides additional detail regarding research conducted in Arkansas by the Natural Hazards Center at the University of Colorado Boulder to evaluate Save the Children's *Building State Voluntary Organizations Active in Disasters (VOAD) Capacities to Protect Children in Emergencies Project* (see Appendix B for detailed findings regarding the other focal state of Nebraska). This project was designed to assess how state-level VOADs can build capacity to address children's needs before, during, and after disaster.

While the comprehensive report illustrates higher-level findings resulting from the evaluation as a whole, this state-level appendix provides descriptive and analytical findings for three of the data collection activities: 1) pre-facilitated survey; 2) participatory asset mapping; and 3) social network analysis survey. We present these findings in the order the data collection activities took place during the project period. At the beginning of each of the following sections, we provide a brief overview of the methods used and data gathered before the presentation of findings.

## PRE-FACILITATED SESSION SURVEY

Before the launch of the Save the Children-led training sessions in the two focal states of Arkansas and Nebraska, the evaluation research team developed and disseminated an online survey to VOAD members and those partnered or affiliated informally with Arkansas and Nebraska state-level VOADs. The intent of this survey was to assess individual and organizational levels of disaster preparedness and the state of child-centered disaster preparedness activities.

The Natural Hazards Center team created one primary survey, which was then updated to be specific to each state (see Appendix C). We used the online survey platform Qualtrics to disseminate surveys through anonymous survey links. These links were sent to Arkansas and Nebraska VOADs and their partners on December 3, 2018. In all, a total of 24 surveys in Arkansas (seven of which were partially completed), and 46 surveys in Nebraska (13 of which were partially completed) were submitted via Qualtrics by December 17, 2018. The data were then analyzed to understand organizational baseline knowledge, readiness, and capacity as it pertains to children's needs during disaster. Survey findings also provide an overview of the participating organizations' characteristics, including populations served, services provided, and organization funding sources. Given that we did not require participants to share their organization names and that we initially had a goal of receiving approximately 60 surveys from each state, findings from the survey data may not be generalizable to each state VOAD and VOAD partners. They do, however, provide a baseline understanding of respondent and organization knowledge and experience in working with children during disasters.

Descriptive findings from the pre-facilitated session survey are presented for Arkansas as follows: 1) Individual Respondent Characteristics; 2) Organizational Characteristics and Disaster Planning; 3) Disaster Services and Experience; 4) Child-Specific Services and Experience Working with Children; 5) Knowledge and Awareness About Children in Disasters; 6) Capacity and Readiness for Child-Focused Disaster Response; 7) Organizational Readiness and Experience Serving Children in Disaster; and 8) Perceptions About Child-Focused Disaster Response.

## Individual Respondent Characteristics

As part of this initial survey, we included a series of demographic questions aimed at gaining a better understanding of participating organizations as well as the individuals filling out the survey. This is helpful contextual information to have when interpreting survey results, given that states and organizations within states operate in different contexts, face unique challenges and opportunities, and may exhibit differing strengths and weaknesses regarding their organizations' knowledge, ability, and willingness to respond to children's needs during disaster. Table 2.1 provides a breakdown of respondent demographics for Arkansas.

**Table 2.1 – Demographic Characteristics of Arkansas Participants**

CHARACTERISTICS	TOTAL (N=18)
<b>Gender</b>	
Male	28% (n=5)
Female	72% (n=13)
Prefer not to answer	0%
<b>Race/Ethnicity</b>	
American Indian or Alaska Native	5% (n=1)
Asian	0%
White/Caucasian	89% (n=16)
Other race or ethnicity reported	0%
Missing	5% (n=1)
<b>Hispanic or Latino</b>	
Yes	0%
No	94% (n=17)
Prefer not to answer	0%
Missing	5% (n=1)
<b>Age</b>	
18-30	5% (n=1)
31-45	11% (n=2)
46-65	44% (n=8)
65+	28% (n=5)
Missing	11% (n=2)
<b>Education</b>	
High school diploma	0%
Some college or vocational school	11% (n=2)
BA or BS degree	28% (n=5)
Some graduate work	61% (n=11)
Missing	11% (n=2)

The following figures provide additional insights into the organizational roles and employment experiences of respondents. Figure 2.1 illustrates responses from Arkansas participants in response to the question, "Which of the following best describes your role in the organization?" This was a "check all that apply" question that allowed respondents to write-in options if their role was not adequately represented in the survey response categories. In Arkansas, the two most common responses include "program manager" and "volunteer." For those participants who



selected “other” (in both states), their responses fell under the umbrellas of “director,” “emergency coordination and response,” “emergency planner,” and “emergency management.”<sup>1</sup>

**Figure 2.1 –Arkansas responses to: “Which of the following best describes your role in the organization? Please check all that apply.”**

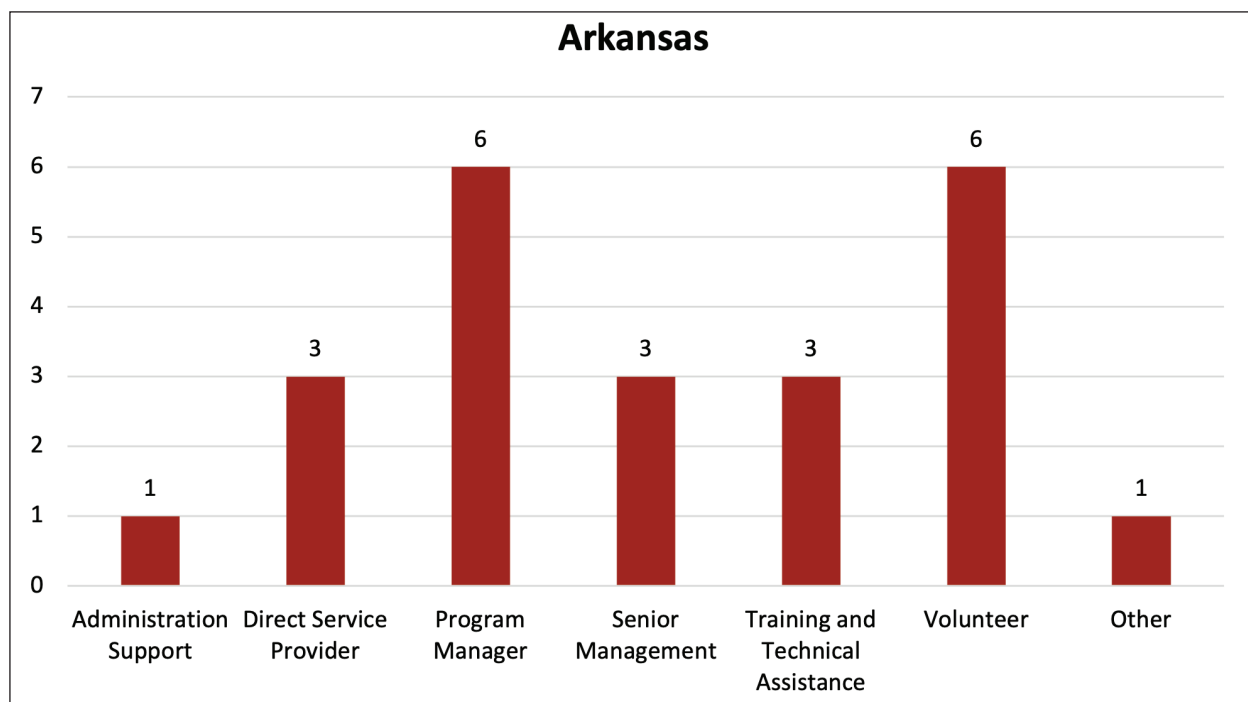
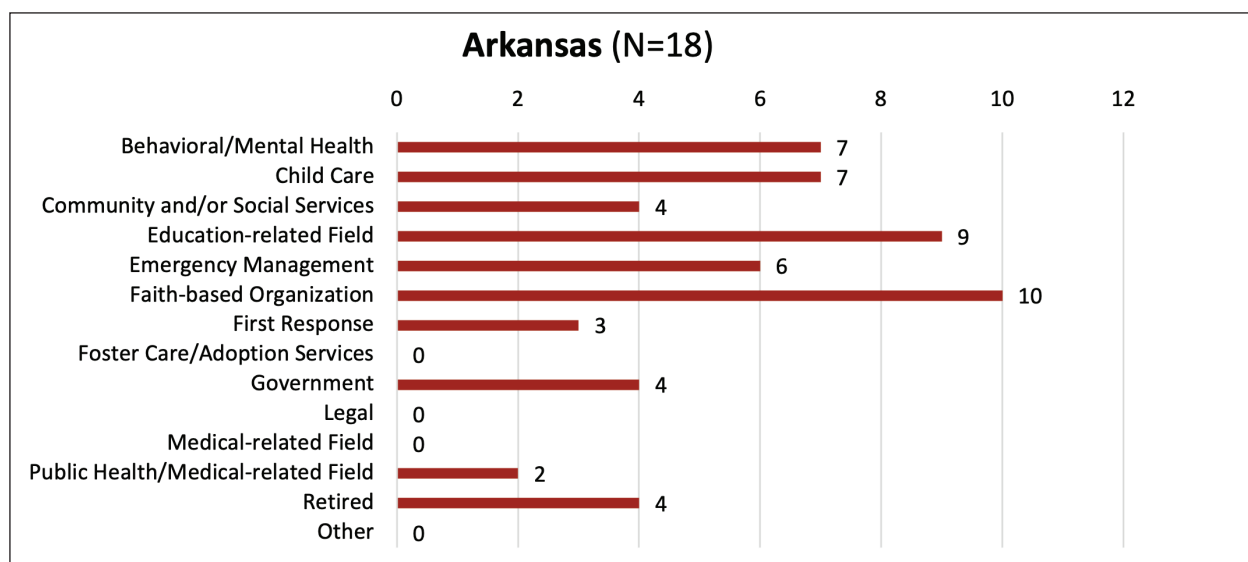


Figure 2.2 represents responses to the question, “In what field(s) do you have experience working?” Again, survey participants were allowed to select more than one option, with the opportunity to elaborate if they selected an “other” response.

**Figure 2.2 –Arkansas responses to: “In what field(s) do you have experience working? Please check all that apply.”**



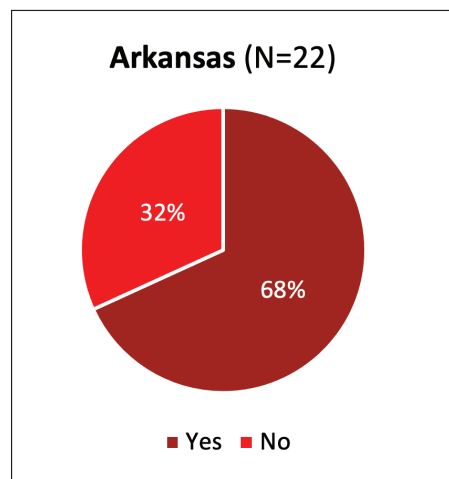
<sup>1</sup>Responses to the ‘other’ category for this question are not separated by state to ensure anonymity for participants.

## Organizational Characteristics and Disaster Planning

Participants were asked in the survey to provide descriptive information about their respective organizations, including characterizing their organization's involvement in the state VOAD, describing the types of populations served and sectors represented, and information regarding the services their respective organizations provide. Figure 2.3 summarizes results from Arkansas participants in response to the question, "Is your agency or organization currently a member of your state-level VOAD?" Out of the 22 Arkansas participants that answered this question, roughly 70% (n=15) responded "yes" with the remaining participants responding "no."

**Figure 2.3 (right) – Arkansas responses to: "Is your agency or organization currently a member of your state-level VOAD?"**

If participants selected "yes" to "Is your agency or organization currently a member of your state-level VOAD?" they were asked the following two questions: 1) "If yes, how long has your organization been a member of your state-level VOAD?" and 2) "How often are you or someone in your organization in contact with other member organizations within your VOAD?" Table 2.2 provides an overview of responses to these questions among Arkansas participants. In both states, for those who responded "other" to the second question, three out of four indicated that they were "unsure," with one respondent stating, "as needed or when called."

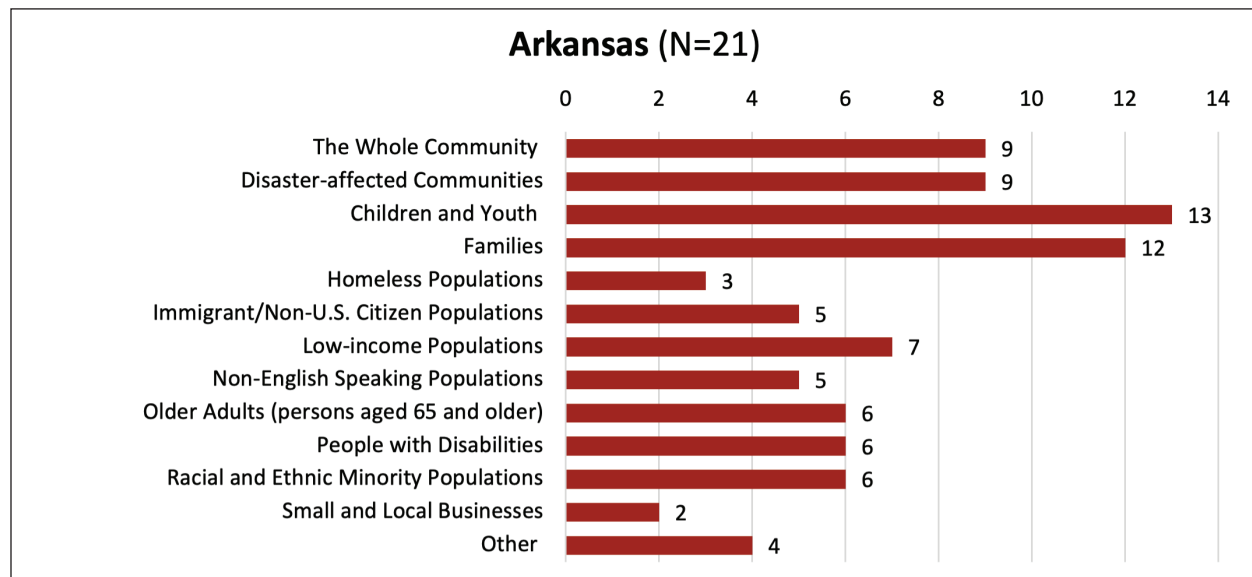


**Table 2.2 – Years in Arkansas VOAD and Frequency of Contact (n=14)**

YEARS IN ARKANSAS VOAD		FREQUENCY OF CONTACT	
Less than 1 year	0	Weekly	21.4% (n=3)
1-3 years	0	Bi-weekly	21.4% (n=3)
4-9 years	28.6% (n=4)	Monthly	28.6% (n=4)
10+ years	35.7% (n=5)	Quarterly	21.4% (n=3)
Unsure	35.7% (n=5)	Annually	0
		Other	7.1% (n=1)

The next question on the survey asked participants to identify the population(s) that their organizations serve. This question allowed them to select more than one option and to provide an explanation of populations served that were not represented in the response categories. In Arkansas, as shown in Figure 2.4, a majority of organizations serve "children and youth" (n=13) and "families" (n=12). "The whole community" and "disaster-affected communities" were the third most reported populations served.

**Figure 2.4 – Arkansas Responses to: “What population(s) does your organization serve? Please check all that apply.”**

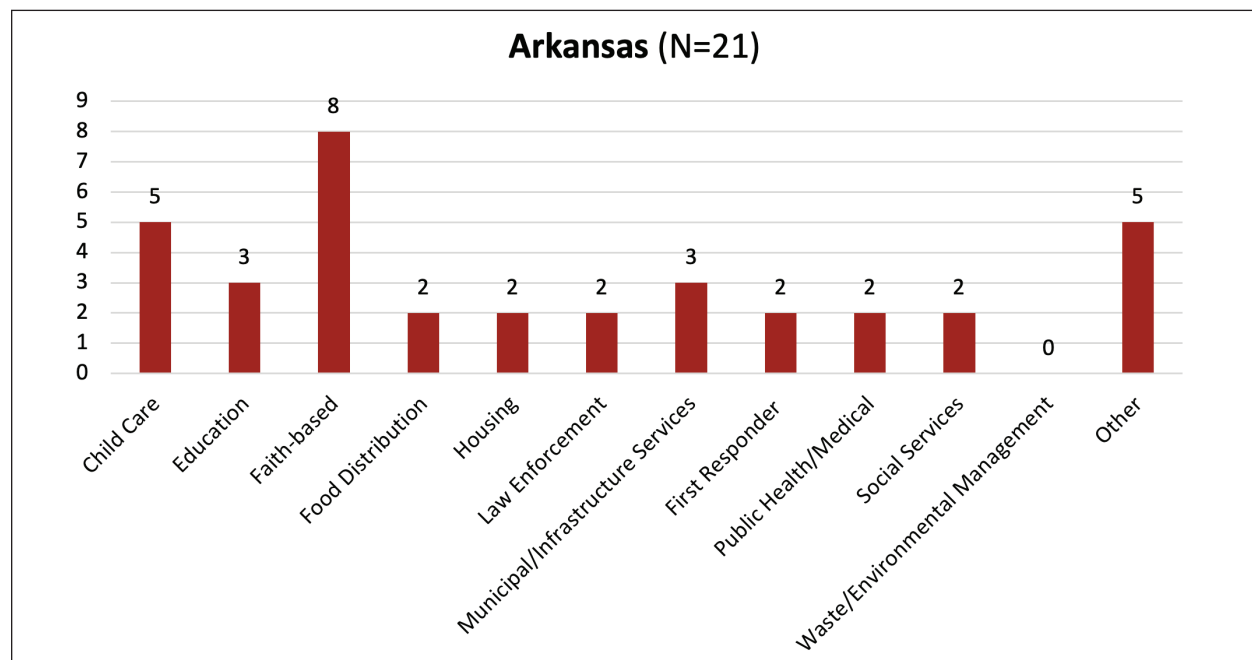


Arkansas “other” responses to “What population(s) does your organization serve?” included the following:

- Faith-based groups
- Our teams provide comfort in times of man-made or natural disasters. We also visit hospitals, schools, and the airport
- State, federal and local law enforcement
- We are public health, not sure how that fits in

To gain a deeper understanding of the organizations represented, we asked participants, “What sector(s) does your organization operate in?” This was a “check all that apply” format, which also allowed participants to select and fill-in an “other” response. Figure 2.5 illustrates responses from participants in Arkansas. Aside from “other,” “child care,” and “faith-based,” responses were rather similarly split among the remaining categories. We provide participants’ detailed responses to the “other” category below Figure 2.5.

**Figure 2.5 –Arkansas responses to: “What sector(s) does your organization operate in? Please check all that apply.”**

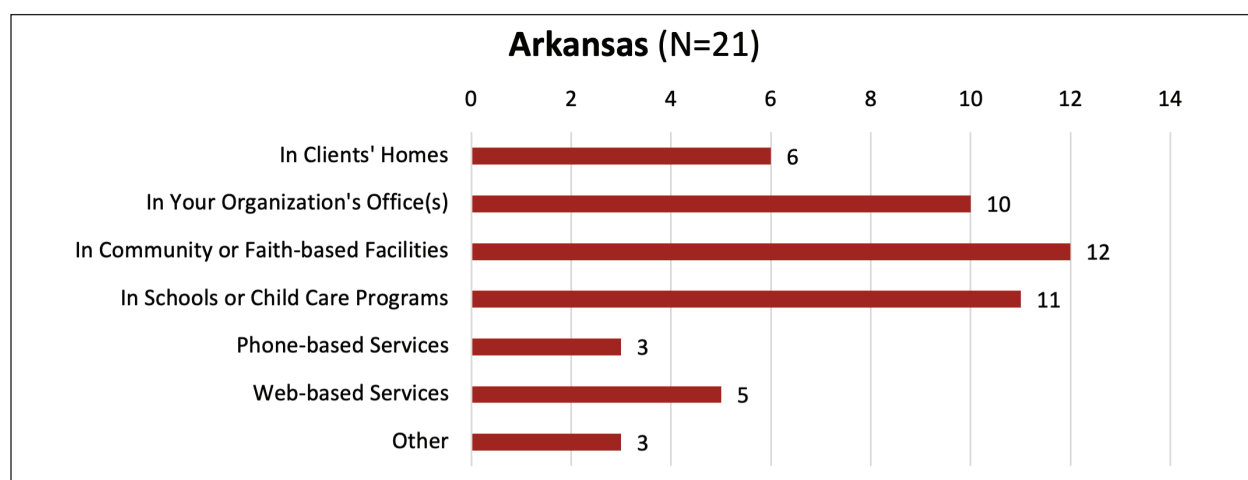


Arkansas “other” responses to “What sector(s) does your organization operate in?” included the following:

- Comfort
- Disaster services
- Emergency management
- Hosting volunteer work teams
- Emotional and spiritual care

When asked *where* their respective organizations provide services, participants selected from the following: in clients’ homes, in [their] organization’s office(s), in community or faith-based facilities, in schools or child care programs, phone-based services, web-based services, and other. In Arkansas, the most commonly selected locations included “in community or faith-based facilities” (n=12), “in schools or child care programs” (n=11), and “in your organization’s office(s)” (n=10). See Figure 2.6 for more detail.

**Figure 2.6 –Arkansas responses to: “Where does your organization provide services? Please check all that apply.”**



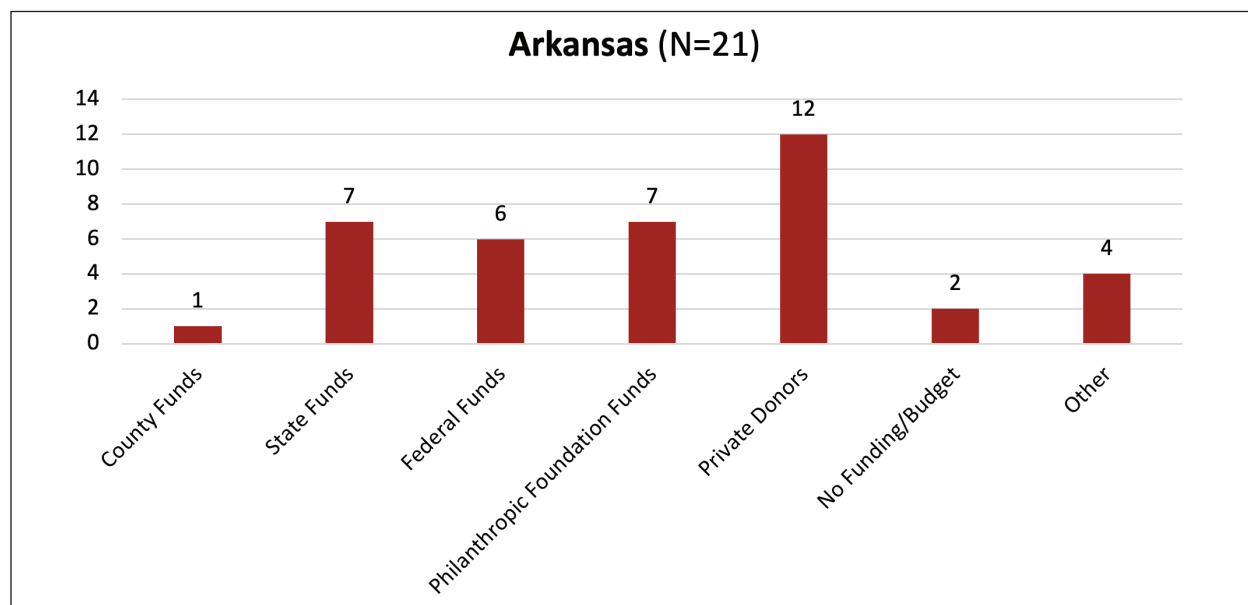
Arkansas “other” responses to “Where does your organization provide services?”

- Onsite after disaster/crisis
- Shelters
- Through grant-funded non-profit programs

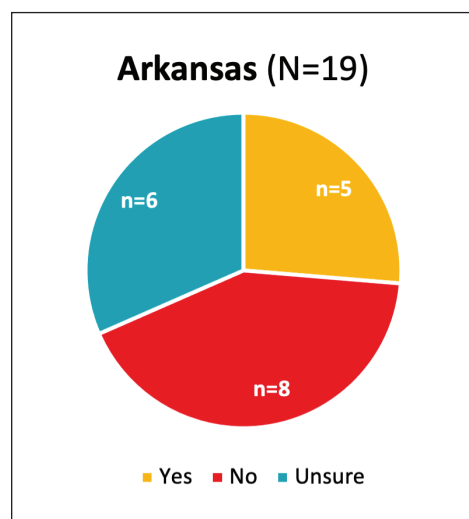
Figure 2.7 shows Arkansas responses to the question that asked, “How is your organization funded?” Participants could select more than one response and could also answer with an open-ended “other” response. In both Arkansas and Nebraska, “other” responses included: church donations and donations from faith communities, grants, city funds, and membership fees.



**Figure 2.7 –Arkansas responses to: “How is your organization funded? Please check all that apply.”**



A follow-up question asked participants to indicate whether their organization’s financial contributors associate requirements pertaining to disaster preparedness with the receipt of funds. Responses are summarized in Figure 2.8 below.

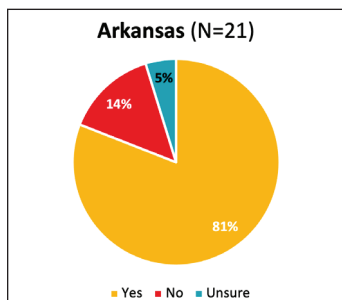


**Figure 2.8 (left) –Arkansas responses to: “Do your financial contributors attach any requirements regarding disaster preparedness to the receipt of funds?”**

If respondents indicated that their organization’s funders attach requirements, they were asked to provide more detail. In Arkansas, out of the five respondents that reported that their organizations’ funders attach disaster preparedness requirements to funds, three expanded on what these requirements entailed:

- Provide Emergency Preparedness training to licensed child care providers
- EMPG [Emergency Management Program Grant] requirements
- [To have a] disaster plan, [conduct] food distribution in disaster affected areas

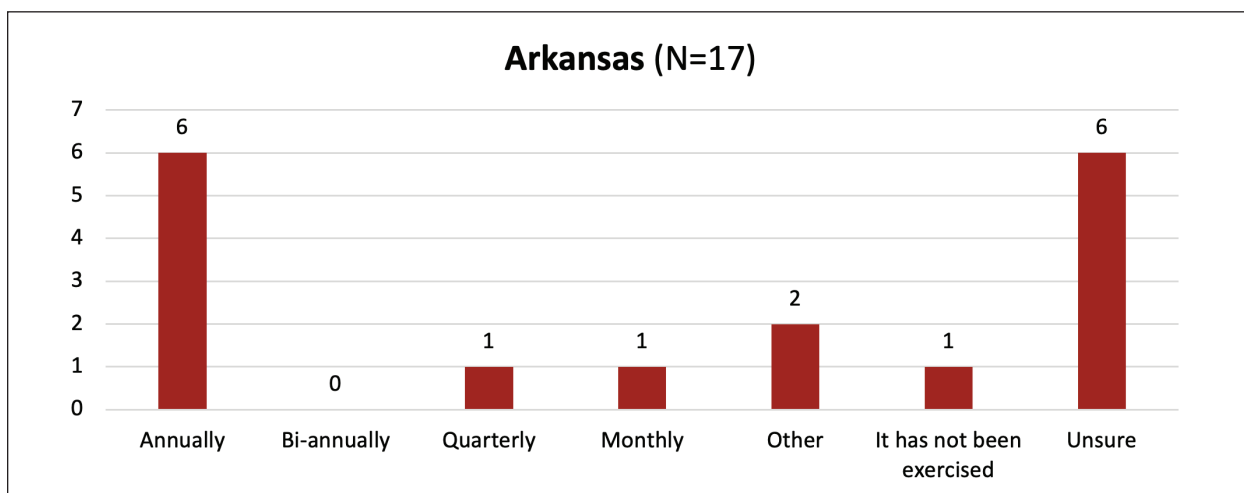
Figure 2.9 shows Arkansas participants’ responses to the question, “Does your organization have a disaster plan of any kind?” In Arkansas slightly over 80% (n=17) of survey participants responded “yes.”



**Figure 2.9 (left) – Arkansas responses to: “Does your organization have a disaster plan of any kind?”**

All 17 Arkansas respondents who indicated that their organizations had disaster plans responded to the follow-up question, which asked “How frequently is the plan exercised?” Roughly a third of Arkansas respondents selected “annually” (n=6). The same number of Arkansas respondents reported that they were “unsure” (see Figure 2.10). For those who indicated “other,” their responses included “as needed” and “as deemed necessary/appropriate.”

**Figure 2.10 – Arkansas responses to: “How frequently is the plan exercised?”**



For those who reported that their respective organizations have a disaster plan, a second follow-up question asked, “When was the plan last updated?” As mentioned above, 17 survey participants from Arkansas indicated that their organization had a disaster plan. Eleven participants provided more detail as to when their organization’s plans were last updated: nine organizations updated their plans in 2017 or 2018, one specified that updates to their organization’s plan was “in the process” of being updated, and one participant responded that their organization’s plan was last updated in 2005.

## Disaster Services and Experiences

Survey participants were asked to report whether their organization currently provided disaster-related services. In Arkansas, 18 participants responded in the following ways: yes (94.4%, n=17) and no (5.6%, n=1). If survey participants selected “yes,” they were then asked to expand on their response by providing more detail into the types of disaster-related services their organizations provide. Figure 2.11 lists the response categories that participants could select, which include such services as “client casework,” “education and training,” and “volunteer management,” among others. This question allowed multiple responses and an opportunity for survey participants to select an “other,” fill-in-the-blank category. In Arkansas, the most frequently reported services included “social emotional support” (n=13), “education and training” (n=9), and “distribution of emergency supplies” (n=8). The “other” response stated, “hosting volunteer work teams.”

**Figure 2.11 – Arkansas responses to: “What disaster-related services does your organization provide? Please check all that apply.”**

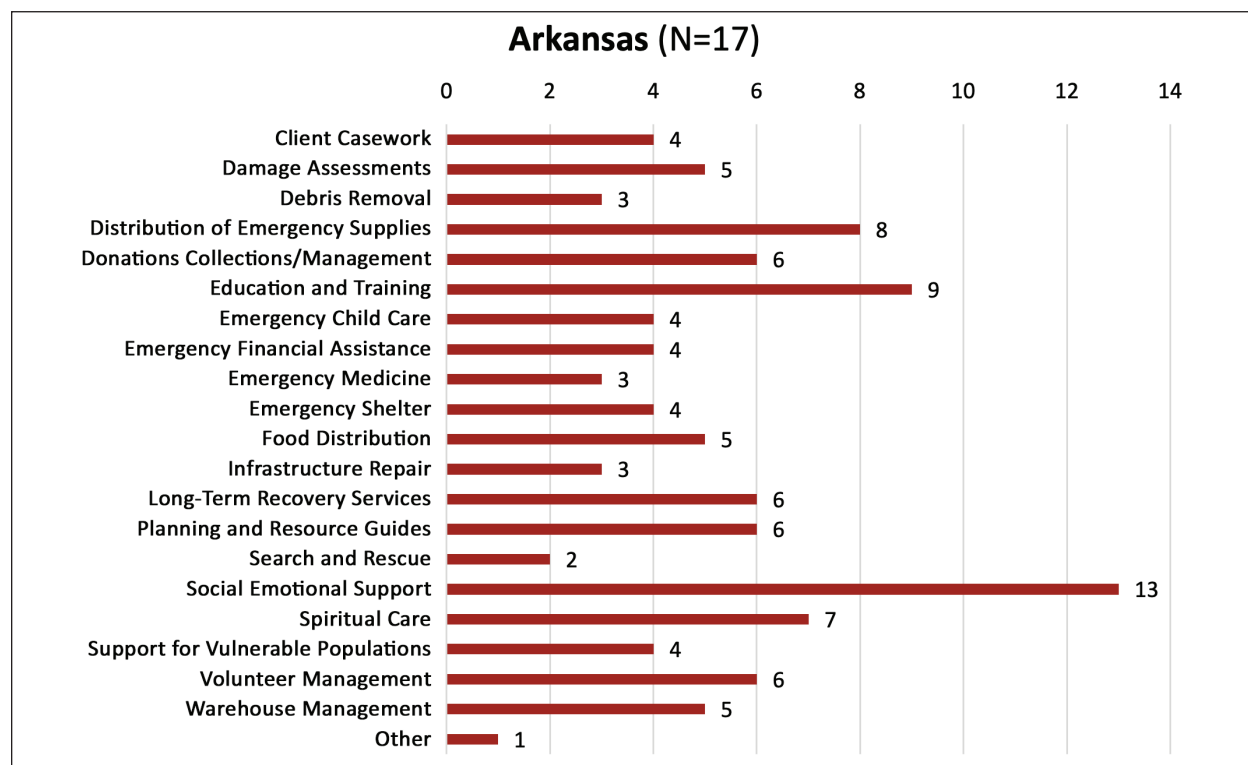
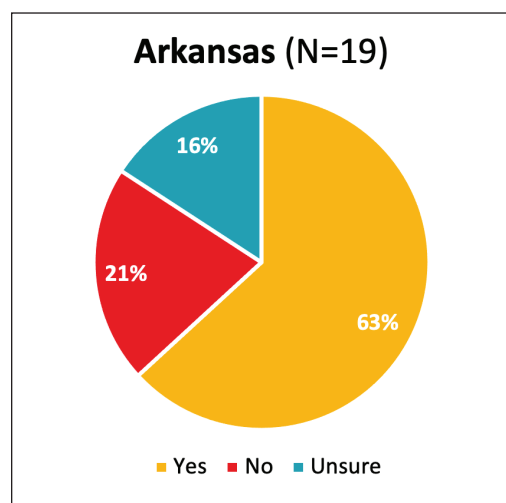


Figure 2.12 illustrates Arkansas responses to the survey question that asked, “Has your organization ever deployed following a disaster?” In Arkansas, over half of the respondents reported that their organizations had deployed (63%, n=12).



**Figure 2.12 (left) – Arkansas responses to: “Has your organization ever deployed following a disaster?”**

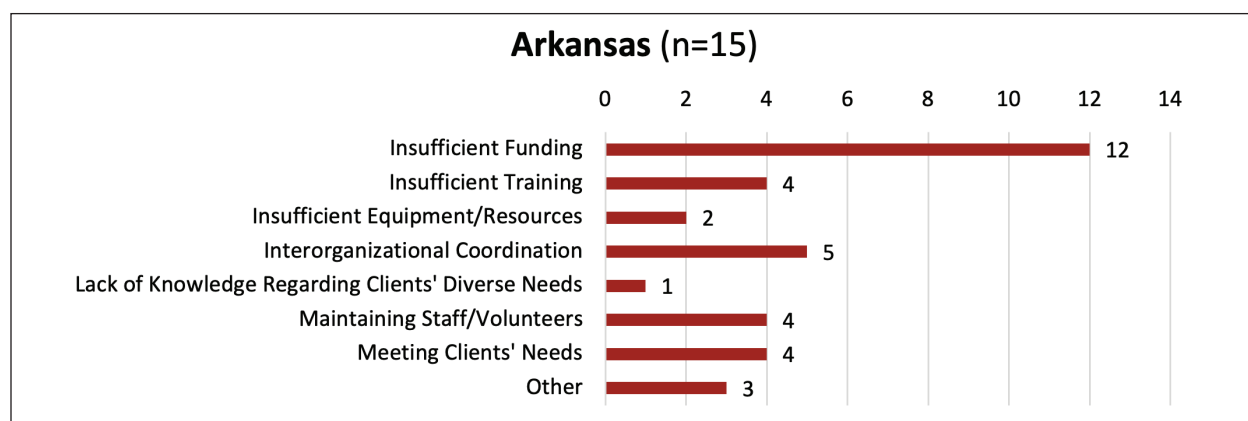
Participants that responded “yes” to the question were given a follow-up prompt that asked them to list the disasters that their organization has deployed to over the last 10 years. In both states, some respondents provided general examples of the types of events their organization has responded to, such as tornadoes, floods, fires, ice storms, blizzards, and mass shootings, while others provided more specific examples of disaster events (e.g., Hurricanes Florence and Harvey, 2014 Tornado in Faulkner County, and 2014 Pilger, Nebraska Tornado). The range of specific disasters Arkansas organizations responded to are listed in Table 2.3, and it is worth noting that some of those responses involved efforts outside the state of Arkansas.

**Table 2.3 – List of Organizational Disaster Deployments – Arkansas**

ARKANSAS ORGANIZATIONAL DISASTER DEPLOYMENTS	
Flooding	2008 Tornado Atkins - Gassville
Motor vehicle accidents	2009 Mena Tornado
Presidentially-declared disasters	2010 Ice Storm in Northeast Arkansas
Several school shootings over past 3 years	2011 and 2014 Ice Storm in Vilonia
Hurricane Harvey	2015 Flooding in McGehee
Hurricane Maria	2016 Flooding in Randolph County
Hurricane Michael	Hurricane Michael
The fires in the west	Hurricane Harvey
Naval Yard shooting	Local Floods
Other disasters by FEMA's request	Vilonia Tornado
Unknown	Garland Tornado
Response to every disaster from a local-level house fire to large-scale, multi-state disaster	Faulkner Tornadoes
2014 Tornado in Faulkner County	Response to so many disasters - hard to list them all
2016 Flooding in Northeast Arkansas and North-Central Arkansas	Personally, I've been to: 1) Mountainburg, AR following a tornado and 2) Benton, KY following a school shooting
Unsure, most if not all "national-level" disasters (i.e., Florence, Harvey, etc.)	

To further understand the contexts and constraints in which Arkansas organizations operate, the survey included a question that asked, "Which of the following concerns or challenges affect your organization's ability to respond to disaster?" "Insufficient funding" was the most reported constraint in Arkansas (n=12) (see Figure 2.13).

**Figure 2.13 – Arkansas responses to: "Which of the following concerns or challenges affect your organization's ability to respond to disasters? Please check all that apply."**



Arkansas "other" responses to "Which of the following concerns or challenges affect your organization's ability to respond to disasters?"

- Not enough volunteer teams; however, we recently added more teams so we can provide more services
- Travel costs are very high
- There may be other challenges, but I have not been participating long enough to provide this information



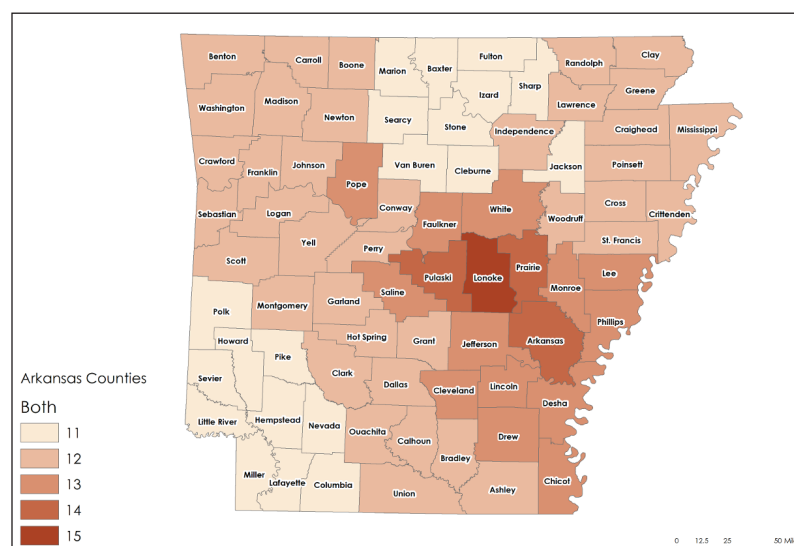
As part of the pre-facilitated session survey, and as a way to identify the geographic gaps in disaster-related services in Arkansas and Nebraska, we asked respondents to indicate which counties in their particular state their organizations operate in and when they operate in them (during disasters, during non-disaster times, or both).<sup>2</sup> To create the maps, we counted the number of respondents per county that selected each type of response (see Maps 2.1 through 2.3 ). Table 2.4 provides descriptive statistics of the number of participants per county who provided responses to the three questions (during disasters, during non-disaster times, or both) for Arkansas. In both states, most of the respondents answered “both.” A small number of respondents indicated that their organization worked either “during disasters” or “during non-disaster times.” We had anticipated wider variability in the responses to this question. For example, we thought some organizations might focus only on certain counties. While this was true for the few respondents whose organizations only worked during disasters or non-disaster times, the majority of the respondents worked throughout the state during both phases. The maximums, minimums, and standard deviations in Table 2.4 show that there was not a wide variation in the number of respondents per county in Arkansas.

**Table 2.4 – Number of Arkansas Respondents Operating During Disasters, During Non-Disasters, or Both**

ARKANSAS (COUNTIES = 75, N=19)						
	Min	Max	Mean	Median	Mode	Standard Deviation
During Disasters	0	1	.17	1	1	.49
During Non-Disasters	0	1	.6	0	0	.38
Both	11	15	12.03	12	12	.85

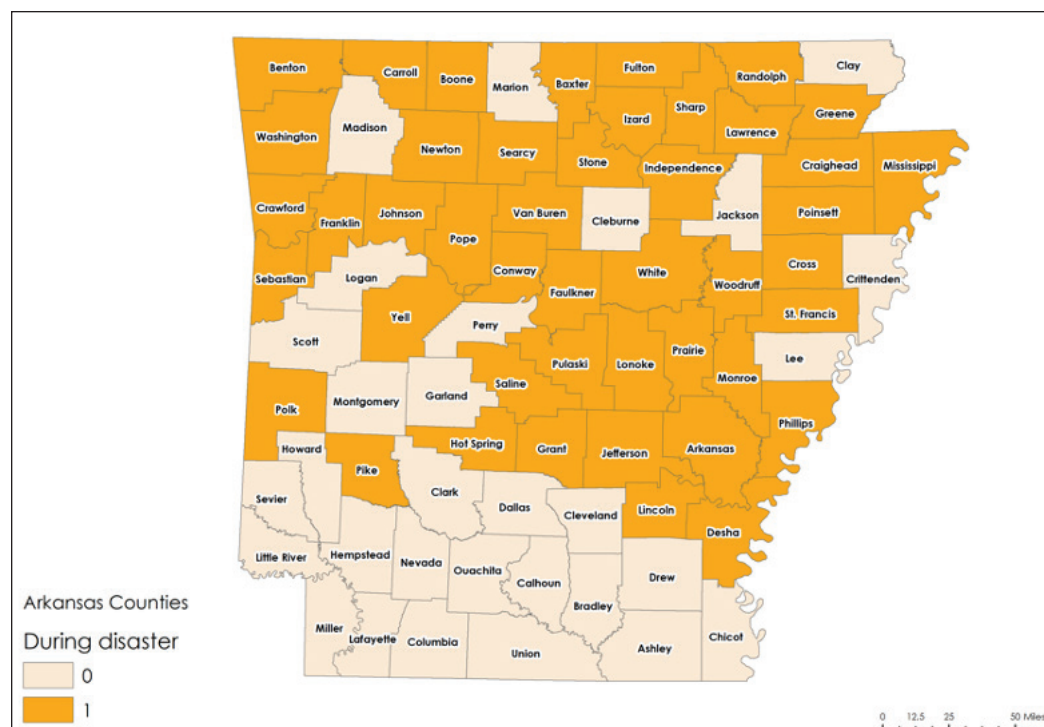
Although there is not a large amount of variation in the number of respondents per county who indicated “both,” the higher values do cluster. In Arkansas, the counties with higher numbers of respondents who selected “both” appear to cluster in the counties around Little Rock (Map 2.1 ). Perhaps with higher response rates, these patterns could be explored further to determine the degree to which VOAD member organization’s operations tend to cluster around major urban centers. Maps 2.2 and 2.3 provide a breakdown of responses in Arkansas concerning organizations that provide services during only disaster or non-disaster times by county.

**Map 2.1 – Arkansas Count of the Number of Respondents per County Whose Organizations Provide Services During Both Disaster and Non-Disaster Times**



<sup>2</sup>In the survey, respondents were presented with a list of counties and asked to select those in which their organization worked in either disaster or non-disaster times or Both. See question 13 in the survey (Appendix C).

**Map 2.2 –Arkansas Counties Where Organizations Provide Services During Disaster**



**Map 2.3 –Arkansas Counties Where Organizations Provide Services During Non-Disaster Times**

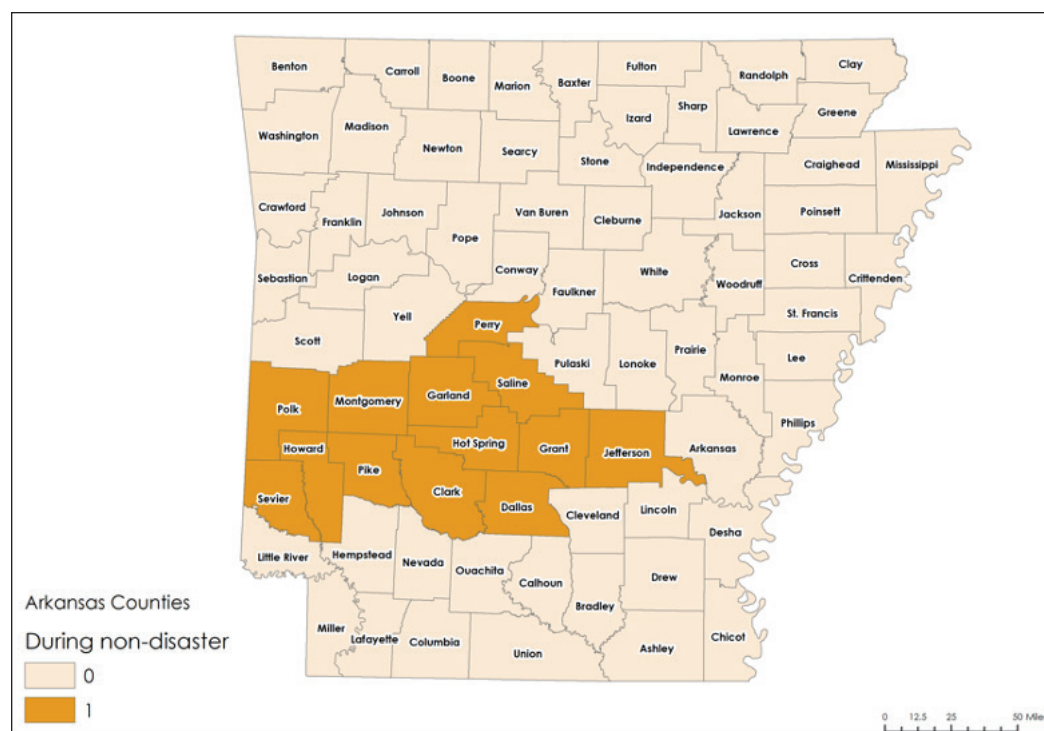


Table 2.5 shows descriptive statistics regarding the number of counties respondents selected. In the Arkansas survey, only one respondent selected the “during disaster” response. This respondent’s organization focused on 45 counties in Arkansas. Only one respondent in Arkansas selected the “during non-disaster times” response

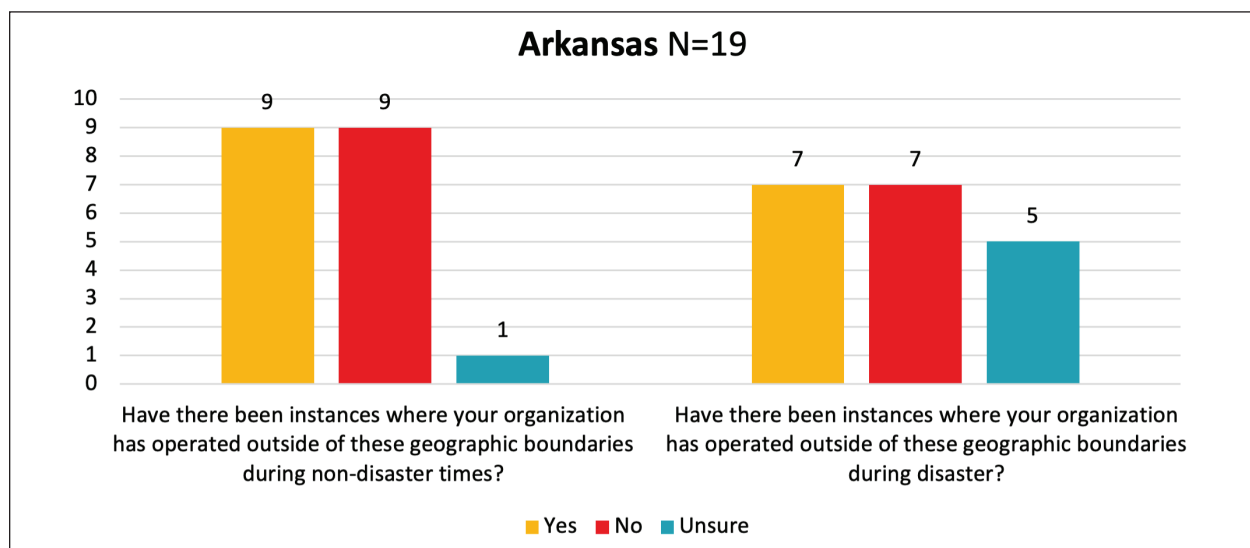
and their organization had a more limited operational area of thirteen counties. Most of the respondents to the Arkansas pre-facilitated session survey worked for organizations that served all 75 counties in Arkansas during both disaster and non-disaster times. The responses to question thirteen indicate that the VOAD member organizations whose members participated in the pre-facilitated session surveys tend to operate statewide and provide services both during disaster and non-disaster periods.

**Table 2.5 – Number of Counties per Respondent Operating (During Disaster, During Non-Disaster Times, Both) - Arkansas**

ARKANSAS (COUNTIES = 75, N=19)						
	Min	Max	Mean	Median	Mode	Standard Deviation
During Disasters	0	45	2.37	0	0	10.32
During Non-Disasters	0	13	.68	0	0	2.98
Both	0	75	47.47	75	75	33.93

A series of follow-up questions asked survey participants to provide more detail concerning whether they operate outside of these reported boundaries during disaster and non-disaster times, as well as what these deployments entailed and what factors influenced their organization's decision to deploy outside of their reported geographical boundaries. In Arkansas, roughly half (n=9) of the respondents indicated that their organizations had operated outside geographic boundaries **during non-disaster times**. Similarly, survey participants answered a subsequent series of questions beginning with "Have there been instances where your organization has operated outside of these geographic boundaries **during disaster**?" Roughly a quarter of Arkansas respondents (26%, n=5) and remaining responses were split between "yes" (37%, n=7) and "no" (37%, n=7). Responses to these questions are illustrated in Figure 2.14 below.

**Figure 2.14 – Arkansas responses to: "Have there been instances where your organization has operated outside of these geographic boundaries during non-disaster times/during disaster?"**



The following questions were qualitative in nature, asking of those who selected "yes," "What did this entail (and where did this take place)?" and "What factors influenced the decision for your organization to operate outside its geographical boundaries?" As demonstrated above, nine respondents in Arkansas reported that their organization has operated outside of its geographic boundaries during non-disaster times. Seven participants

expanded on this question by providing more detail about what these operations entailed and where they took place:

- As a United Way we are assigned areas of responsibility by zip codes. We have 100+ zip codes across the state. However, we primarily raise funds and distribute grants in 3 counties. However, we do have so responsibilities for fund distributions from designations to various other counties.
- We are a national organization and answer deployment requests from across the country. We also support the Yellow Ribbon program with the Armed Forces.
- Training held in Oklahoma and again in Missouri.
- Requests for mutual aid from our related regional or national organization for training, etc.
- NCMFC is a national organization, so mission support is provided throughout the U.S.
- Taking food to other areas
- These are examples: several Hope teams traveled to Fort Worth to Naval/Air Station Joint Reserve Base for Yellow Ribbon Event; other teams have traveled to New Orleans for Yellow Ribbon events

Factors influencing Arkansas organizations' decisions to deploy outside of their geographic boundaries included: "as [the] need dictates," "mutual aid request," "availability of personnel, time, and funding," and flexible territory boundaries due to the nature of certain organizational mission areas (e.g., being a nationally-based operation).

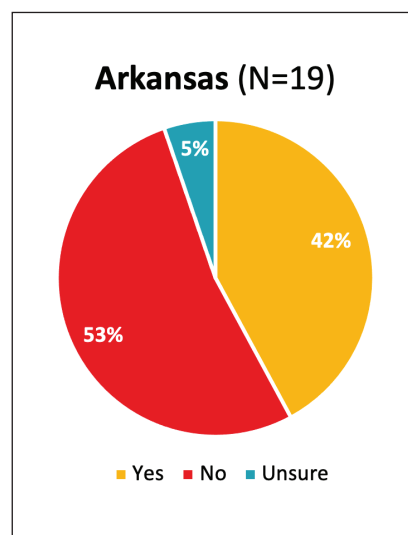
Following the same format and succession of prompts, if respondents reported that their organization deployed outside of geographic boundaries during disaster, they were asked the same follow-up questions: 1) "What did this entail (and where did this take place)?" and 2) "What factors influenced the decision for your organization to operate outside its geographical boundaries?" Five Arkansas respondents provided additional insights into the instances where their respective organizations deployed outside geographic boundaries during non-disaster times. However, they were rather general and included such responses as: "several natural disasters as well as shootings," "disaster crossed state lines and services provided came from both areas," and "requests for mutual aid from our related regional or national organization for training." Three Arkansas respondents answered the subsequent question, which asked, "What factors influenced the decision for your organization to operate outside its geographical boundaries?" Answers included the following: "we always wait to be invited by FEMA or other organization," "mutual aid request, availability of personnel, time, and funding," and "request from ARVOAD."

## Child-Specific Services and Experience Working with Children

The survey also asked about child-specific disaster-related services and experiences and relationships with child-serving organizations. Figure 2.15 illustrates Arkansas responses to the question, "does your organization work directly with children?" Eight organizations in Arkansas work directly with children. Out of those eight respondents, five (42%) explained what their organization's work with children entailed, including:

- Comfort and listening
- Aid in development the Arkansas Children's Disaster Reunification Plan
- Maintaining preschool classrooms in multiple counties
- Emotional and spiritual care
- Visiting shelters, community relief centers, and schools where children are typically present

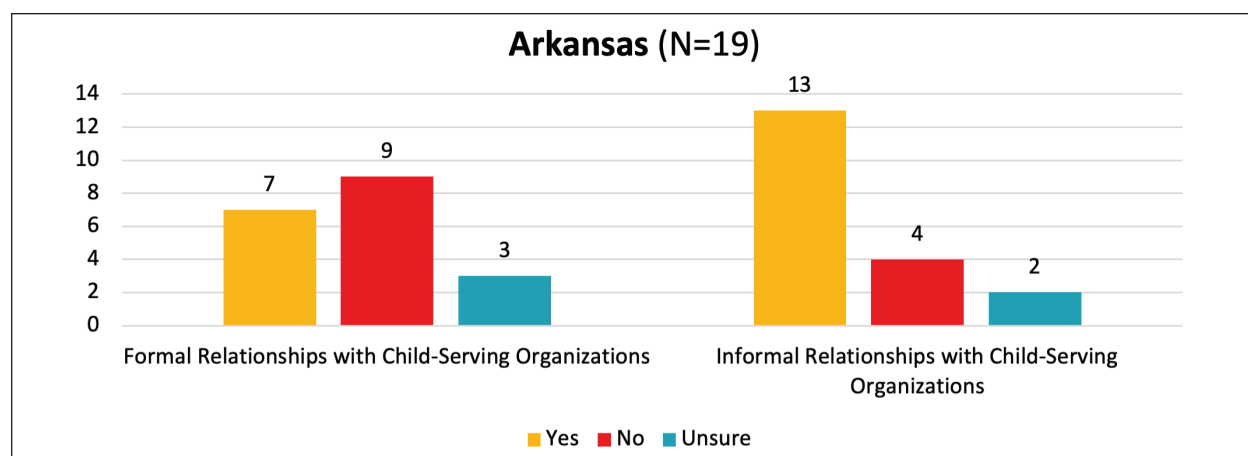
**Figure 2.15 (right) – Arkansas responses to: "Does your organization work directly with children?"**





The following two questions asked participants to indicate whether their organizations have formal and/or informal relationships with child-serving organizations. As shown in Figure 2.16, nearly 40% (n=7) of Arkansas participants responded “yes” to the question that asked if their organization has formal relationships with child-serving organizations. Nine (47%) participants indicated that their organizations do not have formal relationships with child-serving organizations. Also shown in Figure 2.16, a majority of Arkansas respondents (n=13) had informal relationships with child-serving organizations or other groups that may have knowledge and expertise on the topics of children’s health and well-being.

**Figure 2.16 – Arkansas responses to: “Does your organization have formal/informal relationship(s) with child-serving organizations or other groups that may hold knowledge and expertise regarding children’s health and well-being?”<sup>3</sup>**



## Knowledge and Awareness about Children in Disasters

As part of this initial survey, we asked participants to rate how they perceive their organization’s knowledge as well as their own knowledge about the needs of children during disaster. Figure 2.17 summarizes the responses from Arkansas participants to these questions, which begins with: “How knowledgeable is your organization about the needs of children during disasters?” A majority of respondents selected that their organization is either “knowledgeable” (n=11) or “somewhat knowledgeable” (n=6). Two respondents in Arkansas selected “very knowledgeable.”

Findings from the subsequent question, which asked “How knowledgeable are you personally about the needs of children during disasters?” showed that a majority of Arkansas respondents (79%, n=15) reported that they were either personally “very knowledgeable” or “knowledgeable” of children’s needs during disaster. One Arkansas respondent selected that they were “not at all knowledgeable.”

<sup>3</sup>The full version of the question asked, “Does your organization have formal/informal relationship(s), such as a memorandum of understanding or partnership agreement, with child-serving organizations such as schools, childcare centers, child protection agencies, family service centers, emergency management, local/county health departments, or other groups that may hold knowledge and expertise regarding children’s health and well-being?”

**Figure 2.17 – Arkansas responses to: “How knowledgeable is your organization/are you personally about the needs of children during disasters?”**

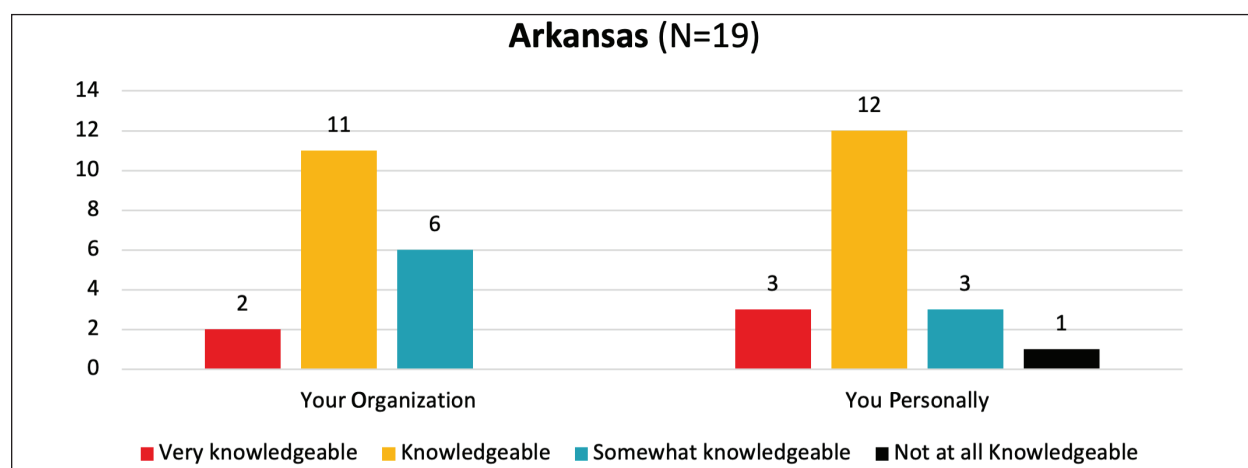
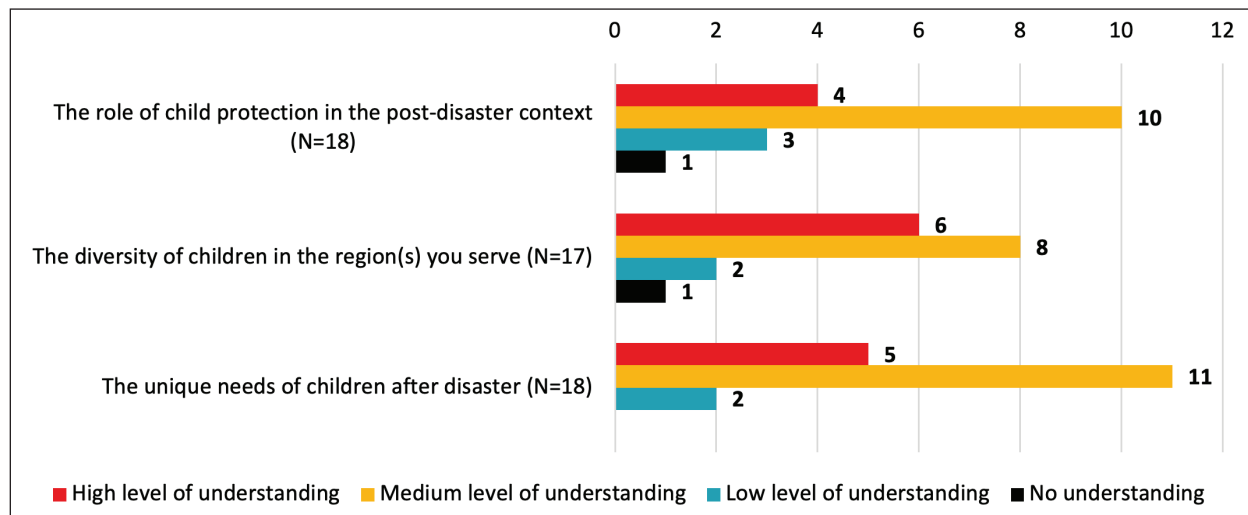


Figure 2.18 summarizes responses from Arkansas to a prompt that asked participants to rate their level of understanding for “The role of child protection in the post disaster context,” “The diversity (e.g., socioeconomic, racial and ethnic diversity) of children in the region(s) you serve,” and “The unique needs of children after disaster.” As shown in Figure 2.18, in all three categories, a majority of Arkansas respondents reported a “medium level of understanding.” Notably, a lower number of respondents indicated a “low level of understanding” or “no understanding” to the prompts.

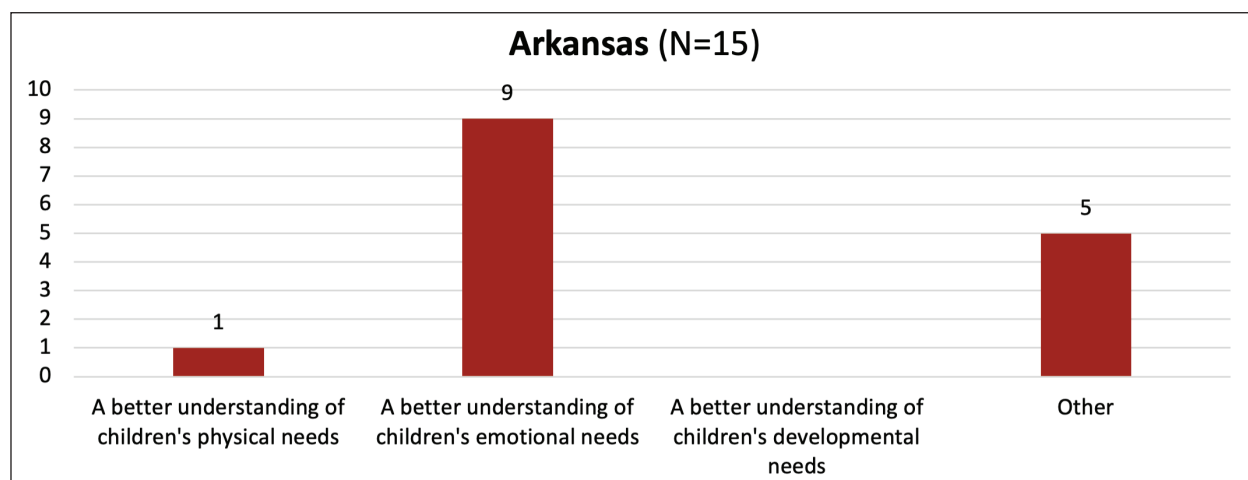
**Figure 2.18 – Arkansas Respondents’ Levels of Understanding of Child Protection, Diversity, and Children’s Unique Disaster Needs**



We asked participants, “What types of information would be useful for you to have in understanding and addressing children’s needs during disaster?” (See Figure 2.19.) In both states, the most commonly selected response was “a better understanding of children’s emotional needs.” Arkansas “other” responses to “What types of information would be useful for you to have in understanding and addressing children’s needs during disaster?”

- A better understanding of children’s emotional needs and developmental needs
- All of the above
- All of the above
- We have had extensive training in all of these areas

**Figure 2.19 – Arkansas responses to: “What types of information would be useful for you to have in understanding and addressing children’s needs during disaster?”**

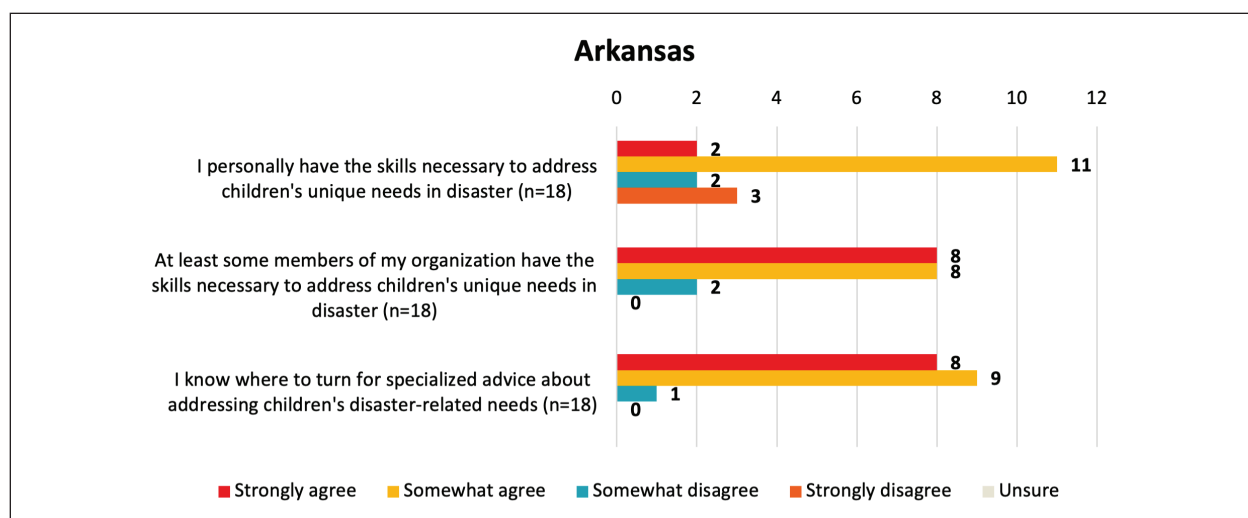


## Capacity and Readiness for Child-Focused Disaster Response

This section of the report highlights findings from the pre-facilitated session survey that concern people’s personal capacity for child-focused disaster response as well as their organization’s capacity. Figure 2.20 highlights responses to three prompts, which asked participants in each state to rate their level of agreement on the following three items: 1) “I personally have the skills necessary to address children’s unique needs in disaster”; 2) “At least some members of my organization have the skills necessary to address children’s unique needs in disaster”; and 3) “I know where to turn for specialized advice about addressing children’s disaster-related needs.”

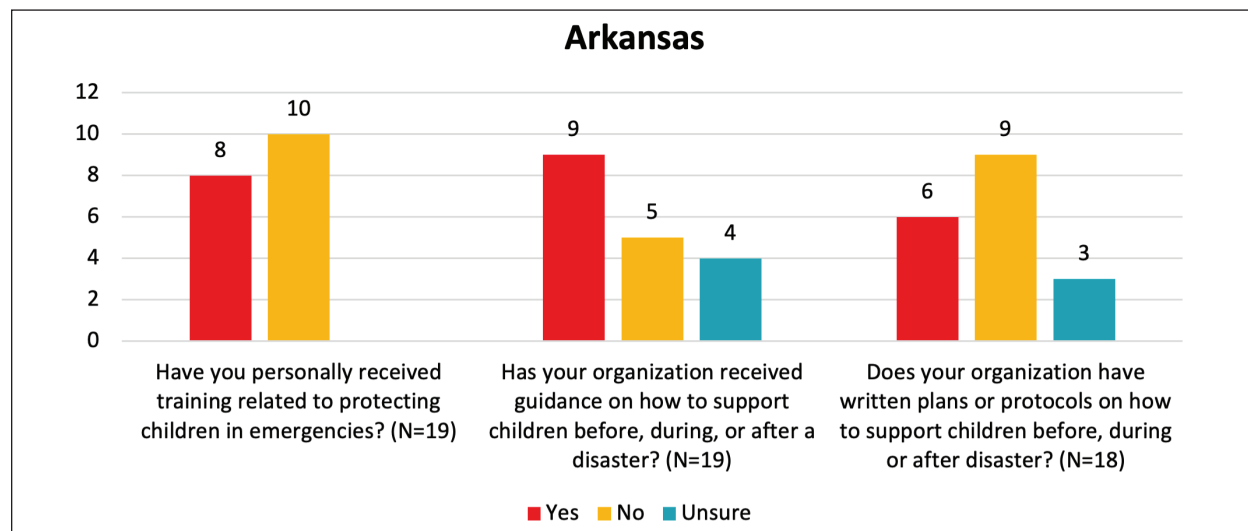
A majority of Arkansas participants (70%, n=13) selected that they either “somewhat agreed” or “strongly agreed” that they personally have the necessary skills to address children’s needs in disaster. However, almost 90% (n=18) of participants “somewhat agreed” or “strongly agreed” that “at least some members” of their organization have the skills necessary to respond to children’s needs in disaster. Following a similar pattern in terms of levels of agreement, nearly all (n=17) respondents reported that they “somewhat agreed” or “strongly agreed” that they knew “where to turn for specialized advice” about children’s disaster-related needs.

**Figure 2.20 – Arkansas Respondents’ Levels of Agreement Pertaining to Child-Focused Skills in Disaster**



The following set of questions asked about whether respondents have “personally received training related to protecting children in emergencies,” if their organization “receives guidance on how to support children before, during, or after disaster,” and if their organization has “written plans or protocols on how to support children before, during, and after disaster.” These questions and Arkansas participant responses are illustrated in Figure 2.21 on the following page.

**Figure 2.21 – Training, Guidance, and Written Plans for Child-Focused Disaster Response**



When asked whether respondents have “personally received training related to protecting children in emergencies,” 56% (n=8) of Arkansas participants reported “no.” The next question asked respondents who selected “yes” to explain what this training entailed. Of the eight Arkansas survey respondents who selected ‘yes,’ six provided more detail about what their training involved. Their responses ranged from “Save the Children training,” “psychological first aid from the Red Cross” to experience and associated training involved in working in school settings. A complete list of responses to this question are bulleted below.

- Save the Children training
- Attended class on Save the Children
- Psychological First Aid from Red Cross
- Several classes through the public schools on dealing with the aftermath of a school shooting
- Through grants we have been awarded we have received extensive trainings on the unique needs of children during and after a disaster
- Save the Children - Psychological First Aid training
- I have worked as an administrator in [an] urban elementary school

The next question asked participants to answer whether their organization has “received guidance on how to support children before, during, or after a disaster.” About half (n=9) of Arkansas participants indicated that their organization has received such guidance, while four respondents were “unsure.”

The final question shown in Figure 2.21 illustrates responses to whether participants’ organizations have written plans or protocols on how to support children before, during, and after a disaster. Half of Arkansas respondents (n=9) indicated that their organizations do not have written plans or protocols regarding support for children in the context of disaster.



## Organizational Readiness and Experience Serving Children in Disaster

Next, we asked participants about their respective organization's readiness for child-focused disaster response. To begin, we asked, "How ready is your organization (e.g., with systems or protocols in place) to respond to children's specific needs during disaster?" along a Likert scale of readiness. "Somewhat ready" was the most commonly selected response (n=6). Just over one-quarter (28%, n=5) of Arkansas respondents believe that their organizations are "extremely ready" or "ready" to address child-specific needs during disaster. The remaining number of respondents reported that their organizations were either "not at all ready" (n=4) or "unsure" (n=3) (Figure 2.22).

**Figure 2.22 – Arkansas responses to: "How ready is your organization (e.g., with systems or protocols in place) to respond to children's specific needs during disaster?"**

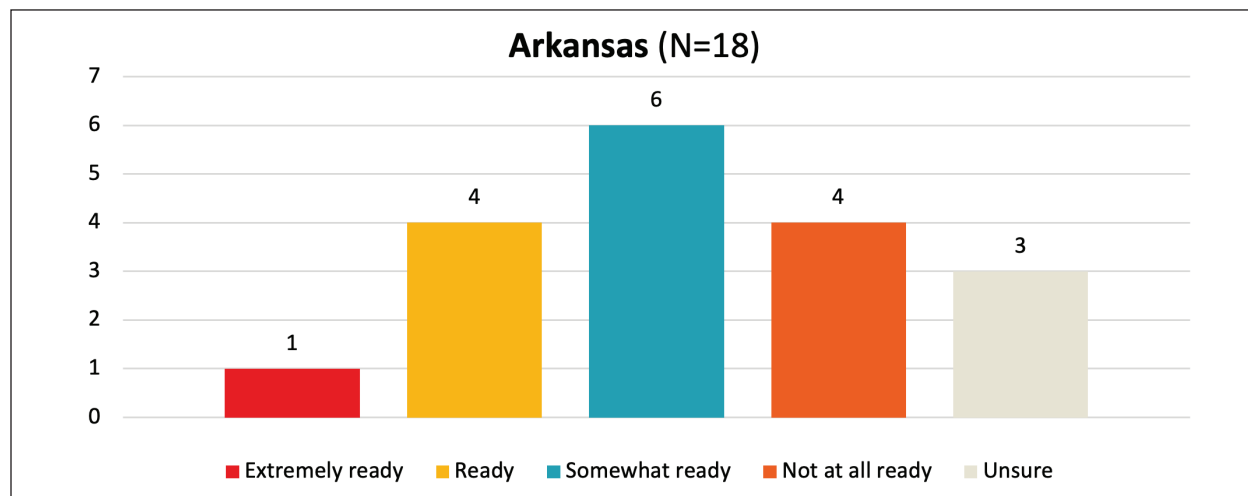
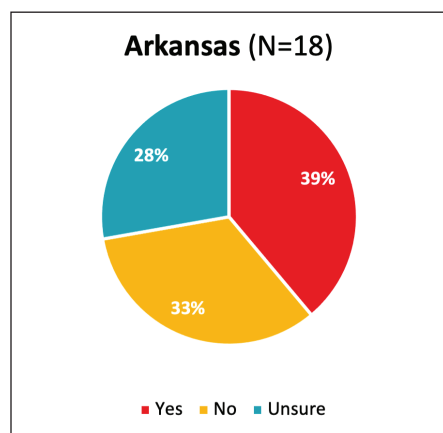


Figure 2.23 shows Arkansas participants' responses to: "In the past, has your organization directly helped children who were affected by a disaster?" "No" (n=6) and "unsure" (n=5) comprised roughly three-quarters of responses among Arkansas participants (72%). If they selected "yes" to the prior question, participants were asked to provide further explanation. Their responses are listed below.

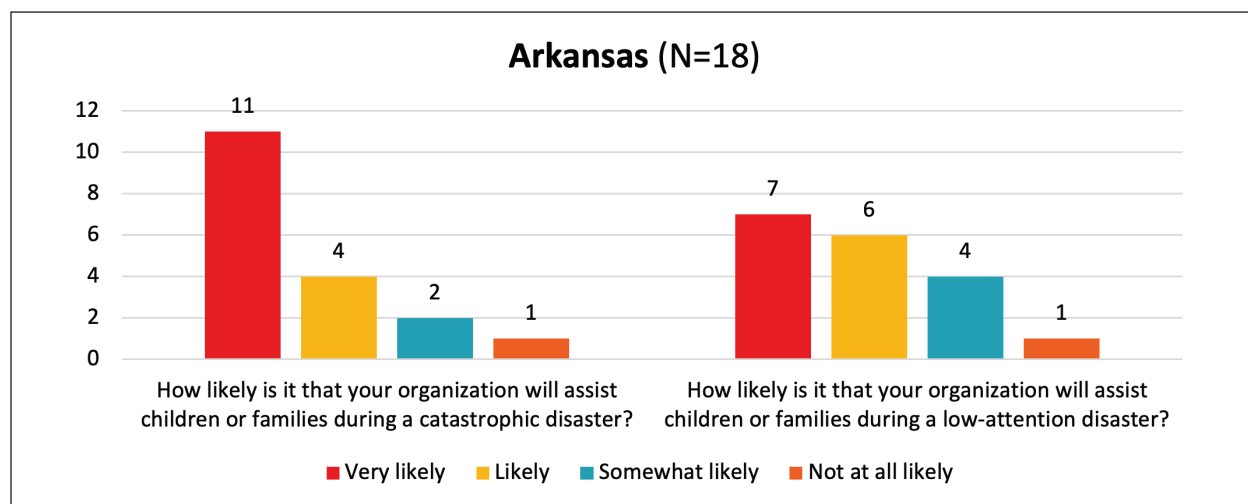
- Our organization is often called out for school shootings as well as natural disasters
- Craighead County Flooding - helped providers with disaster assessment and meeting the needs of the children
- Disaster assistance to family and mental health services to any family member
- Considered children's needs for safe room at house: long-term recovery assistance
- We at Hope teams have visited schools and emergency shelters



**Figure 2.23 (left) – Arkansas responses to: "In the past, has your organization directly helped children who were affected by a disaster?"**

Figure 2.24 (next page) shows responses to two questions: 1) "How likely is it that your organization will assist children or families during a catastrophic disaster (e.g., one that receives substantial news coverage, triggers official disaster declarations, and provokes widespread mobilization on behalf of the public)?" and 2) "How likely is it that your organization will assist children or families during a low-attention disaster (e.g., a disaster that does not warrant federal or state support and/or receives insufficient resources and attention)?"

**Figure 2.24 – Arkansas responses to: “How likely is it that your organization will assist children or families during a catastrophic disaster/low-attention disaster?”**

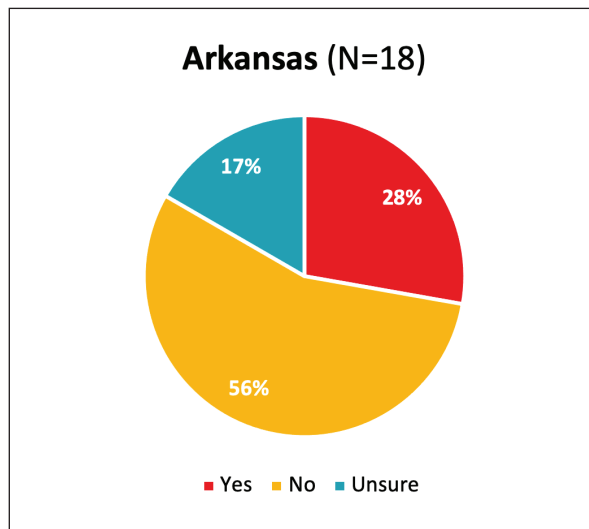


A majority of Arkansas respondents reported high likelihoods that they would provide assistance for children and/or families during catastrophic events. About eight out of ten (83%) participants from Arkansas selected that their organizations would be “very likely” or “likely” to assist children and/or families. Two Arkansas participants reported that their organizations would be “somewhat likely” to do so, with only one person selecting “not at all likely.” With regard to low-attention disasters, Figure 2.24 shows similar findings compared to the previous question. Over 72% (n=13) of respondents from Arkansas selected that their organization would be “very likely” or “likely” to assist children and/or families during a low-attention disaster. One Arkansas respondent reported that their organization would be “not at all likely” to respond.

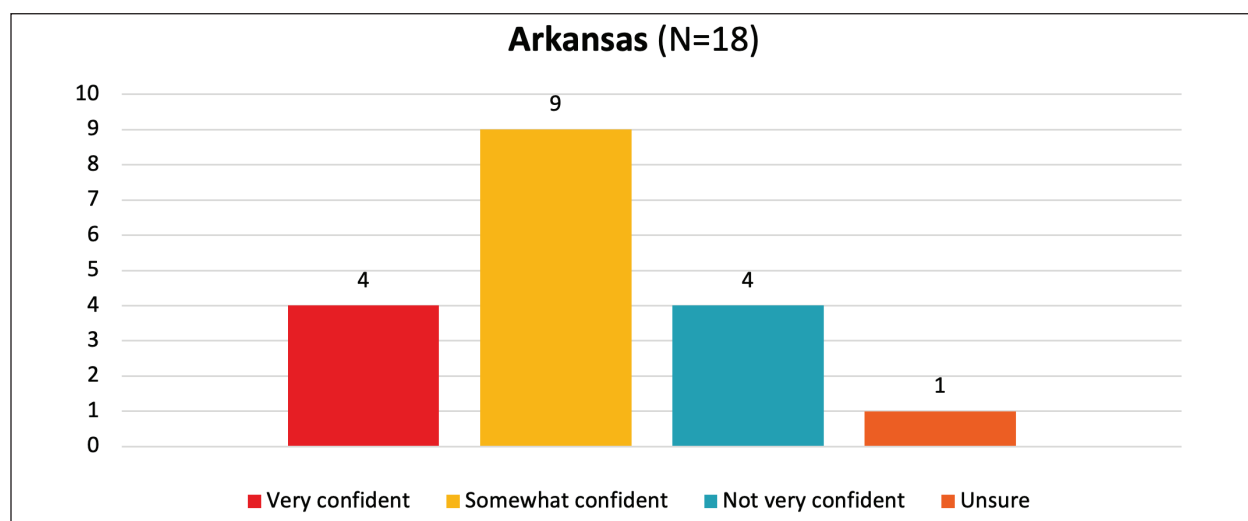
Next, the survey included a question that asked, “Does your organization have the material resources (e.g., pediatric medical supplies, age-appropriate toys) necessary to meet children’s unique needs in a disaster?” Only five (28%) Arkansas participants reported that their organizations had the material resources to address the unique needs of children in disaster. Roughly 20% (n=3) of Arkansas participants selected that they were “unsure.” The remaining respondents in both states selected “no” (n=10) (see Figure 2.25).

**Figure 2.25 (right) – Arkansas responses to: “Does your organization have the material resources necessary to meet children’s unique needs in a disaster?”**

While a majority of respondents from Arkansas (55%) reported a lack of material resources for children in disaster, a majority of respondents also selected that they were “very confident” and “somewhat confident” regarding their organization’s ability to meet children’s unique needs during disaster (see Figure 2.26). Over 70% of those from Arkansas (n=13) indicated that they were “very confident” or “somewhat confident.” It is unclear from the survey results whether respondents saw material resources as unnecessary to support an effective organizational response.



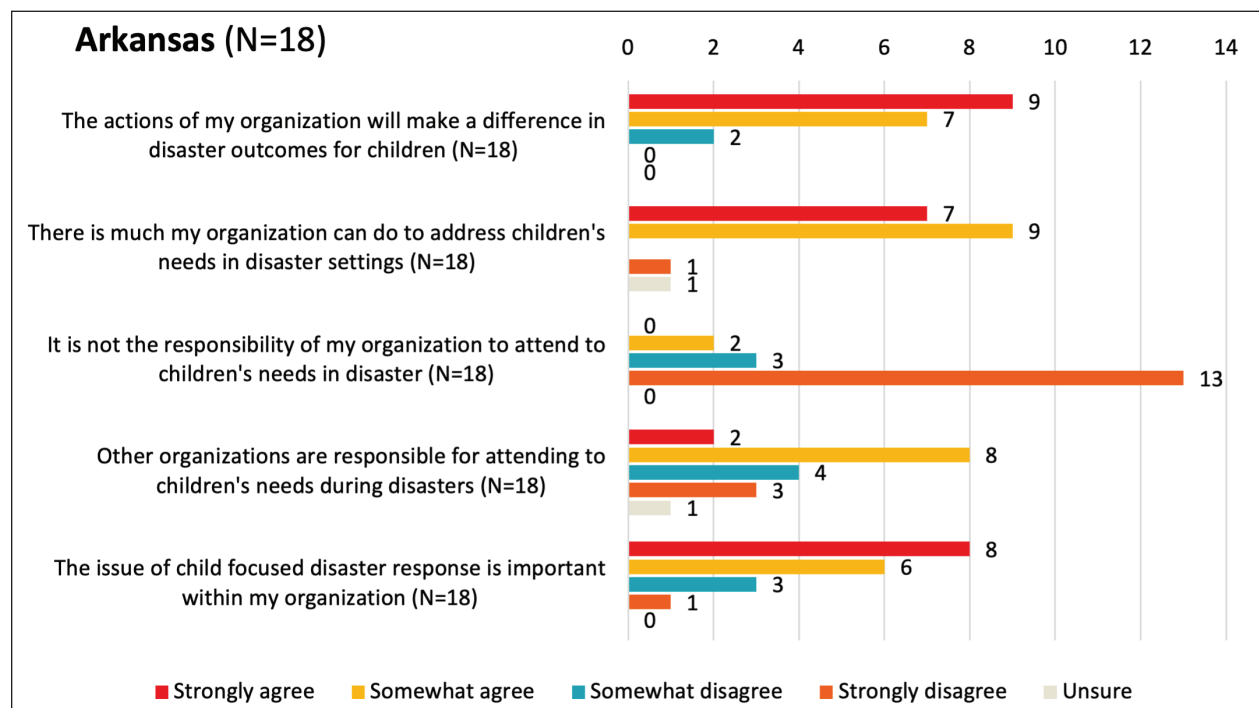
**Figure 2.26 – Responses to: “How confident do you feel that your organization could help meet children’s unique needs during disaster?”**



## Perceptions About Child-Focused Disaster Response

The last findings section of the report focuses on perceptions and opinions associated with child-focused disaster response among survey participants, including perceptions of responsibility for responding to children’s needs during disaster, perceptions of the importance of organizations’ roles in child-focused disaster response, and both personal and organizational willingness to respond to disaster. Figure 2.27 illustrates findings regarding respondents’ reported levels of agreement to five prompts: 1) “The actions of my organization will make a difference in disaster outcomes”; 2) “There is much my organization can do to address children’s needs in disaster settings”; 3) “It is not the responsibility of my organization to attend to children’s needs in disaster”; 4) “Other organizations are responsible for attending to children’s needs during disasters”; and 5) “The issue of child-focused disaster response is important within my organization.”

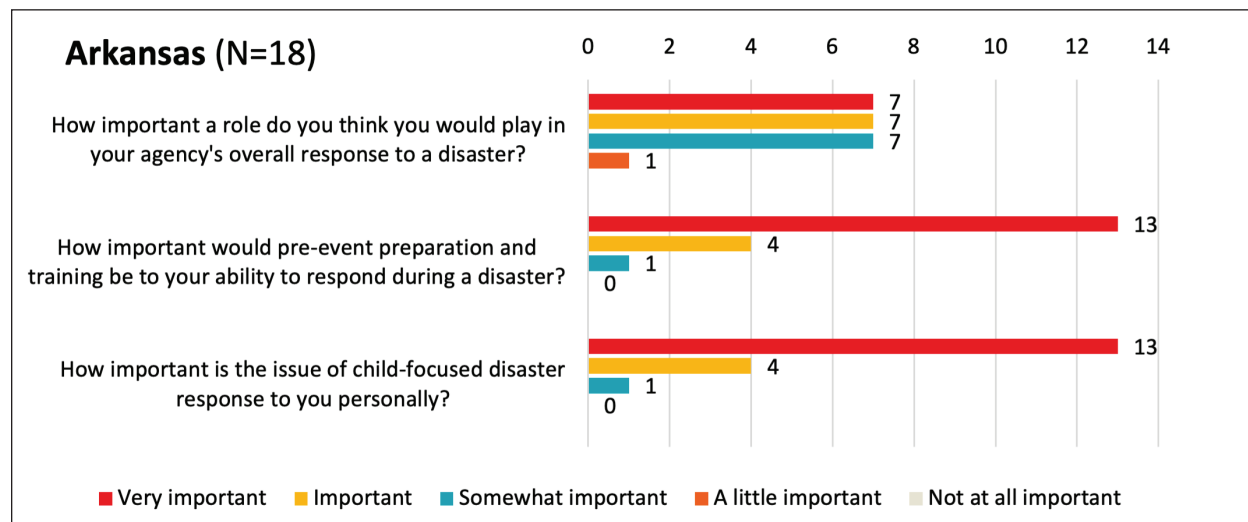
**Figure 2.27 – Arkansas Levels of Agreement - Perception-Based Prompts**



Importantly, responses to the third item, “It is not the responsibility of my organization to attend to children’s needs in disaster,” demonstrate that a majority of participants “strongly disagree” with the prompt (n=13).

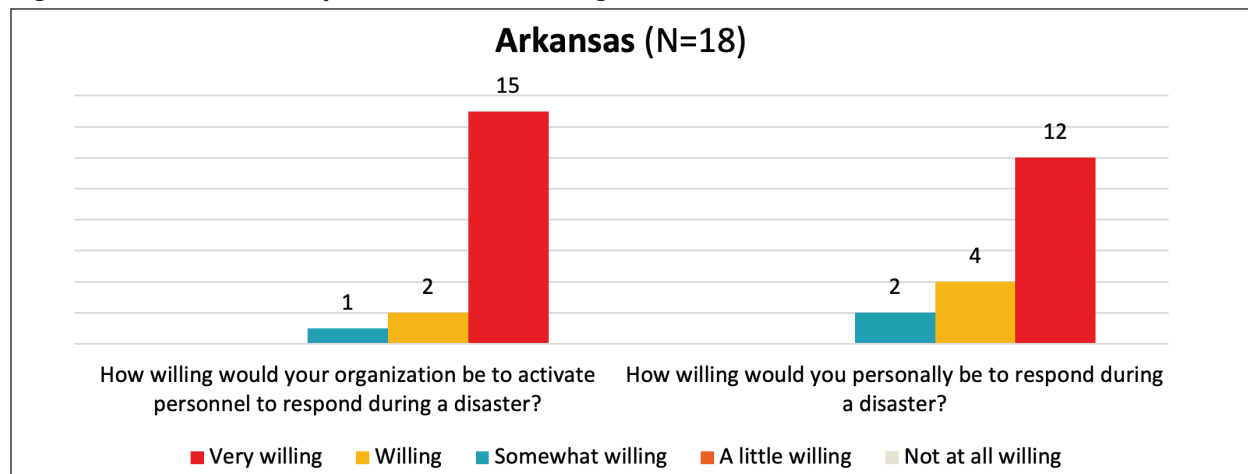
The next series of questions asked participants to rate items in terms of level of importance. Figure 2.28 summarizes responses to three prompts, including: 1) “How important a role do you think you would play in your agency’s overall response to a disaster?”; 2) “How important would pre-event preparation and training be to your ability to respond during a disaster?”; and 3) “How important is the issue of child-focused disaster response to you personally?” A majority of Arkansas participants rated their responses to these prompts as “very important” or “important.”

**Figure 2.28 – Arkansas Reported Levels of Importance**



The final figure presented in this section shows responses to two prompts: 1) “How willing would you personally be to respond during a disaster?” and 2) “How willing would your organization be to activate personnel to respond during a disaster?” A stark majority of respondents reported that they were “very willing” or “willing” in response to both of these prompts (see Figure 2.29).

**Figure 2.29 – Arkansas Reported Levels of Willingness**



## Key Findings

A number of notable **key findings** arose from the pre-facilitated survey data. We have bulleted these findings below.

- Nearly 70% of Arkansas respondents reported that their agency or organization is currently a member of their state-level VOAD.
- Over 80% of respondents in Arkansas reported that their organizations have a disaster plan.
- In Arkansas, the most frequently reported disaster-related services included “social emotional support” (n=13), “education and training” (n=9), and “distribution of emergency supplies” (n=8).
- Roughly 60% of Arkansas respondents indicated that their organizations had deployed following a disaster.
- “Insufficient funding” was the most reported concern/challenge that affects Arkansas organizations’ ability to respond to disasters (n=12).

In terms of **children and disasters**, this survey research found that:

- A majority of Arkansas respondents selected that their organization is either “knowledgeable” (n=11) or “somewhat knowledgeable” (n=6) about the needs of children during disasters. Two respondents in Arkansas selected “very knowledgeable.”
- For the survey question that asked, “What types of information would be useful for you to have in understanding and addressing children’s needs during disaster?” the most commonly selected response was “a better understanding of children’s emotional needs.”
- When asked whether respondents have “personally received training related to protecting children in emergencies,” 56% of Arkansas participants reported “no.”
- Over 50% of Arkansas respondents indicated that their organizations do not have written plans or protocols regarding support for children in the context of disaster.
- Slightly over 80% of participants from Arkansas selected that their organizations would be “very likely” or “likely” to assist children and/or families during a catastrophic disaster, with 72% reporting that their organization would be “very likely” or “likely” to assist children and/or families during a low-attention disaster.
- Notably, responses to the prompt, “It is not the responsibility of my organization to attend to children’s needs in disaster,” demonstrate that a majority of participants “strongly disagree” with this statement (n=13). This demonstrates a potential cognitive and emotional receptivity to advanced training and additional support in this area.

## PARTICIPATORY ASSET MAPPING

Participatory asset mapping activities were used in both Arkansas and Nebraska to gain an understanding of existing organization-based assets and areas for improvement in the context of emergency preparedness. The main goals of the mapping activities that the NHC team led in Arkansas and Nebraska included:

- Identifying organizational strengths, capacities, skills, and resources within organizations generally and for children in disasters specifically;
- Deciphering organizations’ limitations and gaps both generally and in providing support for children in disasters; and
- Facilitating potential cooperation between and among organizations by generating a shared awareness and understanding of organizations’ collective assets and areas for improvement.

In this section of the appendix, we first provide an overview of the participatory asset mapping activities, including data collection and analysis. We then present findings unique to Arkansas participants, which are divided into 1) organizational assets (both general and child-specific) and 2) organizational gaps and areas for improvement (both general and child-specific).<sup>4</sup>

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<sup>4</sup>A notable finding from both states’ asset mapping activities includes the fact that a majority of participating organizations reported similar assets and gaps across general and child-specific realms in their worksheet responses. Where applicable, we indicate child-specific assets and gaps presented by organizations in Arkansas.

## Asset Mapping Activities & Data Analysis

Natural Hazards Center research team members constructed and facilitated a participatory asset mapping activity that was conducted during the first two facilitated sessions held on December 10, 2018 in Lincoln, Nebraska and December 13, 2018 in Little Rock, Arkansas, and hosted by Save the Children for the Building Capacities to Protect Children Project. Participants in both states included individuals from state-level VOAD member organizations, community-based organizations, emergency management agencies, and other stakeholders that provide services for children during disasters and emergencies. A total of 16 individuals participated in Arkansas. Tables 3.1 and 3.2 provide an overview of the organizations represented in Arkansas as well as the number of participating Arkansas organizations by organizational type, respectively.

**Table 3.1. – Arkansas Participating Organizations**

ARKANSAS	
Presbytery of Arkansas	Arkansas Department of Emergency Management
Arkansas Conference of the United Methodist Church & Interfaith Network	National Center for Missing and Exploited Children
Heart of Arkansas United Way	American Red Cross
Arkansas Foodbank	Child Care Aware of West Central Arkansas
Arkansas State University Disaster Preparedness Emergency Management Department	Child Care Aware of Northeast, Southeast Arkansas, and Lonoke County
Episcopal Relief and Development	Child Care Aware of Northwest Arkansas
HOPE Animal Assisted Crisis Response	Child Care Aware of Central and Southwest Arkansas
Lonoke County OEM	

**Table 3.2. – Overview of Organization Types Represented in the Activity - Arkansas<sup>5</sup>**

ORGANIZATION TYPE	ARKANSAS (N=16)
Child-Serving Organization	n=5
Emergency Management	n=3
Government	n=1
Non-profit Organization	n=7
Other	n=3

As part of the asset mapping activity, participants were divided into small groups to ensure diversity in organizational representation. They placed post-it notes representing assets and gaps on state-level maps at each of their tables. Groups then presented themes that they saw emerge from the activity in terms of each state's clusters of assets, gaps, or areas without assets. Participants discussed what they thought explained the assets and gaps identified and shared ideas for potential collaborations moving forward. See Appendix D for more detail, including a participatory asset mapping guidance document and facilitators guide, and Appendix E for participatory asset mapping worksheets that can be adapted for other settings.

In all, the data generated from these activities in Arkansas included 16 asset mapping worksheets, 3 group discussion transcripts and notes, as well as 3 state-level maps with post-it notes from the activity. As part of the data analysis process, members of the research team first transcribed notes, worksheets, and audio recordings of the group discussions from the participatory asset mapping activities in each state.<sup>6</sup> We first analyzed the

<sup>5</sup>Participants could indicate if they represented more than one organizational type. This is why the total number of participating organizations in each state does not match the total when broken out by organizational type.

<sup>6</sup>Before the start of the participatory asset mapping activity, NHC team members requested session attendees' consent to participate, explaining that participation was completely voluntary. Once consent was obtained, they asked permission from participants to record group discussion components of the activity for transcription purposes. All participants gave their consent to be recorded.

data following predetermined themes (e.g., assets and gaps in terms of disaster response, both general and child-specific). Once we grouped findings in each state based on participants' reported assets, gaps, and areas for improvement unique to their organizations, we read through notes, transcripts, and worksheets multiple times to identify subthemes in the data. Following the practice of intercoder reliability<sup>7</sup>, meaning that after individually identifying codes within the data, team members discussed and refined these codes until reaching an agreement on the final themes to be presented. Members of the research team used QSR International's NVivo 12 qualitative analysis software to analyze and code the worksheets and transcripts (2018).

Due to the number of participants in both sessions, the asset mapping allowed for more in-depth discussions and focused conversation. Even so, we acknowledge that the assets and gaps reported during these activities do not comprehensively reflect the overall landscape of the assets and areas for improvement of the state-level VOAD organizations. That being said, the findings from this activity illustrate the capacities, experiences, challenges, and opportunities for improvement of certain VOAD member or affiliate organizations in Arkansas and Nebraska that may resonate with a broader organizational landscape. For instance, funding likely poses challenges for many organizations – both in terms of funding for day-to-day activities and disaster and child-specific functions among organizations.

## Organizational Assets

Asset mapping participants were asked to first provide general examples of their respective organizations' main assets and areas for improvement. For the second part of the worksheet and discussion, they were asked to provide child-specific assets and areas for improvement within their organizations. This section details themes among reported assets - both general and child-specific - provided in the worksheets and through group discussions.

### **Findings from Asset Mapping Worksheets**

Arkansas asset mapping participants (N=16) shared a number of key assets, including skills, resources, and experience present within their organizations in the context of disaster preparedness, response, and recovery. Five key themes among the reported assets appeared in the worksheet data, including: 1) training and education capabilities, 2) skilled and trained staff, 3) emotional and spiritual care, 4) supplies and other physical resources, and 5) interorganizational partnerships/networking. We illustrate examples of such assets, as well as the number of participating organizations representing each theme, in Table 3.3 below.

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<sup>7</sup>Lavrakas, P. J. (2008). *Encyclopedia of survey research methods* (Vols. 1-0). Thousand Oaks, CA: Sage Publications, Inc. doi: 10.4135/9781412963947



**Table 3.3. –Arkansas General Assets - Themes<sup>8</sup>**

ASSET THEMES	EXAMPLES
<b>Training and education</b> (n=8) <sup>9</sup> : This refers to training and educational opportunities that organizations provide to individuals, organizations, and communities pertaining to disaster preparedness, response, and recovery	<ul style="list-style-type: none"> <li>• Performing disaster and emergency exercises (Arkansas Department of Emergency Management (ADEM))</li> <li>• Youth Preparedness Council and Community Emergency Preparedness Teams (CERT) (ADEM)</li> <li>• Church Preparedness Training &amp; Mentoring (ARUMC/UMCOR)</li> <li>• CPR and First Aid (American Red Cross)</li> </ul>
<b>Skilled and trained staff</b> (n=4) <sup>10</sup> : This theme represents assets pertaining to the individual-level expertise found within organizations	<ul style="list-style-type: none"> <li>• Trained in CPR, First Aid (HOPE Animal Assisted Crisis Response)</li> <li>• Therapy dog handlers (HOPE Animal Assisted Crisis Response)</li> <li>• Child-focused training (ARUMC/UMCOR)</li> </ul>
<b>Emotional and spiritual care</b> (n=5): Emotional and spiritual care includes mental health services, on-site therapy, and faith-based sources of mental and emotional support	<ul style="list-style-type: none"> <li>• Faith-based spiritual and emotional care (Episcopal Relief and Development)</li> <li>• Therapy dogs (HOPE Animal Assisted Crisis Response)</li> <li>• Emotional and mental health care (Child Care Aware of NEA, SEA, &amp; Lonoke County)</li> </ul>
<b>Supplies and other physical resources</b> (n=6): This theme entails physical assets that organizations have or can provide before, during, or after a disaster or emergency	<ul style="list-style-type: none"> <li>• Storage (Arkansas Foodbank)</li> <li>• Shelter-in-place kits (Arkansas State University Child Care Aware of NEA, SEA, &amp; Lonoke County)</li> <li>• Children friendly spaces - respite care (Child Care Aware of NEA, SEA, &amp; Lonoke County)</li> <li>• Children care centers (Arkansas Conference of the United Methodist Church &amp; Interfaith Network of AR)</li> </ul>
<b>Networking, Inter-organizational Partnerships</b> (n=4): This theme represents existing partnerships between and among organizations that serve to enhance the service delivery capabilities of organizations and/or enhance disaster preparedness	<ul style="list-style-type: none"> <li>• Connections with child-serving institutions (Child Care Aware of NEA, SEA, &amp; Lonoke County)</li> <li>• Government and social service organization partnerships/connections (ADEM)</li> </ul>

In both states, participants reported fewer child-specific assets compared to general assets offered by their respective organizations. Given the a) limited amount of child-specific assets and b) uniqueness of the child-specific assets provided by participants, they did not follow a certain set of themes. In addition to the examples provided in Table 3.4. (below) of child-specific assets, some participants reported camps and community programs for children, youth ministries, connections with child-serving institutions, as well as examples of staff with experience and training to work with children. When time was provided for group discussion of child-specific assets, conversation often shifted to general assets not specific to children's needs in disaster, or conversations fed into the subsequent discussion on gaps and areas for improvement pertaining to children's disaster needs.

**Table 3.4. –Arkansas Examples of Child-Specific Assets**

ASSET	ORGANIZATION
Maintaining child-appropriate food supplies	Arkansas Foodbank
Unaccompanied Minor Registry, National Emergency Child Locator System	National Center for Missing and Exploited Children
Youth-specific Pre-Disaster Preparedness Council	Arkansas Department of Emergency Management
Knowledge of county-wide licensed child care facilities	Lonoke County Office of Emergency Management

<sup>8</sup>Other specific examples of assets, which do not constitute key themes in the data, include the following: recovery training and mentorship services (e.g., long-term recovery group development, case management); volunteer coordination and recruitment; and emergency funding capabilities.

<sup>9</sup>These numbers represent the number of organizations represented in each of these themes, not individual responses.

<sup>10</sup>Importantly, while this number represents the amount of organizations that shared "skilled" workers or volunteers as an asset, this number is likely much higher.

### **Findings from Group Discussion**

The following themes concerning organizational assets arose from the group discussions in Arkansas, which overlapped with the themes found within the worksheets: 1) training capacity, including preparedness training, emergency planning, and coaching; 2) spiritual and emotional care; 3) interorganizational communication and coordination; and 4) dedicated volunteer bases. Participants reported a number of training capacities present within their organizations, including preparedness training, coaching and helping congregations manage host sites for volunteer teams, first aid and CPR, and training specific to therapy dog handling. Spiritual and emotional care was a commonly reported asset among participants in Arkansas, although individuals sometimes represented the same organizations. Specific examples of assets, such as training, fundraising, and parental resources are detailed in the following quotes from three different asset mapping participants:

- *One thing I notice between the three of us [organizations] that have gone, training has been on all three of our [assets]. I think within our organizations training is definitely an asset that we can all bring to the table from different aspects. Right here you have three very different organizations. It's just a thought.*
- *From an organizational standpoint I would say as with most United Ways, fundraising is a strength of ours and not just fundraising in general but a unified fundraising that it's not just the big agencies that go out with national ads. That we can do some things because of our connections with the business community that others cannot. Probably shouldn't say this too loud, [but] we have emergency funding set aside every budget cycle for help. I've been here almost two years, and no one's asked for it yet.*
- *We have a resource room [Parent Resource Center] if anyone ever wants to come in there and check stuff out. We have the shelter in place kits that you all can check out, look at, see what they involve, what's in them. The curriculums in them, we have all that. We have books on grief. We have books on all that stuff that's not just for our providers but for the public to come and check out.*

Interestingly, some participants explained that communication and coordination were assets associated with their organizations, although as explained later in the report, these also represent areas for improvement. The following quote came from the group presentation in which participants provided an overview of assets, gaps, and synergies they discussed within their respective groups:

- *We did find a lot of things overlapped. Training for all of us we felt like were assets. Communication was also a huge asset for us, which we ended up discovering later is also a gap. It's strange that they ended up on both of them. Then, we got onto the subjects of our conferences, the different conferences, and collaborating between when we can see each other again and be taking advantage of those opportunities.*

As the above quote indicates, for some participants, the facilitated session and subsequent asset mapping activities provided a necessary space to discuss ideas and opportunities for collaboration.

## **Organizational Gaps and Areas for Improvement**

This section of the appendix highlights findings from the asset mapping worksheets pertaining to organizational gaps and areas for improvement from participating organizations in Arkansas. General gaps and child-specific gaps overlapped quite significantly in that issues such as funding and limited capacity hindered more general disaster response operations, thus extending into the realm of child-specific disaster-response.

### **Findings from Asset Mapping Worksheets**

Upon analyzing the worksheets from Arkansas in terms of gaps and areas for improvement, we categorized responses into three main themes: 1) funding, 2) limited organizational capacity, and 3) a need for networking and developing interorganizational partnerships. These themes and associated examples are illustrated in Table 3.5 below.

**Table 3.5 – Arkansas Areas for Improvement – Themes**

AREAS FOR IMPROVEMENT THEMES	EXAMPLES
<b>Funding</b> (n=5): This theme represents organizations not having enough stable or consistent funding for general operational activities	<ul style="list-style-type: none"> <li>• Sustained financial resources from grants (Episcopal Relief and Development)</li> <li>• Difficulty affording training for therapy dog handling - can sometimes be a barrier for additional volunteers (HOPE Animal Assisted Crisis Response)</li> </ul>
<b>Limited organizational capacity</b> (n=5): Limited organizational capacity refers to limited staff, heavy volunteer reliance, not enough resources to help communities prepare, respond, or recover from disaster – closely linked to lack of funding	<ul style="list-style-type: none"> <li>• Limited staff or volunteer-reliant organizations (HOPE Animal Assisted Crisis Response; ARUMC/UMCOR)</li> <li>• Limited supplies, storage, shelter facilities, and/or equipment (Arkansas Foodbank; Heart of Arkansas United Way; Child Care Aware NE, SE, Lonoke County)</li> <li>• Coinciding with a lack of funding at the organizational level</li> </ul>
<b>Need for networking, developing interorganizational partnerships</b> (n=7): This theme indicates a need for interorganizational cooperation and knowledge of the local and state-level social service landscape to increase disaster resilience	<ul style="list-style-type: none"> <li>• Increasing awareness of organizations/organizational services (HOPE Animal Assisted Crisis Response; CCA-CSWA)</li> <li>• Need for communication and coordination between organizations, agencies, and/or community groups (ADEM; Presbytery of Arkansas; Child Care Aware NE, SE, Lonoke County)</li> </ul>

Other organizational gaps and areas of improvement, closely related to the theme titled, “need for networking, developing organizational partnerships,” included an identified need for enhanced communication to the public regarding services and resources offered by organizations (due to a lack of awareness). More specific examples of general organizational gaps include, but are not limited to staffing in rural areas, lack of disaster and emergency planning in child-care facilities (not mandated), psychological first aid training, and practicing active shooter drills. In terms of child-specific gaps and areas for improvement, as indicated earlier in the report, many reported areas for improvement overlap with “general” areas for improvement. However, Arkansas participants shared some examples of child-specific gaps. These are bulleted in Table 3.6 below.

**Table 3.6 – Arkansas Child-Specific Gaps and Areas for Improvement**

ARKANSAS CHILD-SPECIFIC GAPS AND AREAS FOR IMPROVEMENT
Need to build child-specific disaster-related programs
Training for working with children
Lacking disaster plan for feeding sites and schools where children are involved
Child-focused psychological first aid training
Connecting and communicating with parents
Need for more stringent requirements around evacuation and disaster planning when licensing child care facilities

### **Findings from Group Discussion**

Among the gaps shared by participants, three areas of improvement consistently reappeared in the transcript data. These include: 1) a lack of training specific to child-focused needs; 2) limited resources, including funding and capacity-related issues (e.g., staff, volunteers, time); and 3) insufficient collaboration and communication with other organizations, namely, those focused on child services and faith-based organizations. Aside from organizations focused on children and children’s needs, such as Child Care Aware, some participants felt that they had no child-specific assets to “bring to the table.” The following quotes exemplify some of the constraints and commonly reported gaps among participating organizations in Arkansas:

- *Lack of Training: It’s just really difficult, too, because we’ve got a lot of professionals from many walks of life in our group and a lot of them have not worked with children before and it’s very uncomfortable for some of the lawyers and such to bring their [therapy] dogs in and try to listen to little kids and try to keep control of the group.*
- *Funding and Capacity Issues: I would say as volunteers people aren’t obligated to anything. Sometimes if it’s a time*

of year or situation where somebody else has other things going on, there might be a time when the need would be there, but we don't have the people to provide it.

- Yes, funding, funding was a big lack. We could do a lot more if we had more communication plus more funding.
- I think that's one for everybody, funding for need... The need is there. We have no money.
- *Insufficient Interorganizational Collaboration and Communication/Maintaining Connections:* We do interact somewhat with different health organizations in our communities or mental health organizations. We do. I have made those contacts. It's just we have to keep plugging in with them. We go make that contact and then I have to check back with them in two or three months because they're busy.
- We need to continue to follow up and keep the relationship because I feel like we all get connected, but how do we stay connected? I mean we're doing this today, but when I leave here am I going to see you in a month or two? I don't know. I've wrote your name and your information down. I'm hoping. How do we get these relationships and connections to stick?

More specific, but notable gaps include constraints in working with churches, Arkansas VOAD-specific bureaucratic constraints, and issues of follow-through in training. Discussions around Arkansas VOAD's bylaws indicate that the organizational structure may prevent or hinder meaningful collaboration with outside organizations, especially child-serving organizations, which is at the focus of this project. For instance, for an organization to become a formal VOAD member, they have to serve the entire state of Arkansas with a focus on disaster-related services. Otherwise, they can become an associate member, which does mean that they are full members with voting privileges.

One asset mapping group in Arkansas had a discussion about the issues and concerns associated with churches as sources of shelter, especially for children and non-members of respective congregations. One participant began by explaining that it is not uncommon for churches to turn away children from church-based emergency shelters:

*Speaker 1: We are surprised that many churches would turn those kids away and not let them in.*

*Interviewer: And the reason is what? Liability?*

*Speaker 1: Liability. They do not want the liability for it, so they put this on their evacuation plan.*

More broadly than concerns focused on child-specific needs, another participant shared concerns and frustrations about working with congregations while also offering a suggestion for ways forward that may enhance the relationship congregations have with the VOAD:

*There is a tendency for the large congregations to feel like they can take care of their whole operation and don't need to reach out. They don't need to receive from other congregations, and they send money for our disaster committee but there's not a lot of outreach. But I was just thinking that our disaster committee could invite some staff members who deal with children from that large congregation because they are well trained and very knowledgeable and could inform us about what we need to be thinking about in terms of kids after disaster. That's my immediate next step.*

Another reported constraint has to do with concerns of follow-through and sustainable practices following training:

*Speaker 1: I think that's why coaching can be so important. That's what I always say. Even when I do pre licensing, I'll try to talk. If we get them ones, we'll have 10 show up and maybe one or two actually open a facility. Technical assistance, coaching, whatever you want to call it, I think that relationship with that person right there needs to be continued. We need to follow up.*

*Speaker 2: A mentorship or something.*

### **Brief Summary of Findings**

Overlapping themes that emerged from the worksheet exercise and discussion transcripts revealed key organizational strengths such as training capacity, emotional and spiritual care, supplies and other physical resources, as well as interorganizational communication and coordination. Mapping worksheet participants also identified skilled and trained staff, while discussion participants identified dedicated volunteer bases as an asset in their respective organizations. It is noteworthy that participants in Arkansas (as well as Nebraska) more readily and easily identified general assets offered by their respective organizations compared to child-specific assets.

When asked to identify gaps and areas of improvement, worksheet and discussion participants often identified more general organizational constraints that overlapped with child-specific gaps – such as limited resources, funding, organizational capacity, and a need for improved interorganizational partnerships, networking, and communication. A lack of training specific to child-focused needs was also a theme that emerged from discussion transcripts.

## **SOCIAL NETWORK ANALYSIS**

A key objective of this evaluation research project was to gain a deeper understanding of existing connections and opportunities for collaboration across VOAD member and partner organizations in Arkansas and Nebraska. To achieve this, the Natural Hazards Center research team developed a novel social network analysis (SNA) survey to measure the degree to which VOAD member organizations in Arkansas and Nebraska: 1) engage in various levels of interaction, 2) contact one another, 3) exchange essential resources, and 4) perceive the benefits and challenges associated with collaboration (see Appendix F for the instrument). More specifically, we wanted to capture the extent to which child-serving organizations were represented within Arkansas and Nebraska VOAD networks and whether they were sought after for child-focused resources. The main body of the comprehensive report provides an overview of SNA findings with a focus on findings relevant to child-specific needs, resources, assets, and gaps among participating VOAD and partner organizations. The purpose of this section is to provide more detailed reporting of Arkansas responses across the range of questions within the SNA survey.

Using Qualtrics online survey software, we administered surveys to key organizational contacts of all state-level VOAD member organizations in Arkansas and Nebraska on October 7th, 2019 and October 16th, 2019, respectively. The surveys remained open through March 2020. Using a roster of organizations that was built in consultation with Save the Children, we asked potential participants to submit one survey representing their organization. Most of the organizations in the survey roster were Arkansas VOAD member organizations. However, several non-member organizations (primarily child-serving) were added to the roster as part of the research design. A total of 46 organizations were represented on the full roster list for Arkansas. We engaged in extensive outreach efforts to increase participation rates, and in the end we received completed surveys from 34 organizations in Arkansas for a response rate of 76%.

This portion of the appendix is divided into six sections: 1) descriptive information about participating organizations, including VOAD participation as well as resources and time spent during each disaster phase; 2) 4Cs interactions among Arkansas VOAD organizations, including reported benefits and challenges of collaboration; 3) frequency of contact among Arkansas VOAD organizations; 4) Arkansas VOAD resource-exchange networks; 5) Arkansas VOAD centrality analyses; and 6) social network analysis graphics.

## **Participating Organizations' Characteristics**

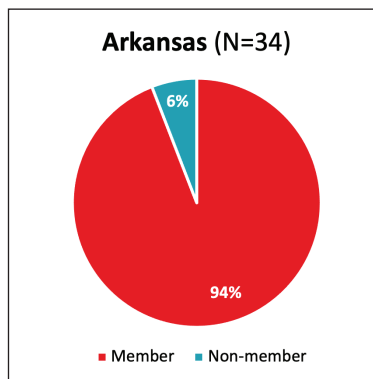
Participating organizations in Arkansas are represented in Table 4.1. The organizations are labeled according to the following organizational types: non-profit organization (n=13), faith-based organization (n=11), federal government (n=1), state government (n=4), emergency management (n=1), and child care resource and referral agency (n=4). While participants were allowed to indicate multiple organizational types their respective organization represented (e.g., emergency management and state government), we present the primary organization type associated with each participating organization (Table 4.1.). We also analyzed the data based on primary organizational type.

**Table 4.1 – Participating Arkansas VOAD Organizations and Organization Type**

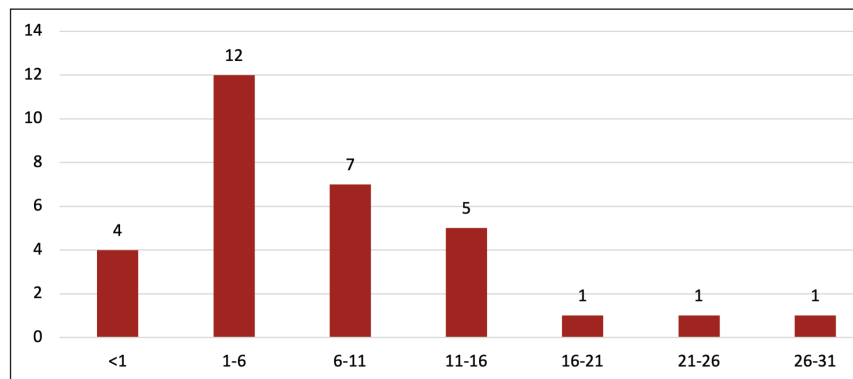
ARKANSAS VOAD ORGANIZATION	ORGANIZATION TYPE	ARKANSAS VOAD ORGANIZATION	ORGANIZATION TYPE
1. Adventist Community Services	Faith-Based	18. Child Care Aware of West Central Arkansas	Child Care Resource and Referral Agency
2. All Hand and Hearts	Non-Profit	19. Christian Aid Ministries	Faith-Based
3. American Red Cross (Missouri-Arkansas)	Non-Profit	20. Convoy of Hope	Faith-Based
4. AR Baptist State Convention	Faith-Based	21. Cooperative Baptist Fellowship of Arkansas	Faith-Based
5. AR Conference of the United Methodist Church (UMCOR)	Faith-Based	22. Federal Emergency Management Agency	Federal Government
6. AR DHS, Division of Aging, Adult and Behavioral Health Services	State Government	23. Foodbank of North Central Arkansas	Non-Profit
7. AR DHS, Division of Child Care and Early Childhood Education	State Government	24. Foodbank of Northwest Arkansas	Non-Profit
8. AR DHS, Office of Security and Compliance	State Government	25. Heart of Arkansas United Way	Non-Profit
9. AR Episcopal Disaster Relief	Faith-Based	26. Legal Aid of Arkansas	Non-Profit
10. AR Foodbank	Non-Profit	27. Operation BBQ Relief	Non-Profit
11. AR Hunger Relief Alliance	Non-Profit	28. Presbytery of Arkansas	Faith-Based
12. AR Department of Emergency Management	State Government	29. Reach Out Worldwide	Emergency Management
13. Catholic Charities of Arkansas	Faith-Based	30. Samaritan's Purse	Non-Profit
14. Child Care Aware of America	Non-Profit	31. Save the Children	Non-Profit
15. Child Care Aware of Central and Southwest Arkansas	Child Care Resource and Referral Agency	32. Team Rubicon	Non-Profit
16. Child Care Aware of Northcentral Arkansas	Child Care Resource and Referral Agency	33. The Salvation Army – AR and OK Division	Faith-Based
17. Child Care Aware of Northwest Arkansas and River Valley	Child Care Resource and Referral Agency	34. World Renew Disaster Relief Services	Faith-Based

The following visuals illustrate responses to SNA survey questions among Arkansas participants concerning whether participating organizations are VOAD members or non-members, and if they are members, what their organization's years of involvement are within the state VOAD. Out of 34 participating organizations in Arkansas, 32 reported that they were a member organization of the state VOAD (94%) (Figure 4.1). Of those who indicated that their organization was a VOAD member, a majority shared that their involvement in the VOAD was between 1-6 years (n=12) or 6-11 years (n=7) (see Figure 4.2).

**Figure 4.1 –  
Count of VOAD Members and  
Non-Members –Arkansas**

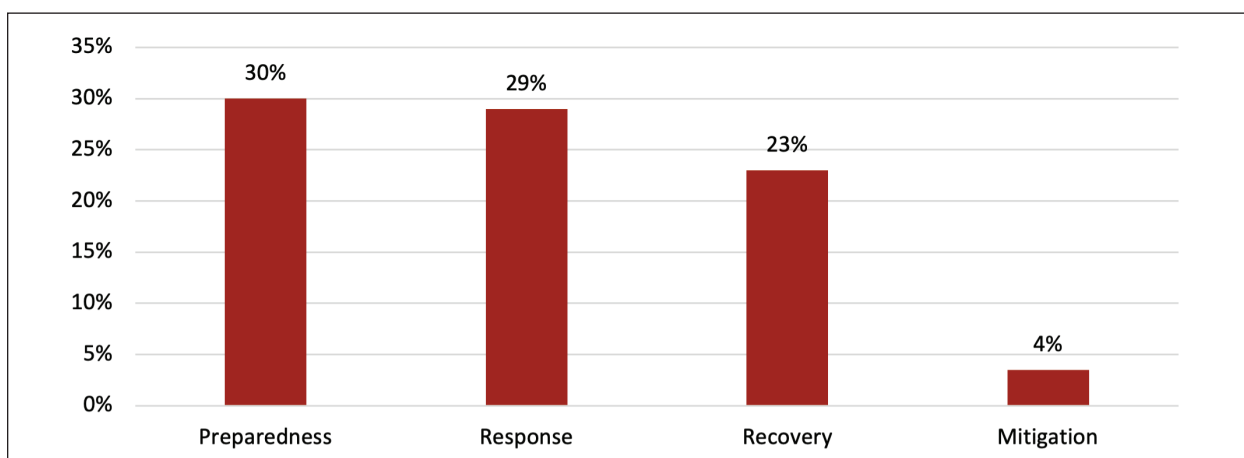


**Figure 4.2 –Years asVOAD Member –Arkansas**



To understand the percentage of time and resources organizations spent within each phase of the disaster cycle (preparedness, response, recovery, and mitigation), we asked respondents to “Please estimate the percentage of your organization’s time and resources for disaster operations that were dedicated to each phase of the disaster cycle over the last two years.”<sup>11</sup> A majority of responses from Arkansas participating organizations indicated that “preparedness” (30%) and “response” (29%) took up most of the time, such as volunteer and/or staff time, organizations spent on average.

**Figure 4.3 –Average Amount of Time Spent by Disaster Phase –Arkansas (N=33)<sup>12</sup>**



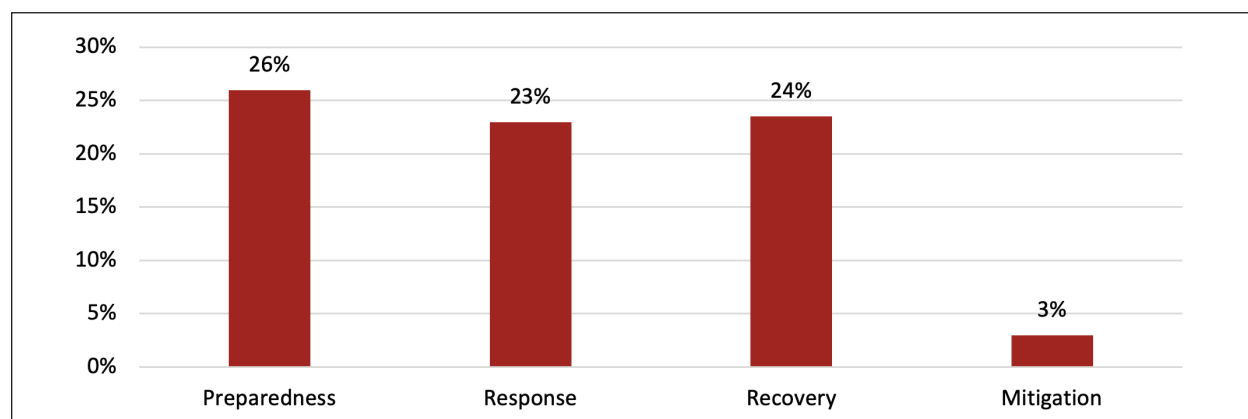
As shown in Figure 4.4, Arkansas organizations spent fewer resources on mitigation compared to the other three phases of the disaster cycle – with preparedness, response, and recovery taking similar percentages of resources (~25% each).

<sup>11</sup>We added additional instructions that stated “The amount should add up to 100% for each column. If your organization has dedicated no time or resources to disaster operations, please leave the columns at 0%.”

<sup>12</sup>One respondent missing in this response due to incomplete data.

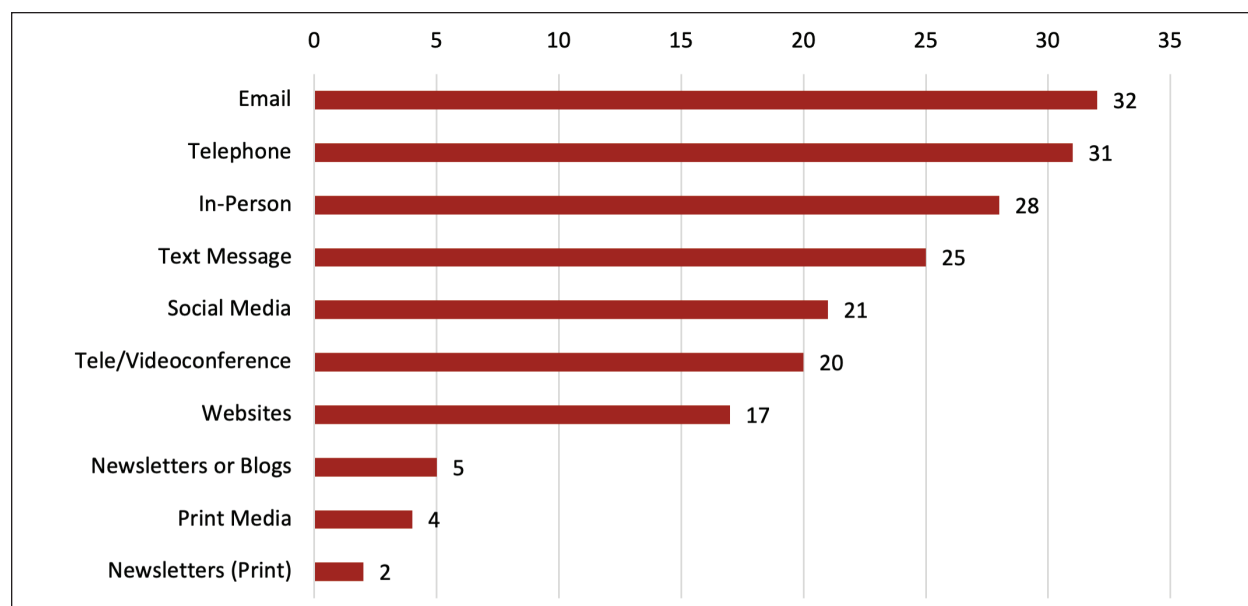


**Figure 4.4 – Average Percentage of Resources Used on Each Disaster Phase – Arkansas (N=34)**



Within the SNA survey, we also asked participants to identify their organizations' preferred types of communication channels when sharing information and updates and coordinating activities with other organizations. They were allowed to select all forms of communication that applied to their organization. Figure 4.5 shows counts of responses to the prompt concerning preferred modes of communication for information sharing. Email, telephone, and in-person were the three most frequently selected forms of communication for sharing news, while newsletters or blogs (digital), newspaper, and print newsletters were the least selected forms of communication.<sup>13</sup>

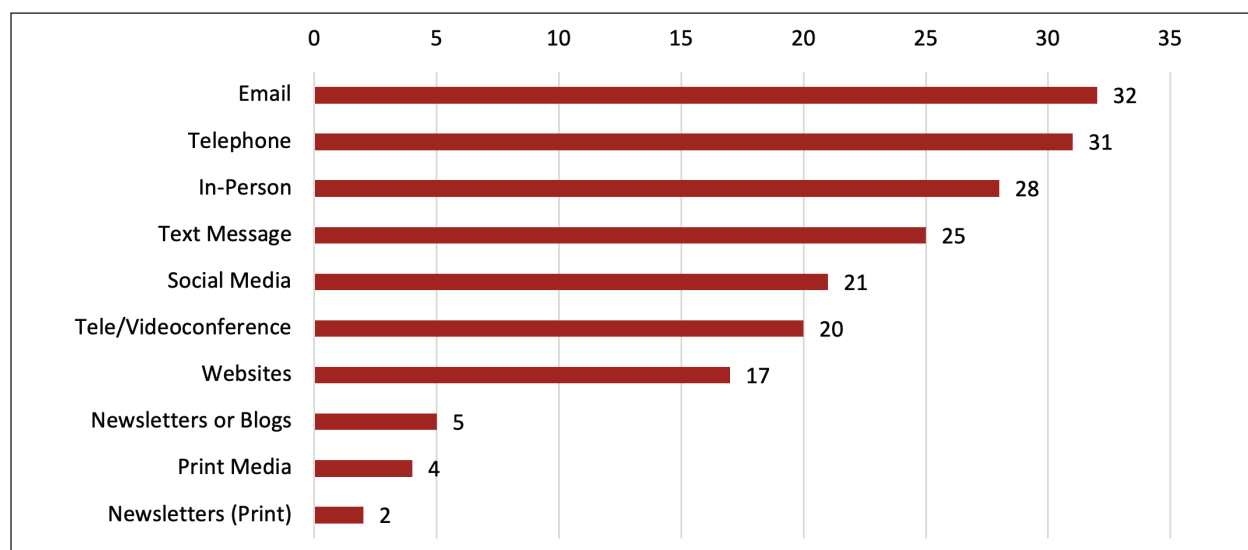
**Figure 4.5 – Counts of Preferred Types of Communication Channels to Share News – Arkansas (N=34)**



The same patterns emerged for communication preference for activity coordination among Arkansas participants – with email, telephone, and in-person communication channels being the most preferred forms of communication among respondents (see Figure 4.6).

<sup>13</sup>Participants had the opportunity to choose multiple forms of communication.

**Figure 4.6 – Counts of Preferred Types of Communication Channels to Coordinate Activities –Arkansas**



(N=34)

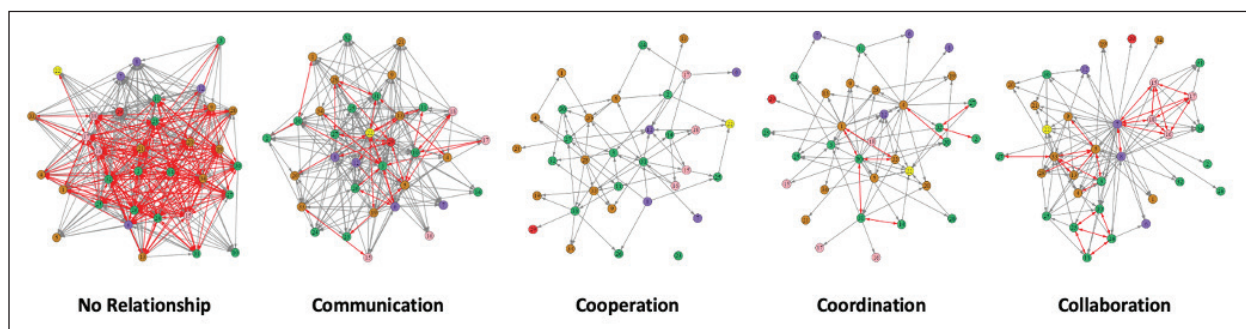
## 4Cs Interactions Among Arkansas VOAD Organizations

A central purpose of the survey was to understand the degree to which state VOAD organizations interact with other member and partner organizations. To do so, we operationalized four levels of interaction that were driven by National VOAD's shared values, including: communication, cooperation, coordination, and collaboration. We provide definitions that were generated by our research team and associated examples below:

- **Communication** – represents a short-term, informal relationship focused on the act of sending a message across a channel to another organization. This relationship does not involve resource sharing other than information exchange, and the purpose of this relationship is focused on emergent, short-term goals. *Examples: informal and formal meetings; conference calls.*
- **Cooperation** – also refers to a short-term, informal interorganizational relationship. However, when organizations cooperate they combine communication with an effort to align their services and resources with those of other organizations or jointly address specific needs or problems. *Example: responding jointly to provide disaster services (e.g., sheltering, disaster case management).*
- **Coordination** – represents a longer-term relationship defined by particular goal(s) or effort(s). This relationship is associated with higher levels of interorganizational trust than the previous two relationships and moves beyond information sharing to resource sharing. *Examples: joint exercises; working to share resources instead of duplicating resources/efforts; developing partnerships.*
- **Collaboration** – refers to a long-term, stable relationship consisting of high levels of trust between organizations, frequent communication, and information and resource sharing. Organizations defined by this relationship combine resources to work toward predetermined goal(s) and objectives. *Examples: participating in interorganizational exercises; developing interorganizational plans.*

We asked survey respondents to choose one of the above interactions or “no relationship” that “best represented their organization’s interactions with the other VOAD member organizations as well as the non-member organizations included in the survey over the past two years.” This question was designed to measure how many connections in the network were occurring at the different levels of intensity. Figure 4.7 visualizes the ties occurring at each level of interaction among Arkansas organizations. The red lines or ‘arcs’ signify reciprocal ties between organizations.<sup>14</sup>

<sup>14</sup>Following the presentation of SNA findings within this appendix, we include close-up, individual networks representing the 4Cs of interaction, as well as communication frequency and resource exchange networks.



**Figure 4.7 – 4Cs of Interaction – Arkansas**

Table 4.2 details the number of connections between participating organizations in the Arkansas survey that occurred at each 4Cs level, as well as those who indicated “no relationship.” Aside from “no relationship,” nearly half of the ties or ‘arcs’ were at the lowest level, “communication.” However, one-quarter of the connections were at the highest level, “collaboration,” which indicates that the highest and lowest intensities of 4Cs interactions were contributing the most to the 4Cs network as a whole. It is important to keep in mind when looking at these analyses that we are extracting each type of 4Cs interaction from the overall 4Cs network and looking at them separately. This does distort, to some degree, the interactions between organizations, but allows us to understand the contributions of each type of interaction to the overall 4Cs network.

**Table 4.2 Percent of Arcs<sup>15</sup> and Reciprocity by Level of Interaction – Arkansas**

4CS INTERACTIONS	ARC COUNT & PERCENT TOTAL		RECIPROCITY
No Relationship	559	50%	66%
Communication	264	24%	24%
Cooperation	70	6%	0%
Coordination	87	8%	18%
Collaboration	142	13%	35%
All	1122	100%	

The fifth response option for the 4Cs questions was “no relationship.” Normally these responses would be counted as non-ties. However, if we treat them as a network, we can count the number of instances in which organizations in the survey indicated that they had no relationship with one another. The arc count, or ties, for the Arkansas “no relationship” network was 559, indicating that there were almost as many instances in which organizations in the survey roster had no relationship as there were instances in which they interacted.

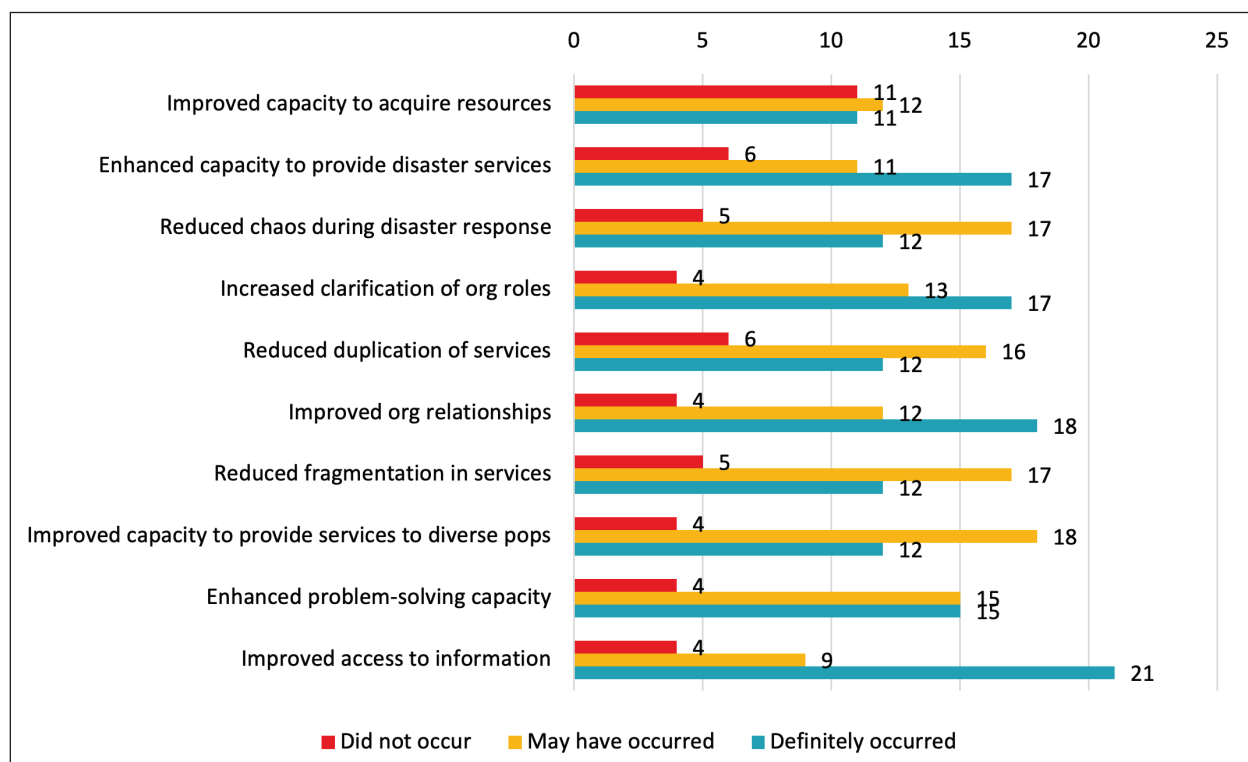
Table 4.2 above also contains the percent of connections that were reciprocated at each level of interaction. This measure captures the degree to which organizations agreed upon the intensity of the connections they had with other organizations in each network. For more focused visual representations of each of these reciprocity measures, including the ability to see which organizations are/are not connected at various levels, please see the 4Cs interactions network visualizations at the conclusion of this appendix.

Toward the end of the SNA survey, we asked participants to respond to a set of statements regarding the benefits and challenges of inter-organizational collaboration. First, we asked “[f]or each of the following statements, please choose the degree to which you have observed the following benefits as a result of your organization’s efforts to engage in the 4Cs of collaboration with other ARVOAD member or non-member

<sup>15</sup>The relations that connect actors in networks are often referred to as edges, arcs, and ties. Technically speaking, arcs are directed ties that go from one actor to another. These are exchanges that have a clear direction. Tie is another term used generally to refer to the connections between actors in a network.

organizations active in providing disaster services in Arkansas.” The response categories included “did not occur,” “may have occurred,” and “definitely occurred.” Participants were allowed to select only one response for each of the ten statements shown in Figure 4.8.

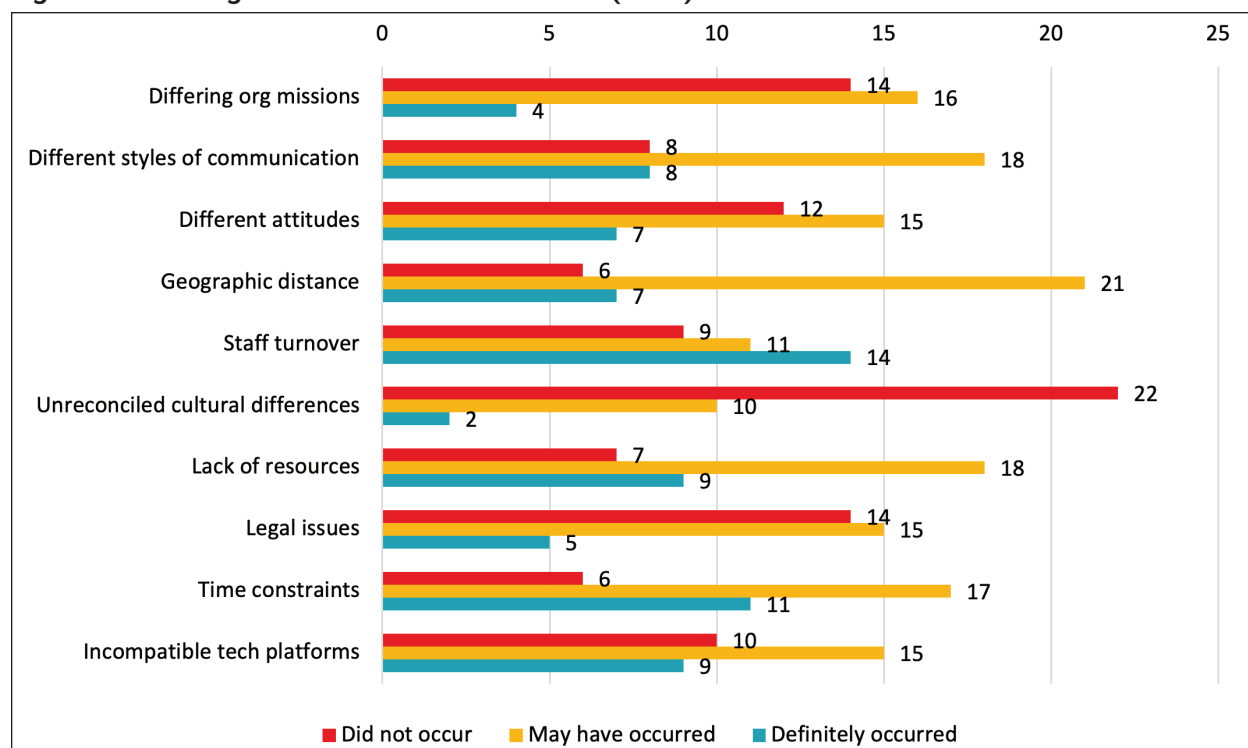
As also shown in Figure 4.8, the most commonly reported benefits that participants shared “definitely occurred” as result of collaboration included improved access to information (n=21), improved organizational relationships (n=18), increased clarification of organizational roles (n=17), and enhanced capacity to provide disaster services (n=17). With the exception of “improved capacity to acquire resources,” respondents selected “did not occur” less frequently than “may have” or “definitely occurred.”



**Figure 4.8 Benefits of Collaboration – Arkansas (N=34)**

Following the same format using a list of ten statements, we then asked participants to indicate the degree to which they have encountered certain challenges in their organization’s efforts to engage in collaboration with other Arkansas VOAD member or non-member organizations. As shown in Figure 4.9, the most frequently reported challenges that respondents selected “definitely occurred,” included staff turnover (n=14), time constraints (n=11), lack of resources (n=9), and incompatible technological platforms (n=9).

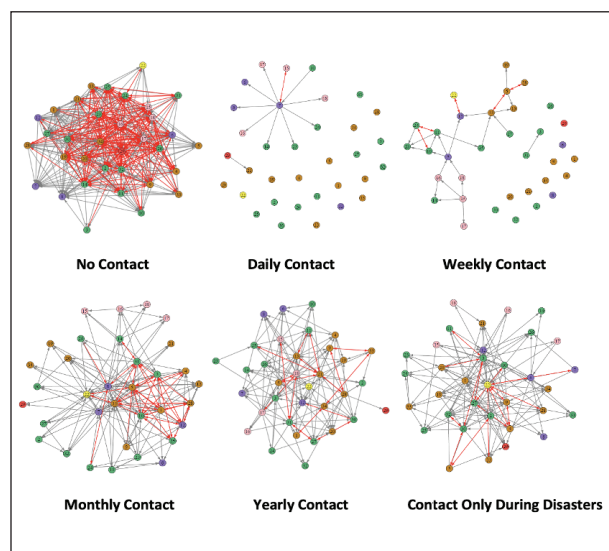
**Figure 4.9 Challenges of Collaboration – Arkansas (N=34)**



## Frequency of Interaction Among Arkansas VOAD Organizations

Another goal of the SNA was to understand the frequency of contact among VOAD member and partner organizations. We asked survey respondents to choose the contact frequency that “best represented their organization’s interactions with the other VOAD member organizations as well as the non-member organizations included in the survey over the past two years.” Since organizations could choose only one level of frequency for each of the other organizations, we were able to capture the number of interactions at each level of frequency, which included: 1) no contact, 2) daily contact, 3) weekly contact, 4) monthly contact, 5) yearly contact, and 6) contact only during disasters. Figure 4.10 illustrates Arkansas VOAD network ties at these six levels of frequency. Again, red lines or ‘arcs’ represent reciprocal ties.

**Figure 4.10 – Arkansas VOAD Frequency of Contact**



In Arkansas, the interactions skewed heavily towards the more infrequent levels of contact; nearly 95% of the total number of interactions (excluding “no contact”) were at the “only during disasters,” “yearly,” and “monthly” levels of contact frequency (see Table 4.3). The level of agreement for the frequency of contact between organizations was fairly low for Arkansas, although it is comparable to the agreement between organizations for their 4Cs interactions presented in Table 4.2 above. The fifth option on the frequency of contact question included “no contact.” If we count these instances of no contact between organizations as ties, we see that there were 559, which matches the 4Cs “no relationship” count. There were almost as many instances of organizations having no contact as there were of organizations having contact at the different frequencies of interaction (see Table 4.3).

**Table 4.3 – Percent of Arcs and Reciprocity by Frequency of Contact – Arkansas<sup>16</sup>**

CONTACT FREQUENCY	ARC COUNT & PERCENT TOTAL		RECIPROCITY
No Contact	559	50%	68%
Daily	12	1%	17%
Weekly	32	3%	31%
Monthly	193	17%	34%
Yearly	164	15%	21%
Only During Disasters	161	14%	20%
All	1,121	100%	

## Arkansas VOAD Resource-Exchange Networks

VOAD member and partner organizations possess a variety of specialized skills, resources, and knowledge unique to disaster preparedness, response, recovery, and mitigation. In order to carry out their work in disaster management, they must not only communicate and interact at different levels of intensity (4Cs interactions) but they must also exchange resources effectively. Therefore, another key component of the SNA survey included prompts pertaining to resource exchange between organizations within each state.

Arkansas and Nebraska VOAD member and partner organizations were first asked to indicate “resources that other organizations (listed within each survey) sought to obtain” from their organization in the last two years. Following this, they were then asked to indicate resources that “their organization sought to obtain” from other organizations over the last two years. With this approach, we were able to capture and compare perceptions between organizations regarding their resource exchanges. We chose the resource categories based in part on the existing literature concerning interorganizational collaboration and resource exchange, conversations with the Save the Children team, and insights learned from the participatory asset mapping activities conducted in Arkansas and Nebraska. The resource exchange categories provided within the survey, including their definitions, are shown in Table 4.4 below.

**Table 4.4 – Resource Definitions**

RESOURCE	DEFINITION
<b>Information</b>	Information includes, but is not limited to, updates about unfolding disaster events, training and educational opportunities, and upcoming events (e.g., state-level meetings, regional meetings, exercises)
<b>Equipment</b>	Equipment includes, but is not limited to, generators, vehicles, emergency supplies, etc.
<b>Training</b>	Training includes, but is not limited to, CPR and first aid training, CERT training, joint exercise training, leadership training, tabletop and/or functional exercises, etc.
<b>Technical Expertise</b>	Technical expertise includes volunteer management, mass care sheltering set up, debris removal, etc.
<b>Funding</b>	Funding includes collaborative grant proposals, emergency funding, scholarship or award funding, etc.
<b>Networking Assistance</b>	Networking assistance includes trying to obtain a referral for an organization your organization would like to form a partnership with or opportunities for formal or informal networking such as joint meetings and events among organizations.
<b>Child-Specific Resources</b>	Child-specific resources can include, but are not limited to, child-focused emergency training, expertise in child care or child sheltering, child-focused resources including child-friendly foods, clothes, toys, infant care supplies, etc.

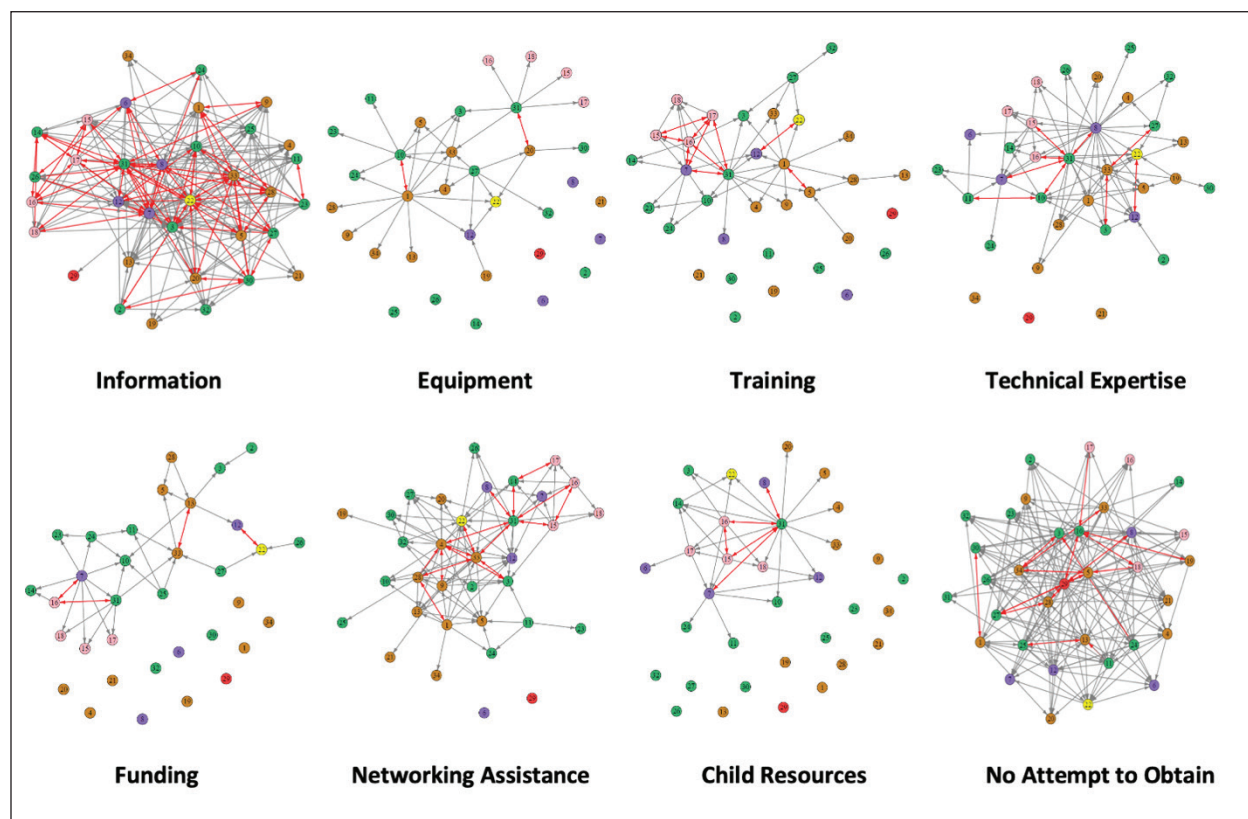
<sup>16</sup>The “quarterly” response was inadvertently excluded from the survey.

Unlike the 4Cs and contact frequency questions, respondents could choose multiple resources to characterize their resource exchange networks.<sup>17</sup> In the following two sections, we share results from these two resource exchange questions. Similar to the 4Cs and contact frequency findings, individual networks (e.g., funding, child-specific resources) are provided at the conclusion of the appendix.

### “They Seek” Resource Exchange Networks – Arkansas

Mirroring the resource categories provided in Table 4.4, Figure 4.11 illustrates the networks specific to each of these resources in response to the prompt, “[p]lease check the box next to the resource(s) that each organization on the list below has sought to obtain from your organization in the last two years.” We refer to these networks as, “they seek” – meaning that according to the survey respondents, these organizations sought information, technical expertise, child-focused resources, and so forth from their organization.

**Figure 4.11 – They Seek Resource Exchange Networks – Arkansas**



Visually, it is notable that the two most commonly selected resources/responses included “Information” and “No Attempt to Obtain Resources.”<sup>18</sup> Table 4.5 captures in more detail the number of interactions for each type of resource that organizations in the Arkansas survey indicated that other organizations were seeking from their organization. The ‘Arc Count’ column measures the number of “They Seek” arcs, or ties, for each resource type. “Information” and “Networking Assistance” are two of the easiest and least costly resources to exchange, which may account for the number of times they appear here. It is also relatively easy to reciprocate when someone asks for information, which may explain why information exchanges had the highest reciprocity level. “Technical Expertise” is also a resource that can be easy to exchange, particularly if it consists of advice.

<sup>17</sup>In order to lower the burden for respondents we included a skip logic in the Qualtrics survey. If an organization indicated in the 4Cs question that they had ‘no relationship’ with an organization on the survey roster, they were not asked resource exchange questions about that particular organization in the resource exchange section of the survey.

<sup>18</sup>In Figure 4.11, reciprocated resource exchange arcs are colored red.



**Table 4.5 – They Seek Resources: Arc Count & Reciprocity – Arkansas**

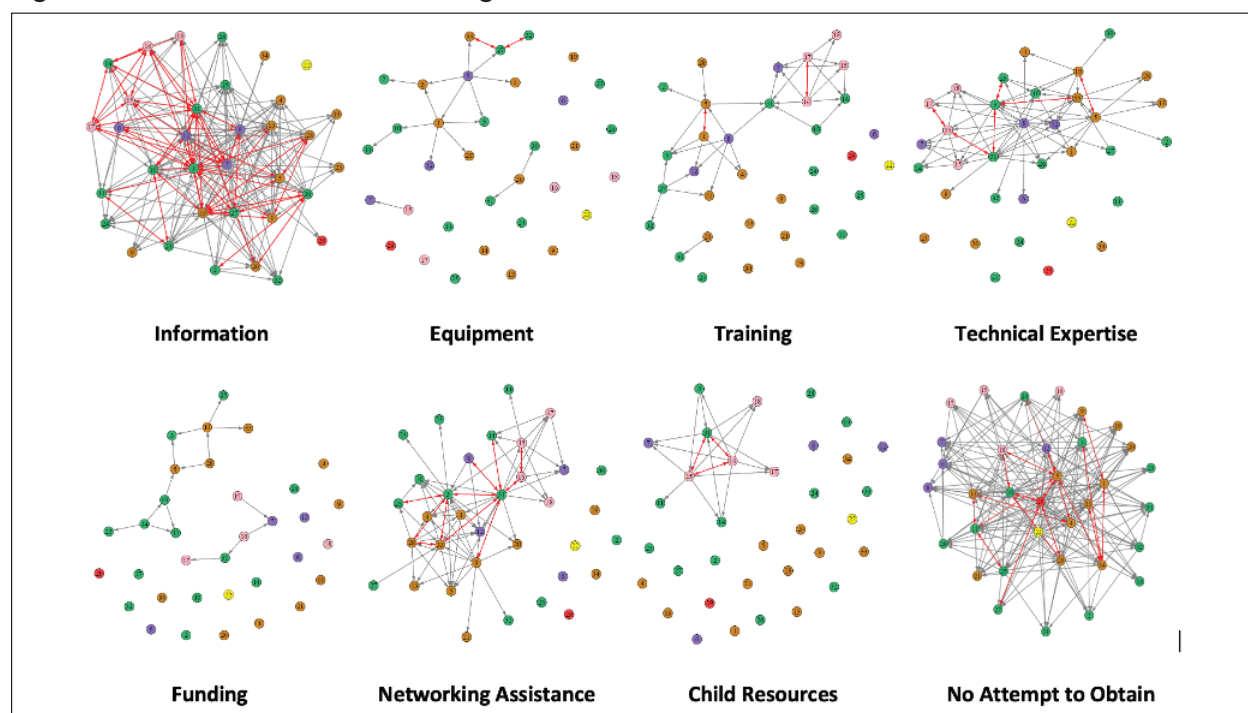
THEY SEEK RESOURCES	ARC COUNT & PERCENT TOTAL		RECIPROCITY
Information	296	33%	46%
Equipment	41	5%	10%
Training	61	7%	33%
Technical Expertise	92	10%	20%
Funding	40	5%	20%
Networking Assistance	120	13%	27%
Child-Specific Resources	40	5%	25%
No Attempt to Seek Resources	208	23%	17%
All	898		

Many of the reciprocity levels for resource exchange are low. However, low reciprocity levels may be normal for some types of exchanges. For example, funding exchanges are often asymmetric. This may also apply to the reciprocity levels for some of the other resource categories. It is interesting to note the large number of “No Attempt to Seek Resources” arcs, which indicate that many organizations in the Arkansas VOAD were not exchanging any resources.

#### **“We Seek” Resource Exchange Networks - Arkansas**

This section contains the analyses from the question regarding which organizations a respondent’s organization sought resources from over the past two years.<sup>19</sup> The findings largely mirror the results from the “They Seek” networks above. We refer to these networks as “We Seek.” Again, please turn to the conclusion of this appendix for detailed network visualizations for each of the Arkansas “We Seek” networks. Figure 4.12 shows an overview of the “we seek” networks for Arkansas.<sup>20</sup>

**Figure 4.12 – We Seek Resource Exchange Networks - Arkansas**



<sup>19</sup>The entire prompt asks, “Please check the box next to the resource(s) that your organization has made efforts to obtain from each organization on the list below in the last two years.”

<sup>20</sup>Please note that the Federal Emergency Management Administration (FEMA) is included in the analyses for the “we seek” Arkansas networks; however, an issue occurred in the online survey where other organizations were not able to select FEMA for “we seek” resources. Therefore the results specific to FEMA are likely inaccurate.

Similar to “They Seek” networks, two exchange networks overwhelmingly stand out: “Information” and “No Attempt to Obtain Resources.” In Table 4.6 we see that “Information” and “Networking Assistance” were once again two of the most exchanged resources, followed by “Technical Expertise.” The low reciprocity levels mirror those of the “They Seek” resource exchanges discussed previously. The number of “No Attempt to Obtain Resources” arcs reiterates that there are many organizations in Arkansas that do not currently seek resources from one another.

**Table 4.6 – We Seek Resources: Arc Count and Reciprocity – Arkansas**

WE SEEK RESOURCES	ARC COUNT & PERCENT TOTAL		RECIPROCITY
Information	269	36%	43%
Equipment	20	3%	20%
Training	37	5%	11%
Technical Expertise	77	10%	16%
Funding	15	2%	0.00%
Networking Assistance	83	11%	27%
Child Resources	22	3%	27%
No Attempt to Seek Resources	231	31%	16%
All	754	100%	

## Arkansas VOAD Centrality Analyses<sup>21</sup>

Network scholars have long been interested in the positions of “actors” in networks such as people, organizations, and groups. People in central network positions, for example, often possess advantages such as knowing and being known by others in the network, holding leadership positions, or being the first to obtain news and other resources (Prell 2012).<sup>22</sup> Centrality is a family of concepts and can be measured in dozens of ways (Borgatti et al. 2018).<sup>23</sup> One of the most commonly used centrality measures includes degree centrality, which is one way of capturing what it means to be central in a network.

Degree centrality is the count of connections a node has in the network (de Nooy, Mrvar and Batagelj 2018).<sup>24</sup> It can be interpreted a number of ways depending on the type of connections or relationships being studied. For example, in a friendship network, degree is a count of the number of friendships a person possesses. In interorganizational networks, high degree organizations tend to be those that insiders will identify as influential or important. Degree centrality measures are determined by the type of network being analyzed. In undirected networks, degree centrality measures an actor’s level of involvement or activity in the network (Prell 2012).<sup>25</sup> In directed networks, degree centrality is measured by in-degree and out-degree. In-degree centrality is a count of the number of ties an actor receives from others in the network and out-degree is the number of ties an actor sends to others in the network (Prell 2012). While in-degree is often used to measure prestige or popularity, out-degree is often seen as a measure of expansiveness or gregariousness (Borgatti et al. 2018, Prell 2012).

As previously mentioned in an earlier section of this appendix, we asked survey respondents to select from a roster of organization names those that their organization sought resources from and those that sought resources from their organization. In this section, we present the “They Seek” and “We Seek” in- and out-degree centrality measures for each of the resource networks: information, equipment, training, technical expertise, funding, networking assistance, and child-specific resources.

<sup>21</sup>Again, note that the Federal Emergency Management Administration (FEMA) is included in the analyses for the “we seek” Arkansas networks; however, an issue occurred in the online survey where other organizations were not able to select FEMA for “we seek” resources. Therefore the results specific to FEMA are likely incomplete.

<sup>22</sup>Prell, C. 2012. *Social Network Analysis: History, Theory and Methodology*. Sage: London.

<sup>23</sup>Borgatti, S., Everett, M. G., and Johnson, J.C. 2018. *Analyzing Social Networks*. Sage: London.

<sup>24</sup>de Nooy, W., Mrvar, A., and Batagelj, V. 2018. *Exploratory Social Network Analysis with Pajek*. Cambridge University Press: United Kingdom.

<sup>25</sup>Undirected networks have connections (ties) that are symmetric. A marriage tie is an example of an undirected tie. Directed networks often have asymmetric ties. Directed ties have senders and receivers (Prell 2012). An example of a directed tie is one in which people are asked to choose the individuals in an office setting to whom they go for information. The networks in this report are mostly directed networks.

## Degree Centrality: Information

### They Seek Information

The following analysis was designed to capture which organizations were the most central in the “They Seek” Information network using in-degree and out-degree centrality measures. In-degree centrality measures the number of other organizations in the survey that responded that an organization sought information from their organization. Organizations with a high in-degree were those that were active seekers of information according to the other organizations in the survey. For example, 19 organizations indicated that the American Red Cross (Missouri-Arkansas) sought information from their organizations. Out-degree centrality measures the number of organizations that an organization representative said came to their organization for information. Organizations with a high out-degree were those that believed that many other organizations were coming to them for information. For example, Arkansas Department of Human Services, Division of Child Care and Early Childhood Education (DCCECE) indicated that 33 other organizations in the survey sought information from their organization. Table 4.7 indicates which organizations in the Arkansas survey were nominated as the most active seekers of information by other organizations (in-degree) and which organizations were the most active according to the representatives who completed surveys for their organizations (out-degree).

**Table 4.7 – They Seek Information (In- and Out-Degrees)**

ID	NAMES	INDEGREE	OUTDEGREE
3	American Red Cross (Missouri- Arkansas)	19	13
10	AR Foodbank	11	15
22	Federal Emergency Management Agency (FEMA)	19	23
31	Save the Children	17	20
33	The Salvation Army - Arkansas and Oklahoma Division	18	14
4	AR Baptist State Convention	10	1
5	AR Conference of the United Methodist Church (UMCOR)	14	7
12	Arkansas Department of Emergency Management (ADEM)	18	7
13	Catholic Charities of Arkansas	11	1
14	Child Care Aware of America	9	6
20	Convoy of Hope	11	4
25	Heart of Arkansas United Way	11	0
1	Adventist Community Services	8	10
6	AR DHS, Division of Aging,Adult and Behavioral Health Services	7	11
7	AR DHS, Division of Child Care and Early Childhood Education (DCCECE)	8	33
8	AR DHS, Office of Security and Compliance	7	26
15	Child Care Aware of Central and Southwest Arkansas	7	9
16	Child Care Aware of Northcentral Arkansas	6	9
17	Child Care Aware of Northwest Arkansas and River Valley	6	12
23	Foodbank of North Central Arkansas	3	10
27	Operation BBQ Relief	6	13
28	Presbytery of Arkansas	7	12
30	Samaritan's Purse	6	14
2	All Hands and Hearts	4	7
9	AR Episcopal Disaster Relief	8	3
11	AR Hunger Relief Alliance	6	3
18	Child Care Aware of West Central Arkansas	7	5
19	Christian Aid Ministries	4	0
21	Cooperative Baptist Fellowship of Arkansas	4	0
24	Foodbank of Northwest Arkansas	6	4

26	Legal Aid of Arkansas	6	4
29	Reach Out Worldwide	1	0
32	Team Rubicon	8	0
34	World Renew Disaster Relief Services	3	0

#### *We Seek Information*

In the survey, we also asked respondents to select from a list of resources that “their organizations had sought from other organizations in the past two years.” The following analysis was designed to capture the centrality positions of the organizations in the “We Seek Information” network. In this network, in-degree measures the number of organizations that said they sought information from a particular organization. Organizations with a high in-degree were those that were actively sought out for information according to the other organizations in the survey. For example, as shown in Table 4.8, 20 organizations indicated that they sought information from the American Red Cross (Missouri-Arkansas). Out-degree measures the number of organizations each organization indicated that it went to for information. Organizations with high out-degree were those that were seeking information from larger numbers of organizations. For instance, the Arkansas Department of Human Services, Office of Security and Compliance indicated that it sought information from 32 other organizations in the survey. Table 4.8 illustrates which organizations in the Arkansas survey were nominated as the most sought for information by other organizations (in-degree) and which organizations were the most active seekers of information according to the representatives who completed surveys for their organizations (out-degree).

**Table 4.8 – We Seek Information (In- and Out-Degree)**

ID	NAMES	INDEGREE	OUTDEGREE
3	American Red Cross (Missouri- Arkansas)	20	20
10	AR Foodbank	11	13
28	Presbytery of Arkansas	8	8
31	Save the Children	14	19
33	The Salvation Army - Arkansas and Oklahoma Division	17	12
4	AR Baptist State Convention	11	0
5	AR Conference of the United Methodist Church (UMCOR)	14	6
12	Arkansas Department of Emergency Management (ADEM)	19	6
13	Catholic Charities of Arkansas	11	6
14	Child Care Aware of America	9	5
18	Child Care Aware of West Central Arkansas	8	4
20	Convoy of Hope	8	4
25	Heart of Arkansas United Way	11	0
1	Adventist Community Services	7	8
6	AR DHS, Division of Aging, Adult and Behavioral Health Services	4	10
7	AR DHS, Division of Child Care and Early Childhood Education (DCCECE)	7	32
8	AR DHS, Office of Security and Compliance	4	32
15	Child Care Aware of Central and Southwest Arkansas	7	12
16	Child Care Aware of Northcentral Arkansas	7	8
17	Child Care Aware of Northwest Arkansas and River Valley	7	10
23	Foodbank of North Central Arkansas	5	9
27	Operation BBQ Relief	5	19
30	Samaritan's Purse	7	14
2	All Hands and Hearts	3	6
9	AR Episcopal Disaster Relief	5	0
11	AR Hunger Relief Alliance	7	5

19	Christian Aid Ministries	4	0
21	Cooperative Baptist Fellowship of Arkansas	4	0
22	Federal Emergency Management Agency (FEMA)	0	0
24	Foodbank of Northwest Arkansas	7	1
26	Legal Aid of Arkansas	7	0
29	Reach Out Worldwide	2	0
32	Team Rubicon	7	0
34	World Renew Disaster Relief Services	2	0

### Degree Centrality: Equipment

#### *They Seek Equipment*

In the “They Seek Equipment” network, organizations with a high in-degree were those that other organizations nominated as seekers of equipment. For example, as shown in Table 4.9, four organizations indicated that the Salvation Army (Arkansas and Oklahoma Division) sought equipment from their organizations. Out-degree measures the number of organizations each organization indicated came to their organization for equipment. Organizations with high out-degree were those that believed that many other organizations sought equipment from them. For instance, Save the Children indicated that seven other organizations sought equipment from them.

**Table 4.9 – They Seek Equipment (In- and Out-Degree)**

ID	NAMES	INDEGREE	OUTDEGREE
10	AR Foodbank	2	7
20	Convoy of Hope	2	3
33	The Salvation Army - Arkansas and Oklahoma Division	4	3
3	American Red Cross (Missouri- Arkansas)	4	0
4	AR Baptist State Convention	3	0
5	AR Conference of the United Methodist Church (UMCOR)	3	0
12	Arkansas Department of Emergency Management (ADEM)	3	1
22	Federal Emergency Management Agency (FEMA)	4	0
24	Foodbank of Northwest Arkansas	2	0
1	Adventist Community Services	1	12
27	Operation BBQ Relief	0	7
31	Save the Children	1	7
2	All Hands and Hearts	0	0
6	AR DHS, Division of Aging, Adult and Behavioral Health Services	0	0
7	AR DHS, Division of Child Care and Early Childhood Education (DCCECE)	0	0
8	AR DHS, Office of Security and Compliance	0	0
9	AR Episcopal Disaster Relief	1	0
11	AR Hunger Relief Alliance	1	0
13	Catholic Charities of Arkansas	1	0
14	Child Care Aware of America	0	0
15	Child Care Aware of Central and Southwest Arkansas	1	0
16	Child Care Aware of Northcentral Arkansas	1	0
17	Child Care Aware of Northwest Arkansas and River Valley	1	0
18	Child Care Aware of West Central Arkansas	1	0
19	Christian Aid Ministries	0	1
21	Cooperative Baptist Fellowship of Arkansas	0	0
23	Foodbank of North Central Arkansas	1	0
25	Heart of Arkansas United Way	0	0

26	Legal Aid of Arkansas	0	0
28	Presbytery of Arkansas	1	0
29	Reach Out Worldwide	0	0
30	Samaritan's Purse	1	0
32	Team Rubicon	1	0
34	World Renew Disaster Relief Services	1	0

#### *We Seek Equipment*

In the “We Seek Equipment” network, in-degree measures the number of organizations that said they sought equipment from a particular organization. Organizations with a high in-degree were those that were actively sought out for equipment according to the other organizations in the survey. For example, three organizations indicated that they sought equipment from Operation BBQ Relief (see Table 4.10). Out-degree measures the number of organizations each organization indicated that it went to for equipment. Organizations with high out-degree were those that were seeking equipment from larger numbers of organizations. For instance, Arkansas Department of Human Services, Office of Security and Compliance indicated that it sought equipment from six other organizations in the survey. Table 4.10 illustrates which organizations in the Arkansas survey were nominated as the most sought for equipment by other organizations (in-degree) and which organizations were the most active seekers of equipment according to the representatives who completed surveys for their organizations (out-degree).

**Table 4.10 – We Seek Equipment (In- and Out-Degree)**

ID	NAMES	INDEGREE	OUTDEGREE
1	Adventist Community Services	1	5
5	AR Conference of the United Methodist Church (UMCOR)	2	1
10	AR Foodbank	1	1
27	Operation BBQ Relief	3	2
32	Team Rubicon	1	1
33	The Salvation Army - Arkansas and Oklahoma Division	2	1
2	All Hands and Hearts	1	0
3	American Red Cross (Missouri- Arkansas)	2	0
4	AR Baptist State Convention	1	0
7	AR DHS, Division of Child Care and Early Childhood Education (DCCECE)	1	0
11	AR Hunger Relief Alliance	1	0
12	Arkansas Department of Emergency Management (ADEM)	1	0
28	Presbytery of Arkansas	1	0
30	Samaritan's Purse	1	0
31	Save the Children	1	0
8	AR DHS, Office of Security and Compliance	0	6
15	Child Care Aware of Central and Southwest Arkansas	0	1
20	Convoy of Hope	0	2
6	AR DHS, Division of Aging, Adult and Behavioral Health Services	0	0
9	AR Episcopal Disaster Relief	0	0
13	Catholic Charities of Arkansas	0	0
14	Child Care Aware of America	0	0
16	Child Care Aware of Northcentral Arkansas	0	0
17	Child Care Aware of Northwest Arkansas and River Valley	0	0
18	Child Care Aware of West Central Arkansas	0	0
19	Christian Aid Ministries	0	0

21	Cooperative Baptist Fellowship of Arkansas	0	0
22	Federal Emergency Management Agency (FEMA)	0	0
23	Foodbank of North Central Arkansas	0	0
24	Foodbank of Northwest Arkansas	0	0
25	Heart of Arkansas United Way	0	0
26	Legal Aid of Arkansas	0	0
29	Reach Out Worldwide	0	0
34	World Renew Disaster Relief Services	0	0

### **Degree Centrality: Training**

#### *They Seek Training*

In the “They Seek Training” network, in-degree measures the number of nominations each organization received from the other organizations in the survey. Organizations with a high in-degree were those that other organizations nominated as seekers of training. For example, four organizations indicated that Child Care Aware of Northwest Arkansas and River Valley sought training from their organizations. Out-degree measures the number of organizations each organization indicated came to their organization for training. Organizations with high out-degree were those that believed that many other organizations sought training from them. Save the Children indicated that thirteen other organizations sought training from them. Table 4.11 illustrates which organizations in the Arkansas survey were nominated as the most active seekers of training by other organizations (in-degree) and which organizations were the most actively sought for training by other organizations, according to the representatives who completed surveys for their organizations (out-degree).

**Table 4.11 – They Seek Training (In- and Out-Degree)**

ID	NAMES	INDEGREE	OUTDEGREE
1	Adventist Community Services	2	10
7	AR DHS, Division of Child Care and Early Childhood Education (DCCECE)	4	9
10	AR Foodbank	3	2
15	Child Care Aware of Central and Southwest Arkansas	3	4
16	Child Care Aware of Northcentral Arkansas	4	7
17	Child Care Aware of Northwest Arkansas and River Valley	4	5
31	Save the Children	3	14
3	American Red Cross (Missouri- Arkansas)	4	0
4	AR Baptist State Convention	2	0
5	AR Conference of the United Methodist Church (UMCOR)	4	1
9	AR Episcopal Disaster Relief	2	0
12	Arkansas Department of Emergency Management (ADEM)	4	1
14	Child Care Aware of America	2	0
18	Child Care Aware of West Central Arkansas	5	0
22	Federal Emergency Management Agency (FEMA)	3	1
23	Foodbank of North Central Arkansas	2	0
24	Foodbank of Northwest Arkansas	2	0
33	The Salvation Army - Arkansas and Oklahoma Division	3	0
27	Operation BBQ Relief	0	4
28	Presbytery of Arkansas	1	2
2	All Hands and Hearts	0	0
6	AR DHS, Division of Aging, Adult and Behavioral Health Services	0	0
8	AR DHS, Office of Security and Compliance	1	0
11	AR Hunger Relief Alliance	0	0



13	Catholic Charities of Arkansas	1	0
19	Christian Aid Ministries	0	0
20	Convoy of Hope	0	1
21	Cooperative Baptist Fellowship of Arkansas	0	0
25	Heart of Arkansas United Way	0	0
26	Legal Aid of Arkansas	0	0
29	Reach Out Worldwide	0	0
30	Samaritan's Purse	0	0
32	Team Rubicon	1	0
34	World Renew Disaster Relief Services	1	0

### *We Seek Training*

In the “We Seek Training” network, in-degree measures the number of organizations that said they sought training from a particular organization. Organizations with a high in-degree were those that were actively sought out for training according to the other organizations in the survey. For example, five organizations indicated that they sought training from Save the Children. Out-degree measures the number of organizations each organization indicated that it went to for training. Organizations with high out-degree were those that were seeking training from larger numbers of organizations. For example, Child Care Aware of Northwest Arkansas and River Valley indicated that it sought training from five other organizations in the survey. Table 4.12 indicates which organizations in the Arkansas survey were nominated as the most sought for training by other organizations (in-degree) and which organizations were the most active seekers of training according to the representatives who completed surveys for their organizations (out-degree).

**Table 4.12 – We Seek Training (In- and Out-Degree)**

ID	NAMES	INDEGREE	OUTDEGREE
5	AR Conference of the United Methodist Church (UMCOR)	3	4
15	Child Care Aware of Central and Southwest Arkansas	2	2
3	American Red Cross (Missouri- Arkansas)	4	0
4	AR Baptist State Convention	2	0
7	AR DHS, Division of Child Care and Early Childhood Education (DCCECE)	4	0
12	Arkansas Department of Emergency Management (ADEM)	3	0
14	Child Care Aware of America	4	0
18	Child Care Aware of West Central Arkansas	2	0
31	Save the Children	5	1
33	The Salvation Army - Arkansas and Oklahoma Division	2	0
1	Adventist Community Services	1	4
8	AR DHS, Office of Security and Compliance	0	6
10	AR Foodbank	0	2
16	Child Care Aware of Northcentral Arkansas	1	6
17	Child Care Aware of Northwest Arkansas and River Valley	1	6
27	Operation BBQ Relief	0	4
2	All Hands and Hearts	1	0
6	AR DHS, Division of Aging, Adult and Behavioral Health Services	0	0
9	AR Episcopal Disaster Relief	0	0
11	AR Hunger Relief Alliance	0	0
13	Catholic Charities of Arkansas	0	0
19	Christian Aid Ministries	0	0
20	Convoy of Hope	0	1

21	Cooperative Baptist Fellowship of Arkansas	0	0
22	Federal Emergency Management Agency (FEMA)	0	0
23	Foodbank of North Central Arkansas	0	0
24	Foodbank of Northwest Arkansas	0	0
25	Heart of Arkansas United Way	0	0
26	Legal Aid of Arkansas	0	0
28	Presbytery of Arkansas	0	1
29	Reach Out Worldwide	0	0
30	Samaritan's Purse	1	0
32	Team Rubicon	1	0
34	World Renew Disaster Relief Services	0	0

### **Degree Centrality: Technical Expertise**

#### *They Seek Technical Expertise*

In the “They Seek Technical Expertise” network, in-degree measures the number of nominations each organization received from the other organizations in the survey. Organizations with a high in-degree were those that other organizations nominated as seekers of technical expertise. For example, eight organizations indicated that the Arkansas Department of Emergency Management sought technical expertise from their organizations. Out-degree measures the number of organizations each organization indicated came to their organization for technical expertise. Organizations with high out-degree were those that believed that many other organizations sought technical expertise from them. For example, Arkansas Department of Human Services, Office of Security and Compliance indicated that twenty-two other organizations sought technical expertise from them. Table 4.13 indicates which organizations in the Arkansas survey were nominated as the most active seekers of technical expertise by other organizations (in-degree) and which organizations were the most actively sought for technical expertise by other organizations, according to the representatives who completed surveys for their organizations (out-degree).

**Table 4.13 – They Seek Technical Expertise (In- and Out-Degree)**

ID	NAMES	INDEGREE	OUTDEGREE
3	American Red Cross (Missouri- Arkansas)	3	3
7	AR DHS, Division of Child Care and Early Childhood Education (DCCECE)	6	4
10	AR Foodbank	6	4
16	Child Care Aware of Northcentral Arkansas	3	4
31	Save the Children	5	18
33	The Salvation Army - Arkansas and Oklahoma Division	6	8
4	AR Baptist State Convention	3	0
5	AR Conference of the United Methodist Church (UMCOR)	6	0
12	Arkansas Department of Emergency Management (ADEM)	7	1
14	Child Care Aware of America	4	0
17	Child Care Aware of Northwest Arkansas and River Valley	3	1
18	Child Care Aware of West Central Arkansas	3	0
22	Federal Emergency Management Agency (FEMA)	8	1
28	Presbytery of Arkansas	4	0
1	Adventist Community Services	2	7
8	AR DHS, Office of Security and Compliance	1	22
11	AR Hunger Relief Alliance	1	4
15	Child Care Aware of Central and Southwest Arkansas	2	6
19	Christian Aid Ministries	0	4
27	Operation BBQ Relief	2	4

2	All Hands and Hearts	0	1
6	AR DHS, Division of Aging, Adult and Behavioral Health Services	2	0
9	AR Episcopal Disaster Relief	2	0
13	Catholic Charities of Arkansas	2	0
20	Convoy of Hope	2	0
21	Cooperative Baptist Fellowship of Arkansas	0	0
23	Foodbank of North Central Arkansas	2	0
24	Foodbank of Northwest Arkansas	1	0
25	Heart of Arkansas United Way	1	0
26	Legal Aid of Arkansas	2	0
29	Reach Out Worldwide	0	0
30	Samaritan's Purse	1	0
32	Team Rubicon	2	0
34	World Renew Disaster Relief Services	0	0

### *We Seek Technical Expertise*

In the “We Seek Technical Expertise” network, in-degree measures the number of organizations that said they sought technical expertise from a particular organization. Organizations with a high in-degree were those that were actively sought out for technical expertise according to the other organizations in the survey. For example, seven organizations indicated that they sought technical expertise from the American Red Cross (Missouri-Arkansas). Out-degree measures the number of organizations each organization indicated that it went to for technical expertise. Organizations with high out-degree were those that were seeking technical expertise from larger numbers of organizations. For example, the Arkansas Department of Human Services, Office of Security and Compliance indicated that it sought technical expertise from nineteen other organizations in the survey. Table 4.14 indicates which organizations in the Arkansas survey were nominated as the most sought for technical expertise by other organizations (in-degree) and which organizations were the most active seekers of technical expertise according to the representatives who completed surveys for their organizations (out-degree).

**Table 4.14 – We Seek Technical Expertise (In- and Out-Degree)**

ID	NAMES	INDEGREE	OUTDEGREE
3	American Red Cross (Missouri- Arkansas)	7	9
5	AR Conference of the United Methodist Church (UMCOR)	3	8
16	Child Care Aware of Northcentral Arkansas	4	6
31	Save the Children	4	11
33	The Salvation Army - Arkansas and Oklahoma Division	6	6
1	Adventist Community Services	3	1
7	AR DHS, Division of Child Care and Early Childhood Education (DCCECE)	4	0
10	AR Foodbank	5	2
12	Arkansas Department of Emergency Management (ADEM)	7	0
14	Child Care Aware of America	3	0
15	Child Care Aware of Central and Southwest Arkansas	4	2
17	Child Care Aware of Northwest Arkansas and River Valley	3	2
18	Child Care Aware of West Central Arkansas	5	0
26	Legal Aid of Arkansas	4	0
8	AR DHS, Office of Security and Compliance	0	19
19	Christian Aid Ministries	1	7
25	Heart of Arkansas United Way	2	3
2	All Hands and Hearts	1	0

4	AR Baptist State Convention	2	0
6	AR DHS, Division of Aging, Adult and Behavioral Health Services	1	0
9	AR Episcopal Disaster Relief	1	0
11	AR Hunger Relief Alliance	0	0
13	Catholic Charities of Arkansas	2	0
20	Convoy of Hope	0	0
21	Cooperative Baptist Fellowship of Arkansas	0	0
22	Federal Emergency Management Agency (FEMA)	0	0
23	Foodbank of North Central Arkansas	0	0
24	Foodbank of Northwest Arkansas	0	0
27	Operation BBQ Relief	1	1
28	Presbytery of Arkansas	2	0
29	Reach Out Worldwide	0	0
30	Samaritan's Purse	1	0
32	Team Rubicon	1	0
34	World Renew Disaster Relief Services	0	0

### **Degree Centrality: Funding**

#### *They Seek Funding*

In the “They Seek Funding” network, in-degree measures the number of nominations each organization received from the other organizations in the survey. Organizations with a high in-degree were those that other organizations indicated sought funding from them. For example, five organizations indicated that The Salvation Army - Arkansas and Oklahoma Division sought funding from their organizations. Out-degree measures the number of organizations each organization indicated came to their organization for funding. Organizations with high out-degree were those that believed that many other organizations sought funding from them. For example, the Arkansas Department of Human Services, Division of Child Care and Early Childhood Education indicated that nine organizations sought funding from them. Table 4.15 indicates which organizations in the Arkansas survey were nominated as the most active seekers of funding by other organizations (in-degree) and which organizations were the most actively sought for funding by other organizations, according to the representatives who completed surveys for their organizations (out-degree).

**Table 4.15 – They Seek Funding (In- and Out-Degree)**

ID	NAMES	INDEGREE	OUTDEGREE
13	Catholic Charities of Arkansas	2	5
16	Child Care Aware of Northcentral Arkansas	2	3
31	Save the Children	2	6
33	The Salvation Army - Arkansas and Oklahoma Division	5	2
3	American Red Cross (Missouri- Arkansas)	2	0
5	AR Conference of the United Methodist Church (UMCOR)	3	0
10	AR Foodbank	5	0
11	AR Hunger Relief Alliance	2	1
12	Arkansas Department of Emergency Management (ADEM)	2	1
14	Child Care Aware of America	2	0
15	Child Care Aware of Central and Southwest Arkansas	2	0
17	Child Care Aware of Northwest Arkansas and River Valley	2	0
18	Child Care Aware of West Central Arkansas	2	0
22	Federal Emergency Management Agency (FEMA)	3	1
23	Foodbank of North Central Arkansas	2	0

7	AR DHS, Division of Child Care and Early Childhood Education (DCCECE)	1	9
24	Foodbank of Northwest Arkansas	1	3
25	Heart of Arkansas United Way	0	3
27	Operation BBQ Relief	0	2
28	Presbytery of Arkansas	0	2
1	Adventist Community Services	0	0
2	All Hands and Hearts	0	1
4	AR Baptist State Convention	0	0
6	AR DHS, Division of Aging, Adult and Behavioral Health Services	0	0
8	AR DHS, Office of Security and Compliance	0	0
9	AR Episcopal Disaster Relief	0	0
19	Christian Aid Ministries	0	0
20	Convoy of Hope	0	0
21	Cooperative Baptist Fellowship of Arkansas	0	0
26	Legal Aid of Arkansas	0	1
29	Reach Out Worldwide	0	0
30	Samaritan's Purse	0	0
32	Team Rubicon	0	0
34	World Renew Disaster Relief Services	0	0

#### *We Seek Funding*

In the “We Seek Funding” network, in-degree measures the number of organizations that said they sought funding from a particular organization. Organizations with a high in-degree were those that were actively sought out for funding by the other organizations in the survey. For example, two organizations indicated that they sought funding from Arkansas hunger Relief Alliance. Out-degree measures the number of organizations each organization indicated that it went to for funding. Organizations with high out-degree were those that were seeking funding from larger numbers of organizations. For example, the Foodbank of Northwest Arkansas indicated that it sought funding from three other organizations in the survey. Table 4.16 indicates which organizations in the Arkansas survey were nominated as the most sought for funding by other organizations (in-degree) and which organizations were the most active seekers of funding according to the representatives who completed surveys for their organizations (out-degree).

**Table 4.16 – We Seek Funding (In- and Out-Degree)**

ID	NAMES	INDEGREE	OUTDEGREE
5	AR Conference of the United Methodist Church (UMCOR)	2	1
10	AR Foodbank	1	2
13	Catholic Charities of Arkansas	1	3
31	Save the Children	1	1
3	American Red Cross (Missouri- Arkansas)	2	0
7	AR DHS, Division of Child Care and Early Childhood Education (DCCECE)	2	0
11	AR Hunger Relief Alliance	2	0
17	Child Care Aware of Northwest Arkansas and River Valley	1	0
23	Foodbank of North Central Arkansas	1	0
25	Heart of Arkansas United Way	1	0
33	The Salvation Army - Arkansas and Oklahoma Division	1	0
15	Child Care Aware of Central and Southwest Arkansas	0	1
16	Child Care Aware of Northcentral Arkansas	0	2
24	Foodbank of Northwest Arkansas	0	3

28	Presbytery of Arkansas	0	2
1	Adventist Community Services	0	0
2	All Hands and Hearts	0	0
4	AR Baptist State Convention	0	0
6	AR DHS, Division of Aging, Adult and Behavioral Health Services	0	0
8	AR DHS, Office of Security and Compliance	0	0
9	AR Episcopal Disaster Relief	0	0
12	Arkansas Department of Emergency Management (ADEM)	0	0
14	Child Care Aware of America	0	0
18	Child Care Aware of West Central Arkansas	0	0
19	Christian Aid Ministries	0	0
20	Convoy of Hope	0	0
21	Cooperative Baptist Fellowship of Arkansas	0	0
22	Federal Emergency Management Agency (FEMA)	0	0
26	Legal Aid of Arkansas	0	0
27	Operation BBQ Relief	0	0
29	Reach Out Worldwide	0	0
30	Samaritan's Purse	0	0
32	Team Rubicon	0	0
34	World Renew Disaster Relief Services	0	0

### ***Degree Centrality: Networking Assistance***

#### *They Seek Networking Assistance*

In the “They Seek Networking Assistance” network, in-degree measures the number of nominations each organization received from the other organizations in the survey. Organizations with a high in-degree were those that other organizations indicated sought networking assistance from them. For example, nine organizations indicated that the Federal Emergency Management Agency sought networking assistance from their organizations. Out-degree measures the number of organizations each organization indicated came to their organization for networking assistance. Organizations with high out-degree were those that believed that many other organizations sought networking assistance from them. For example, Save the Children indicated that sixteen organizations sought networking assistance from them. Table 4.17 illustrates which organizations in the Arkansas survey were nominated as the most active seekers of networking assistance by other organizations (in-degree) and which organizations were the most actively sought for networking assistance by other organizations, according to the representatives who completed surveys for their organizations (out-degree).

**Table 4.17 – They Seek Networking Assistance (In- and Out-Degree)**

ID	NAMES	INDEGREE	OUTDEGREE
4	AR Baptist State Convention	5	15
22	Federal Emergency Management Agency (FEMA)	9	5
28	Presbytery of Arkansas	6	8
31	Save the Children	6	16
33	The Salvation Army - Arkansas and Oklahoma Division	8	12
3	American Red Cross (Missouri- Arkansas)	8	3
5	AR Conference of the United Methodist Church (UMCOR)	9	0
7	AR DHS, Division of Child Care and Early Childhood Education (DCCECE)	4	1
10	AR Foodbank	4	0
12	Arkansas Department of Emergency Management (ADEM)	8	1
13	Catholic Charities of Arkansas	6	1

14	Child Care Aware of America	5	3
17	Child Care Aware of Northwest Arkansas and River Valley	4	1
20	Convoy of Hope	5	0
27	Operation BBQ Relief	4	1
30	Samaritan's Purse	4	0
1	Adventist Community Services	1	10
2	All Hands and Hearts	1	4
8	AR DHS, Office of Security and Compliance	1	6
9	AR Episcopal Disaster Relief	3	11
11	AR Hunger Relief Alliance	0	4
15	Child Care Aware of Central and Southwest Arkansas	2	7
16	Child Care Aware of Northcentral Arkansas	2	6
32	Team Rubicon	2	4
6	AR DHS, Division of Aging, Adult and Behavioral Health Services	0	0
18	Child Care Aware of West Central Arkansas	3	0
19	Christian Aid Ministries	1	0
21	Cooperative Baptist Fellowship of Arkansas	1	0
23	Foodbank of North Central Arkansas	1	0
24	Foodbank of Northwest Arkansas	2	1
25	Heart of Arkansas United Way	1	0
26	Legal Aid of Arkansas	3	0
29	Reach Out Worldwide	0	0
34	World Renew Disaster Relief Services	1	0

#### *We Seek Networking Assistance*

In the “We Seek Networking Assistance” network, in-degree measures the number of organizations that said they sought networking assistance from a particular organization. Organizations with a high in-degree were those that were actively sought out for networking assistance by the other organizations in the survey. For example, eight organizations indicated that they sought networking assistance from the American Red Cross (Missouri-Arkansas). Out-degree measures the number of organizations each organization indicated that it went to for networking assistance. Organizations with high out-degree were those that were seeking networking assistance from larger numbers of organizations. For example, Save the Children indicated that it sought networking assistance from sixteen other organizations in the survey. Table 4.18 indicates which organizations in the Arkansas survey were nominated as the most sought for networking assistance by other organizations (in-degree) and which organizations were the most active seekers of networking assistance according to the representatives who completed surveys for their organizations (out-degree).

**Table 4.18 – We Seek Networking Assistance (In- and Out-Degree)**

ID	NAMES	INDEGREE	OUTDEGREE
3	American Red Cross (Missouri- Arkansas)	8	11
28	Presbytery of Arkansas	3	8
31	Save the Children	6	16
33	The Salvation Army - Arkansas and Oklahoma Division	7	7
4	AR Baptist State Convention	5	0
5	AR Conference of the United Methodist Church (UMCOR)	6	0
7	AR DHS, Division of Child Care and Early Childhood Education (DCCECE)	4	0
10	AR Foodbank	6	0
12	Arkansas Department of Emergency Management (ADEM)	7	0



13	Catholic Charities of Arkansas	3	0
14	Child Care Aware of America	4	1
17	Child Care Aware of Northwest Arkansas and River Valley	3	2
18	Child Care Aware of West Central Arkansas	3	0
20	Convoy of Hope	3	0
1	Adventist Community Services	2	6
8	AR DHS, Office of Security and Compliance	1	3
9	AR Episcopal Disaster Relief	1	12
15	Child Care Aware of Central and Southwest Arkansas	2	7
16	Child Care Aware of Northcentral Arkansas	2	6
25	Heart of Arkansas United Way	2	3
2	All Hands and Hearts	0	0
6	AR DHS, Division of Aging, Adult and Behavioral Health Services	0	0
11	AR Hunger Relief Alliance	1	0
19	Christian Aid Ministries	0	0
21	Cooperative Baptist Fellowship of Arkansas	1	0
22	Federal Emergency Management Agency (FEMA)	0	0
23	Foodbank of North Central Arkansas	1	0
24	Foodbank of Northwest Arkansas	1	0
26	Legal Aid of Arkansas	0	0
27	Operation BBQ Relief	0	1
29	Reach Out Worldwide	0	0
30	Samaritan's Purse	0	0
32	Team Rubicon	1	0
34	World Renew Disaster Relief Services	0	0

### **Degree Centrality: Child Resources**

#### *They Seek Child Resources*

In the “They Seek Child Resources” network, in-degree measures the number of nominations each organization received from the other organizations in the survey. Organizations with a high in-degree were those that other organizations nominated as seekers of child resources. For example, four organizations indicated that the Arkansas Department of Human Services, Division of Child Care and Early Childhood Education sought child resources from their organizations. Out-degree measures the number of organizations each organization indicated came to their organization for child resources. Organizations with high out-degree were those that believed that many other organizations sought child resources from them. For example, Save the Children indicated that fifteen other organizations sought child resources from them. Table 4.19 indicates which organizations in the Arkansas survey were nominated as the most active seekers of child resources by other organizations (in-degree) and which organizations were the most actively sought for child resources by other organizations, according to the representatives who completed surveys for their organizations (out-degree).

**Table 4.19 – They Seek Child Resources (In- and Out-Degree)**

ID	NAMES	INDEGREE	OUTDEGREE
7	AR DHS, Division of Child Care and Early Childhood Education (DCCECE)	4	5
15	Child Care Aware of Central and Southwest Arkansas	2	6
16	Child Care Aware of Northcentral Arkansas	2	8
17	Child Care Aware of Northwest Arkansas and River Valley	3	3
31	Save the Children	4	15
3	American Red Cross (Missouri- Arkansas)	2	0

10	AR Foodbank	2	0
12	Arkansas Department of Emergency Management (ADEM)	3	0
14	Child Care Aware of America	4	1
18	Child Care Aware of West Central Arkansas	3	1
22	Federal Emergency Management Agency (FEMA)	3	0
1	Adventist Community Services	0	0
2	All Hands and Hearts	0	0
4	AR Baptist State Convention	1	0
5	AR Conference of the United Methodist Church (UMCOR)	1	0
6	AR DHS, Division of Aging, Adult and Behavioral Health Services	1	0
8	AR DHS, Office of Security and Compliance	1	1
9	AR Episcopal Disaster Relief	0	0
11	AR Hunger Relief Alliance	1	0
13	Catholic Charities of Arkansas	0	0
19	Christian Aid Ministries	0	0
20	Convoy of Hope	1	0
21	Cooperative Baptist Fellowship of Arkansas	0	0
23	Foodbank of North Central Arkansas	0	0
24	Foodbank of Northwest Arkansas	1	0
25	Heart of Arkansas United Way	0	0
26	Legal Aid of Arkansas	0	0
27	Operation BBQ Relief	0	0
28	Presbytery of Arkansas	0	0
29	Reach Out Worldwide	0	0
30	Samaritan's Purse	0	0
32	Team Rubicon	0	0
33	The Salvation Army - Arkansas and Oklahoma Division	1	0
34	World Renew Disaster Relief Services	0	0

#### *We Seek Child Resources*

In the “We Seek Child Resources” network, in-degree measures the number of organizations that said they sought child resources from a particular organization. Organizations with a high in-degree were those that were actively sought out for child resources according to the other organizations in the survey. For example, four organizations indicated that they sought child resources from Save the Children. Out-degree measures the number of organizations each organization indicated that it went to for child resources. Organizations with high out-degree were those that were seeking child resources from larger numbers of organizations. For example, Child Care Aware of Northcentral Arkansas indicated that it sought child resources from seven other organizations in the survey. Table 4.20 indicates which organizations in the Arkansas survey were nominated as the most sought for child resources by other organizations (in-degree) and which organizations were the most active seekers of child resources according to the representatives who completed surveys for their organizations (out-degree).

**Table 4.20 – We Seek Child Resources (In- and Out-Degree)**

ID	NAMES	INDEGREE	OUTDEGREE
3	American Red Cross (Missouri- Arkansas)	1	2
14	Child Care Aware of America	2	1
15	Child Care Aware of Central and Southwest Arkansas	3	7
16	Child Care Aware of Northcentral Arkansas	2	7
31	Save the Children	4	5

7	AR DHS, Division of Child Care and Early Childhood Education (DCCECE)	3	0
11	AR Hunger Relief Alliance	1	0
17	Child Care Aware of Northwest Arkansas and River Valley	3	0
18	Child Care Aware of West Central Arkansas	3	0
1	Adventist Community Services	0	0
2	All Hands and Hearts	0	0
4	AR Baptist State Convention	0	0
5	AR Conference of the United Methodist Church (UMCOR)	0	0
6	AR DHS, Division of Aging, Adult and Behavioral Health Services	0	0
8	AR DHS, Office of Security and Compliance	0	0
9	AR Episcopal Disaster Relief	0	0
10	AR Foodbank	0	0
12	Arkansas Department of Emergency Management (ADEM)	0	0
13	Catholic Charities of Arkansas	0	0
19	Christian Aid Ministries	0	0
20	Convoy of Hope	0	0
21	Cooperative Baptist Fellowship of Arkansas	0	0
22	Federal Emergency Management Agency (FEMA)	0	0
23	Foodbank of North Central Arkansas	0	0
24	Foodbank of Northwest Arkansas	0	0
25	Heart of Arkansas United Way	0	0
26	Legal Aid of Arkansas	0	0
27	Operation BBQ Relief	0	0
28	Presbytery of Arkansas	0	0
29	Reach Out Worldwide	0	0
30	Samaritan's Purse	0	0
32	Team Rubicon	0	0
33	The Salvation Army - Arkansas and Oklahoma Division	0	0
34	World Renew Disaster Relief Services	0	0

### **Degree Centrality: All Resources Combined**

#### *They Seek Resources (Combined)*

Having completed the degree centrality analyses for each of the seven types of resource exchanges in the SNA survey, we summed the in-degree centrality measures for all seven types of resource exchanges to create an overall they seek resources in-degree centrality score for each organization. We also summed the out-degree centrality measures for all seven types of resource exchange to create an overall they seek resources out-degree centrality score for each organization. This analysis is designed to illustrate which organizations in the 2019 survey were the most and least involved in the process of being sought for resources across all the different types of resource exchange.

The degree centrality measurements in this analysis follow the same logic as in the previous analyses of the individual resource exchange networks. In the they seek resources scores, in-degree measures the number of nominations each organization received from the other organizations in the survey across all types of resource exchange. Organizations with a high in-degree were those that other organizations nominated as those that sought more resources from their organizations. Out-degree measures the number of organizations each organization indicated came to their organization for resources. Organizations with high out-degree were those that believed that many other organizations sought resources from them across all types of resource exchange. Table 4.21 illustrates which organizations in the Arkansas survey were nominated as the most active seekers of all seven resources by other organizations (in-degree) and which organizations were the most actively sought for all seven resources by other organizations, according to the representatives who completed surveys for their organizations (out-degree).

**Table 4.21 – They Seek All Resources**

ID	NAMES	INDEGREE	OUTDEGREE
7	AR DHS, Division of Child Care and Early Childhood Education (DCCECE)	27	61
10	AR Foodbank	33	28
17	Child Care Aware of Northwest Arkansas and River Valley	23	22
22	Federal Emergency Management Agency (FEMA)	49	31
31	Save the Children	38	96
33	The Salvation Army - Arkansas and Oklahoma Division	45	39
3	American Red Cross (Missouri- Arkansas)	42	19
4	AR Baptist State Convention	24	16
5	AR Conference of the United Methodist Church (UMCOR)	40	8
12	Arkansas Department of Emergency Management (ADEM)	45	12
13	Catholic Charities of Arkansas	23	7
14	Child Care Aware of America	26	10
18	Child Care Aware of West Central Arkansas	24	6
20	Convoy of Hope	21	8
1	Adventist Community Services	14	49
8	AR DHS, Office of Security and Compliance	11	55
15	Child Care Aware of Central and Southwest Arkansas	19	32
16	Child Care Aware of Northcentral Arkansas	20	37
27	Operation BBQ Relief	12	31
28	Presbytery of Arkansas	19	24
2	All Hands and Hearts	5	13
6	AR DHS, Division of Aging, Adult and Behavioral Health Services	10	11
9	AR Episcopal Disaster Relief	16	14
11	AR Hunger Relief Alliance	11	12
19	Christian Aid Ministries	5	5
21	Cooperative Baptist Fellowship of Arkansas	5	0
23	Foodbank of North Central Arkansas	11	10
24	Foodbank of Northwest Arkansas	15	8
25	Heart of Arkansas United Way	13	3
26	Legal Aid of Arkansas	11	5
29	Reach Out Worldwide	1	0
30	Samaritan's Purse	12	14
32	Team Rubicon	14	4
34	World Renew Disaster Relief Services	6	0

**We Seek Resources (Combined)**

In addition to creating a They Seek All Resources analysis of combined degree centrality scores, we used the same methodology to create an analysis of all the We Seek All Resources resource combined degree centrality scores. In this analysis, we summed the in-degree centrality measures for all seven types of resource exchange to create an overall we seek resources in-degree centrality score for each organization. We also summed the out-degree centrality measures for all seven types of resource exchange to create an overall We Seek Resources out-degree centrality score for each organization. This analysis is designed to illustrate which organizations in the SNA survey were the most and least involved in the process of seeking resources across all the different types of resource exchange.

The degree centrality measurements in this analysis follow the same logic as in the previous analyses of the individual resource exchange networks. In the We Seek Resources scores, in-degree measures the number of

nominations each organization received from the other organizations in the survey across all types of resource exchange. Organizations with a high in-degree were those that other organizations nominated as those that their organizations sought more resources from. Out-degree measures the number of organizations each organization indicated came to their organization for resources. Organizations with high out-degree were those that indicated that they sought resources from many other organizations across all types of resource exchange. Table 4.22 indicates which organizations in the Arkansas survey were nominated as the most active sought for all seven resources by other organizations (in-degree) and which organizations were the most active seekers of all seven resources by other organizations, according to the representatives who completed surveys for their organizations (out-degree).

**Table 4.22 – We Seek All Resources**

ID	NAMES	INDEGREE	OUTDEGREE
3	American Red Cross (Missouri- Arkansas)	44	42
5	AR Conference of the United Methodist Church (UMCOR)	30	20
7	AR DHS, Division of Child Care and Early Childhood Education (DCCECE)	25	32
10	AR Foodbank	24	20
15	Child Care Aware of Central and Southwest Arkansas	18	32
16	Child Care Aware of Northcentral Arkansas	16	35
17	Child Care Aware of Northwest Arkansas and River Valley	18	20
31	Save the Children	35	53
33	The Salvation Army - Arkansas and Oklahoma Division	35	26
4	AR Baptist State Convention	21	0
12	Arkansas Department of Emergency Management (ADEM)	37	6
13	Catholic Charities of Arkansas	17	9
14	Child Care Aware of America	22	7
18	Child Care Aware of West Central Arkansas	21	4
25	Heart of Arkansas United Way	16	6
1	Adventist Community Services	14	24
8	AR DHS, Office of Security and Compliance	5	66
27	Operation BBQ Relief	9	27
28	Presbytery of Arkansas	14	19
2	All Hands and Hearts	6	6
6	AR DHS, Division of Aging, Adult and Behavioral Health Services	5	10
9	AR Episcopal Disaster Relief	7	12
11	AR Hunger Relief Alliance	12	5
19	Christian Aid Ministries	5	7
20	Convoy of Hope	11	7
21	Cooperative Baptist Fellowship of Arkansas	5	0
22	Federal Emergency Management Agency (FEMA)	0	0
23	Foodbank of North Central Arkansas	7	9
24	Foodbank of Northwest Arkansas	8	4
26	Legal Aid of Arkansas	11	0
29	Reach Out Worldwide	2	0
30	Samaritan's Purse	10	14
32	Team Rubicon	11	1
34	World Renew Disaster Relief Services	2	0

## Key Findings

- The Child Resource Exchange networks in both states are among the least cohesive and most fragmented of all the resource exchange networks measured in the survey. This means that there are fewer established child resource exchange relations within both state VOADs than there are other types of resource exchange relations. There are currently many unrealized opportunities for the exchange of child resources among organizations in both VOADs.
- In Arkansas, the organizations that are exchanging child resources within the VOAD are primarily those that already work on child-related issues. In light of this finding, there may be a benefit to determining if incentivizing child resource exchanges between other types of organizations in the VOAD might improve the overall capacity of the VOAD to provide child resources and services before, during, and after disasters.
- In both Arkansas and Nebraska, there were a significant number of organizations that had no relationship and no contact, which may negatively impact the provision of a number of services to affected communities, including child-specific resources.
- In both Arkansas and Nebraska, much of the contact between organizations occurred infrequently, such as only during disasters or yearly, which may negatively impact their capacity to provide a number of services to affected communities, including child-specific resources.
- In Arkansas, child-serving organizations are actively engaged in most of the different resource exchange networks, not just the child resources network. Child-serving organizations can use their robust connections with organizations in the other types of resource exchanges to expand the exchange of child resources, which is currently one of the least developed of the Arkansas resource exchange networks.

## Arkansas Social Network Analysis Graphics

This final section includes a number of graphics that our research team generated from the social network analysis data. The purpose of this section is to enable readers to explore more closely the individual Arkansas networks by 1) levels of interaction, 2) frequency of contact, 3) resource exchange, and 4) in- and out-degree networks by resource type.

To begin, we provide a list of participating organizations with their numerical identifiers. These organizations are color-coded by their primary organizational type as shown in Table 4.23 below. This is similar to Table 4.1 in the prior section of the appendix, but is numbered and color-coded in order to identify specific organizations within network graphics throughout this final section.

**Table 4.23 – Arkansas Participating Organizations by Organizational Type**

ARKANSAS VOAD ORGANIZATION	ARKANSAS VOAD ORGANIZATION
<b>Child Care Resource and Referral Agency</b>	<b>Faith-Based (continued)</b>
Child Care Aware of Central and Southwest Arkansas	Convoy of Hope
Child Care Aware of Northcentral Arkansas	Cooperative Baptist Fellowship of Arkansas
Child Care Aware of Northwest Arkansas and River Valley	Presbytery of Arkansas
Child Care Aware of West Central Arkansas	The Salvation Army – AR and OK Division
<b>Emergency Management</b>	World Renew Disaster Relief Services
Reach Out Worldwide	<b>Federal Government</b>
<b>Faith-Based</b>	Federal Emergency Management Agency
Adventist Community Services	<b>Non-Profit</b>
AR Baptist State Convention	All Hand and Hearts
AR Conference of the United Methodist Church (UMCOR)	American Red Cross (Missouri-Arkansas)
AR Episcopal Disaster Relief	AR Foodbank
Catholic Charities of Arkansas	AR Hunger Relief Alliance
Christian Aid Ministries	Child Care Aware of America



<b>Non-Profit (continued)</b>	Save the Children
Foodbank of North Central Arkansas	Team Rubicon
Foodbank of Northwest Arkansas	<b>State Government</b>
Heart of Arkansas United Way	AR DHS, Division of Aging, Adult and Behavioral Health Services
Legal Aid of Arkansas	AR DHS, Division of Child Care and Early Childhood Education
Operation BBQ Relief	AR DHS, Office of Security and Compliance
Samaritan's Purse	AR Department of Emergency Management

Table 4.23 is meant to serve as a reference point for interpreting the subsequent individual networks, as it allows readers to find particular organizations within each of the network graphics. Throughout the remainder of the appendix, red bolded lines indicate reciprocal ties.

## Arkansas 4Cs Interactions Networks

Figure 4.13 – No Relationship

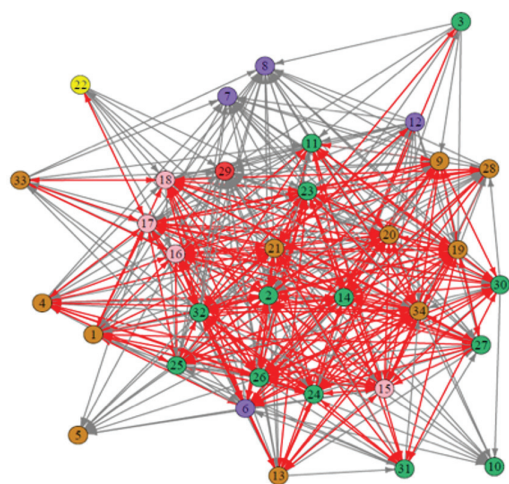


Figure 4.14 – Communication

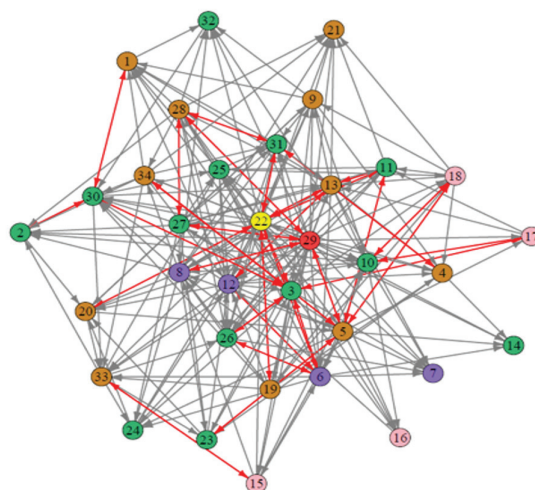


Figure 4.15 – Cooperation

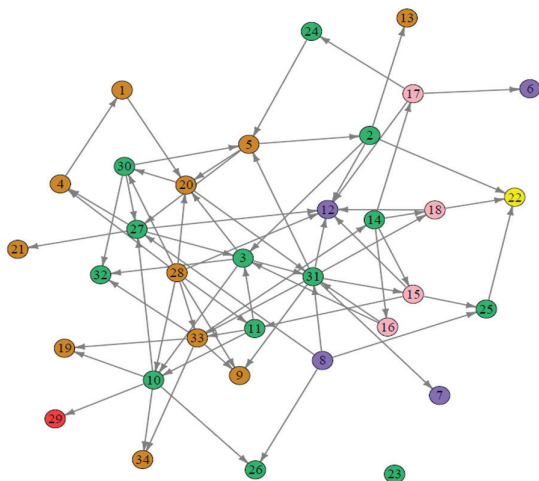
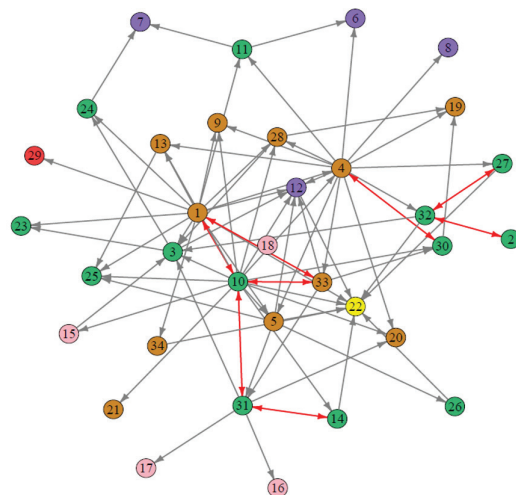
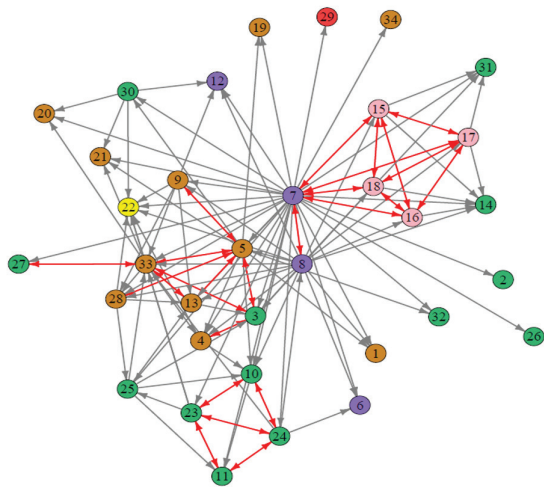


Figure 4.16 – Coordination



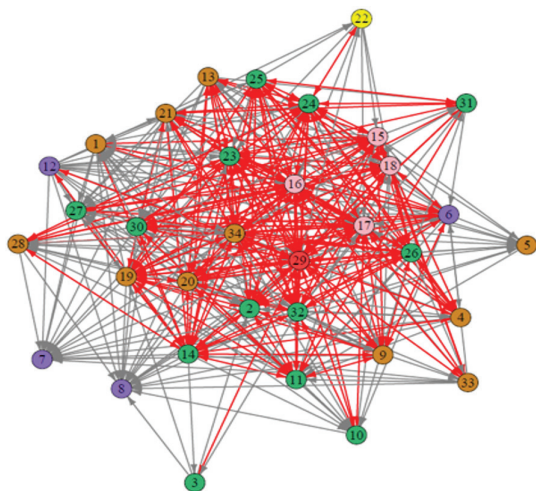


**Figure 4.17 – Collaboration**

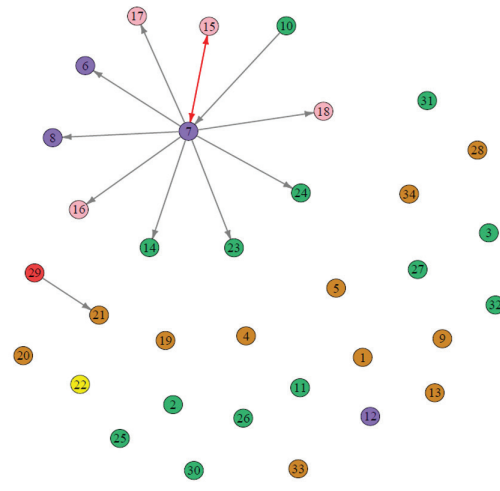


## Arkansas Frequency of Interaction Networks

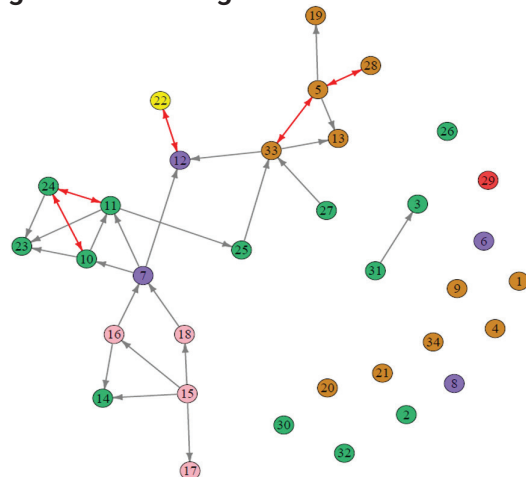
**Figure 4.18 – No Contact**



**Figure 4.19 – Daily Contact**



**Figure 4.20 – Weekly Contact**



**Figure 4.21 – Monthly Contact**

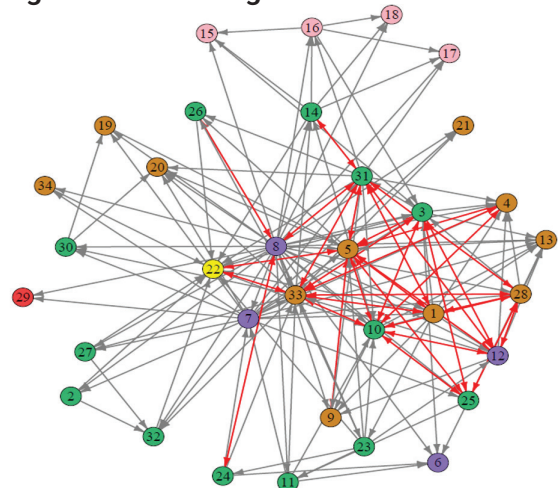


Figure 4.22 – Yearly Contact

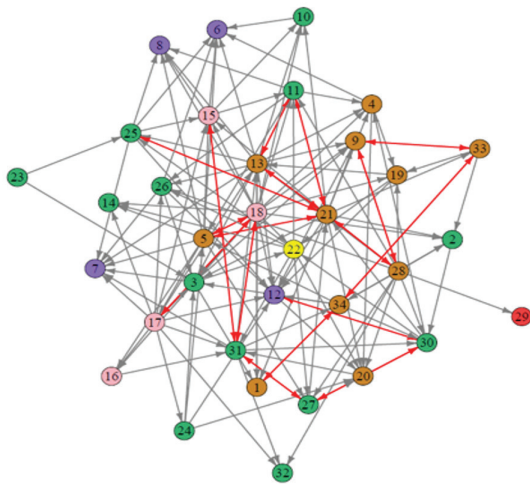
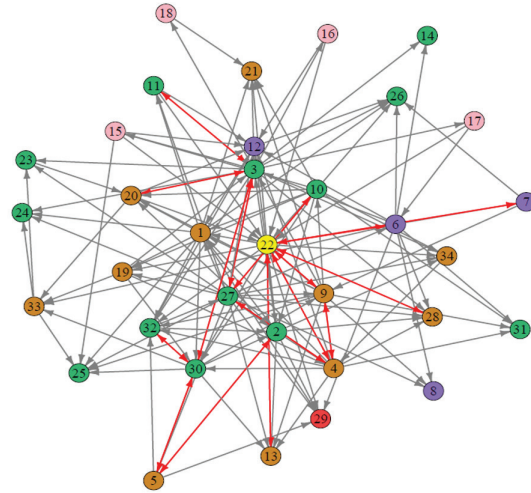


Figure 4.23 – Contact Only During Disasters



## Arkansas VOAD Resource-Exchange Networks

### Information

Figure 4.24 – They Seek Information

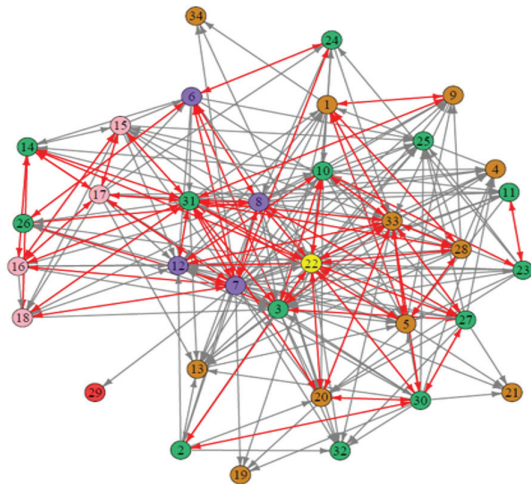
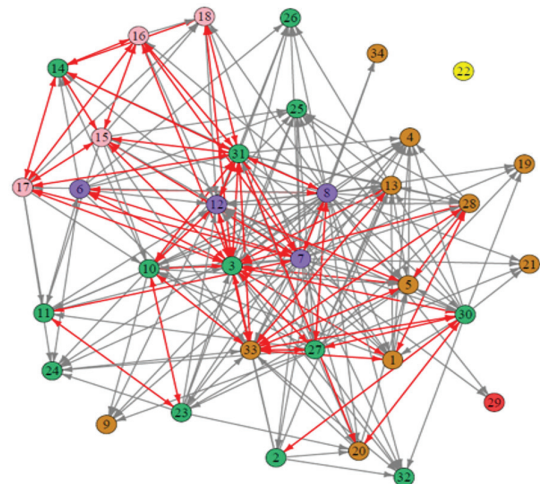


Figure 4.25 – We Seek Information



### Equipment

Figure 4.26 – They Seek Equipment

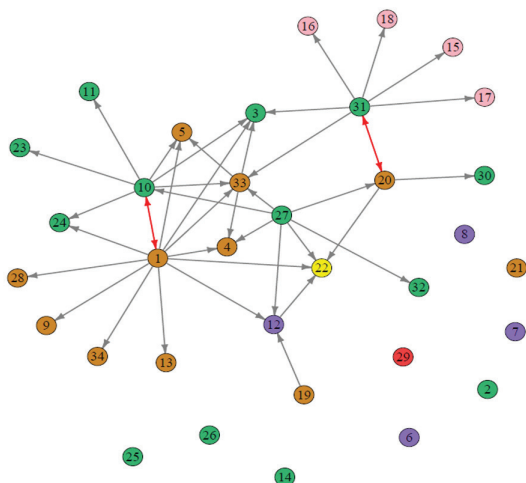
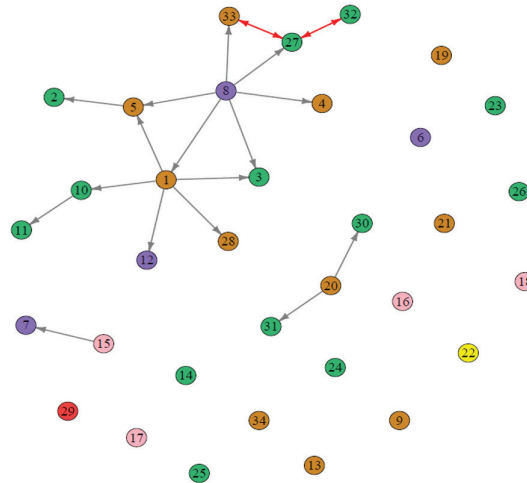


Figure 4.27 – We Seek Equipment



## Training

Figure 4.28 – They Seek Training

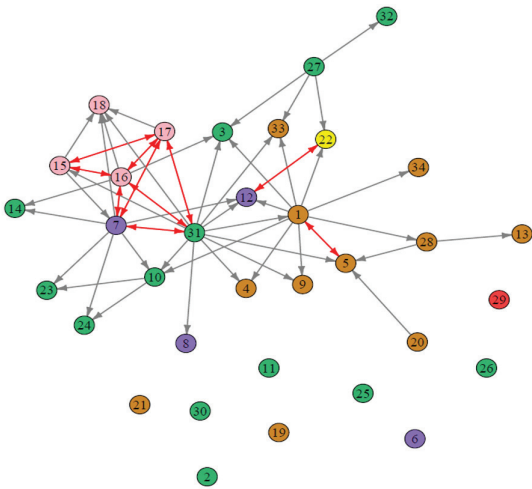
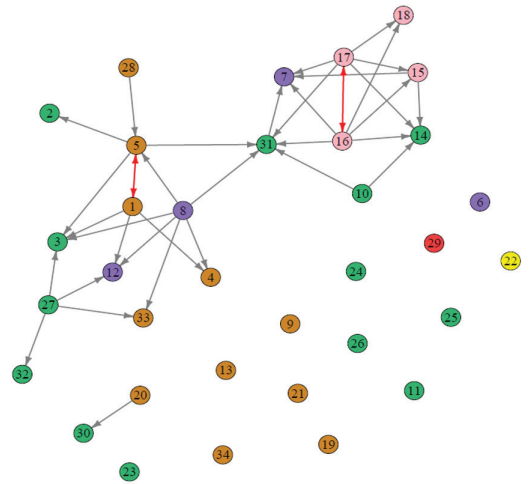


Figure 4.29 – We Seek Training



## Technical Expertise

Figure 4.30 – They Seek Technical Expertise

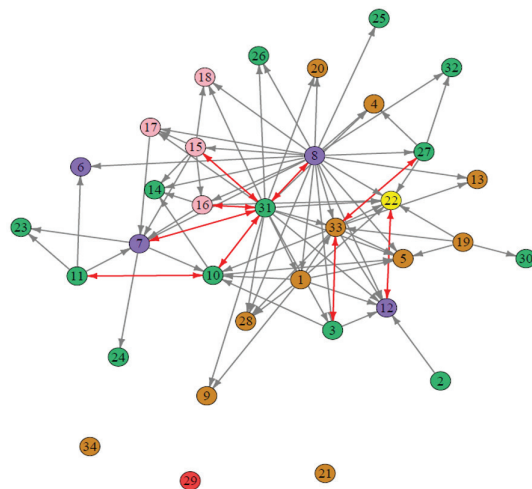
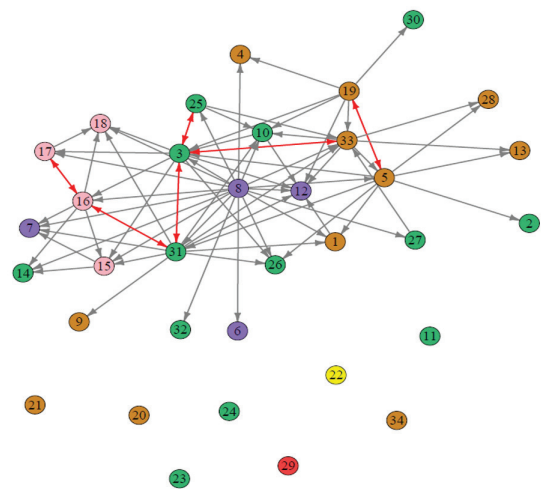


Figure 4.31 – We Seek Technical Expertise



## Funding

Figure 4.32 – They Seek Funding

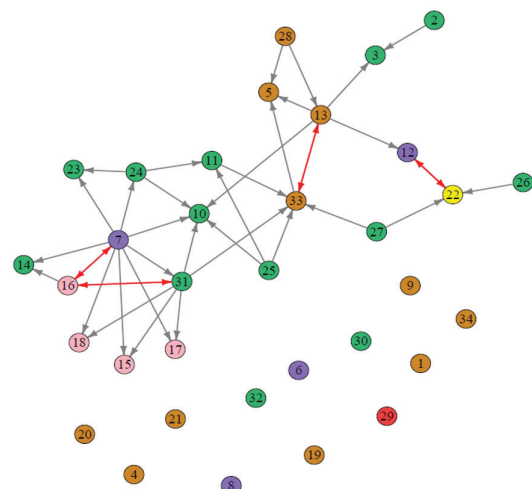
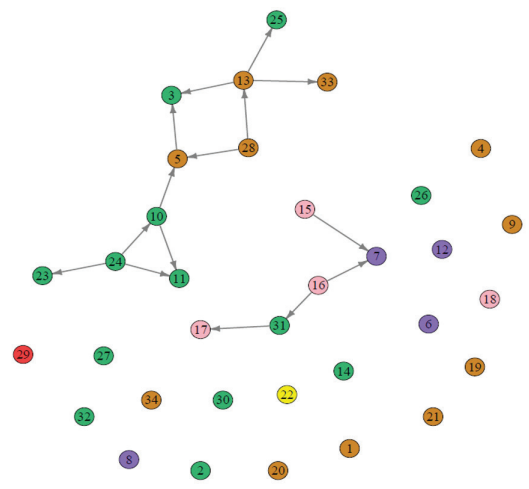
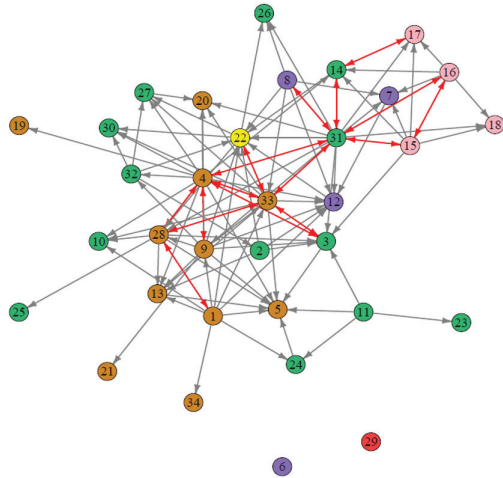


Figure 4.33 – We Seek Funding

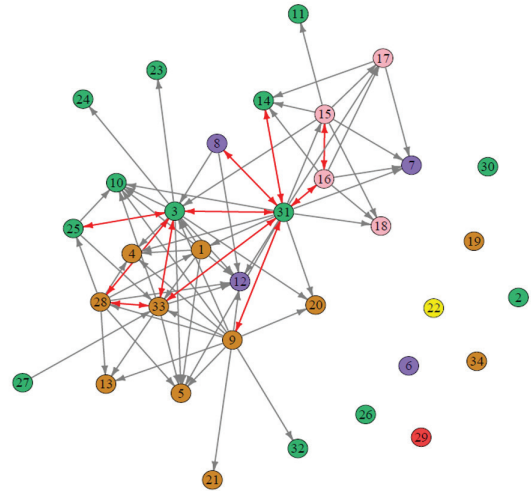




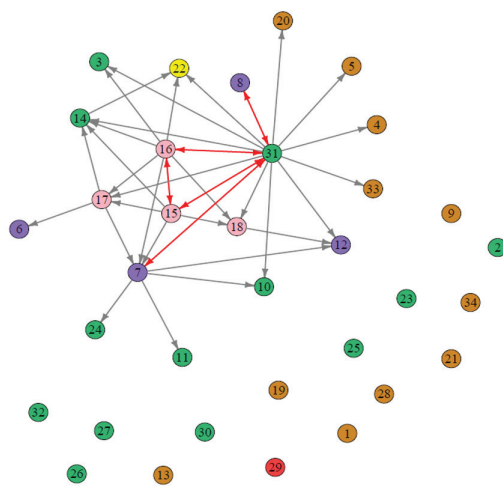
**Networking Assistance**  
**Figure 4.34 – They Seek Networking Assistance**



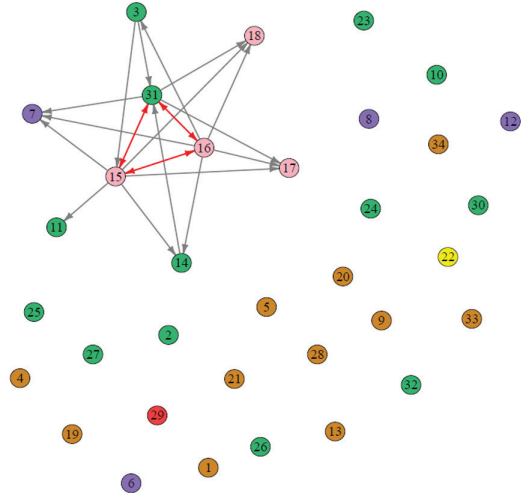
**Figure 4.35 – We Seek Networking Assistance**



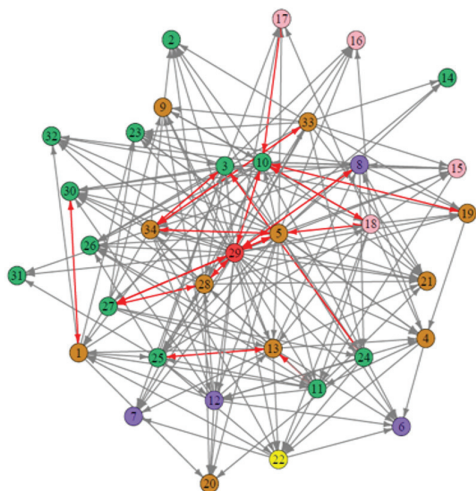
**Child Resources**  
**Figure 4.36 – They Seek Child Resources**



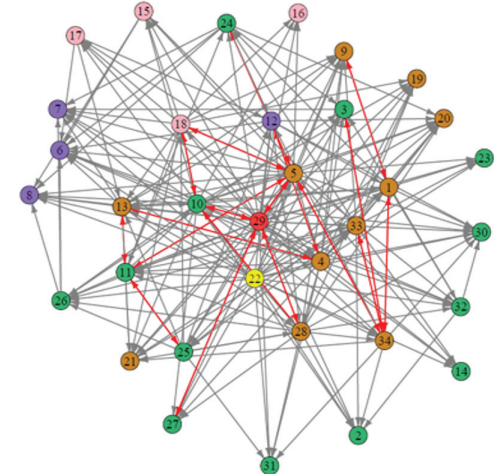
**Figure 4.37 – We Seek Child Resources**



**No Attempt to Seek Resources**  
**Figure 4.38 – No Attempt to Seek Resources (“They Seek”)**



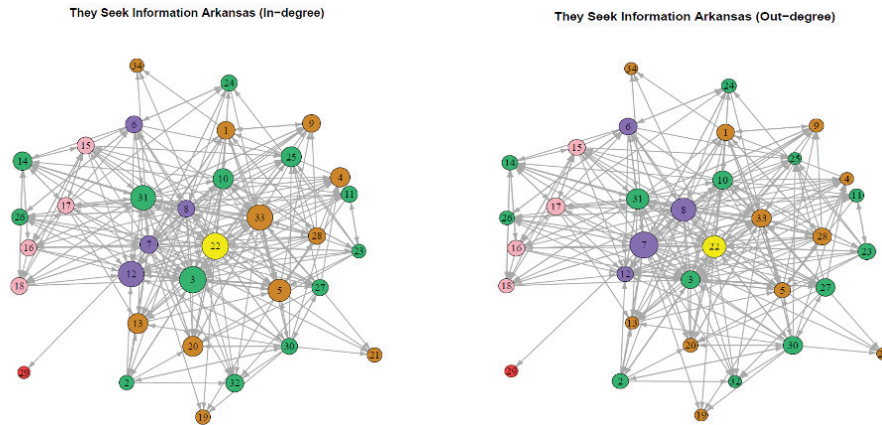
**Figure 4.39 – No Attempt to Seek Resources (“We Seek”)**



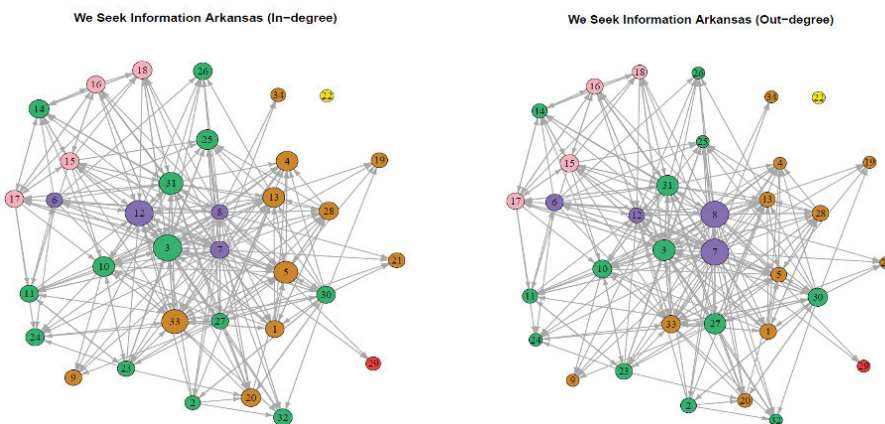
## Arkansas In- and Out-Degree Networks by Resource Type

For the remaining graphics, all of the nodes are sized by the organizations' in-degree and out-degree scores. We present in- and out-degree scores side by side for each we seek and they seek resource exchange network.

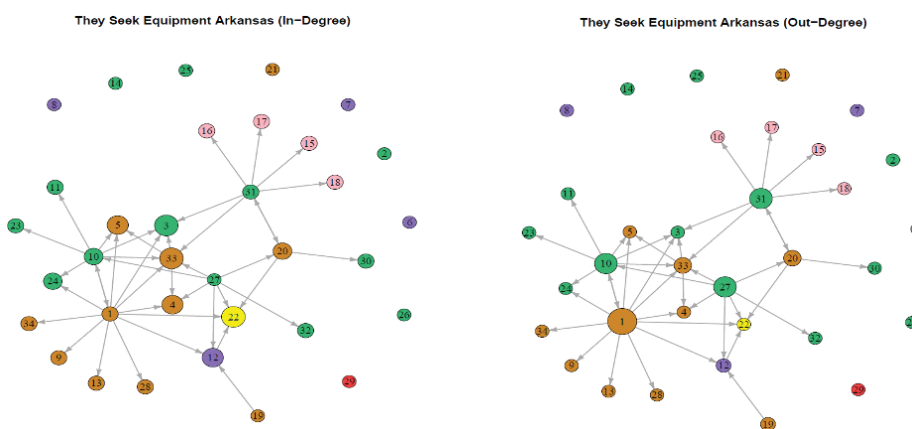
**Figure 4.40 – Information: They Seek (In- and Out-Degree)**



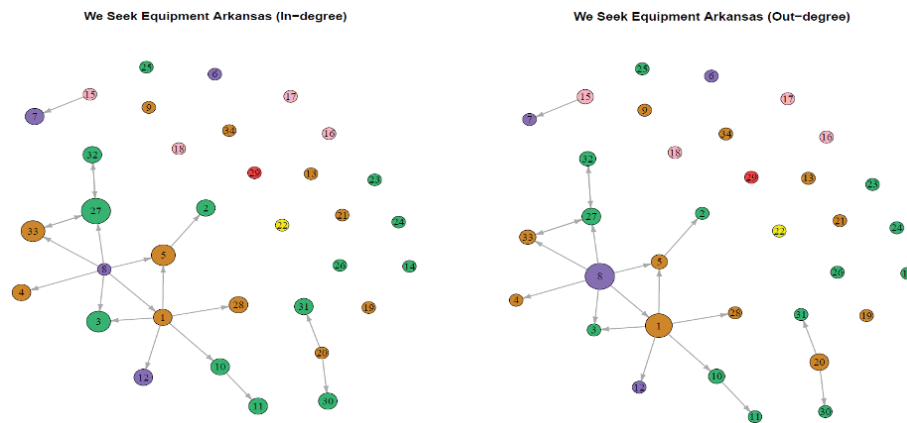
**Figure 4.41 – Information: We Seek (In- and Out-Degree)**



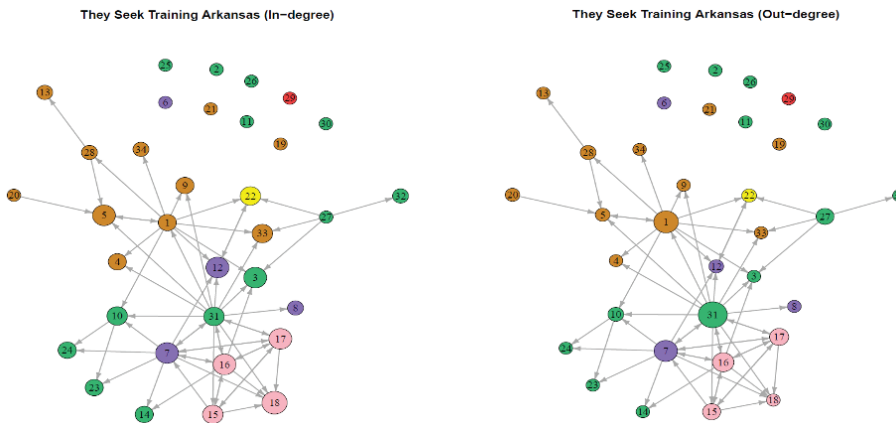
**Figure 4.42 – Equipment: They Seek (In- and Out-Degree)**



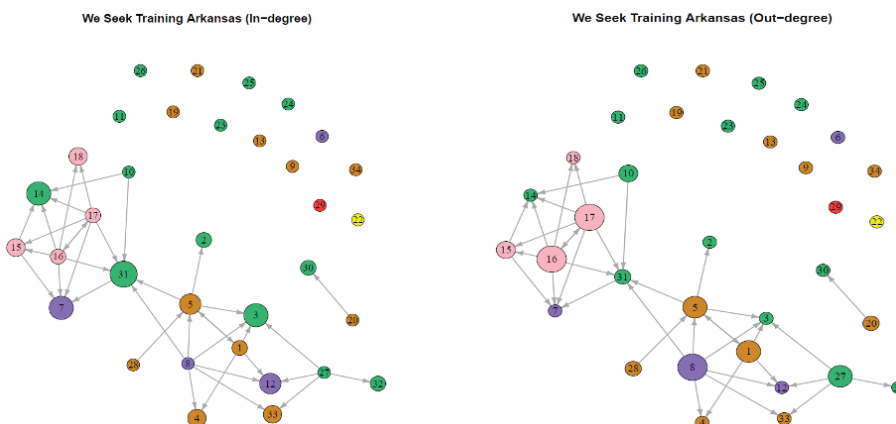
**Figure 4.43 – Equipment: We Seek (In- and Out-Degree)**



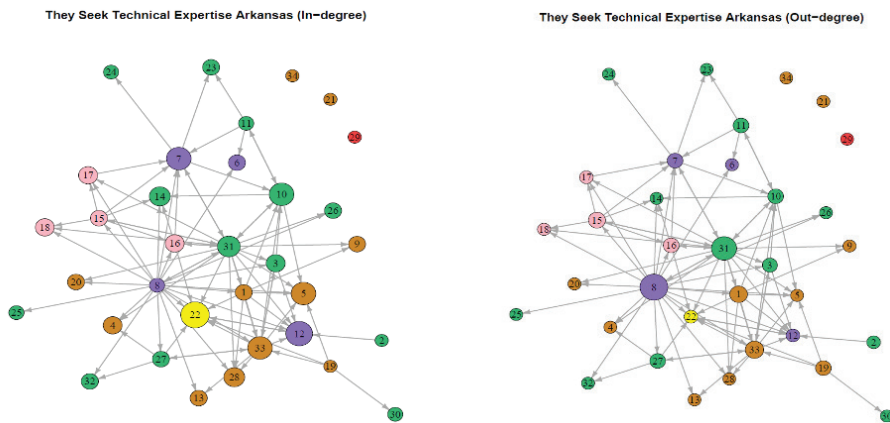
**Figure 4.44 – Training: They Seek (In- and Out-Degree)**



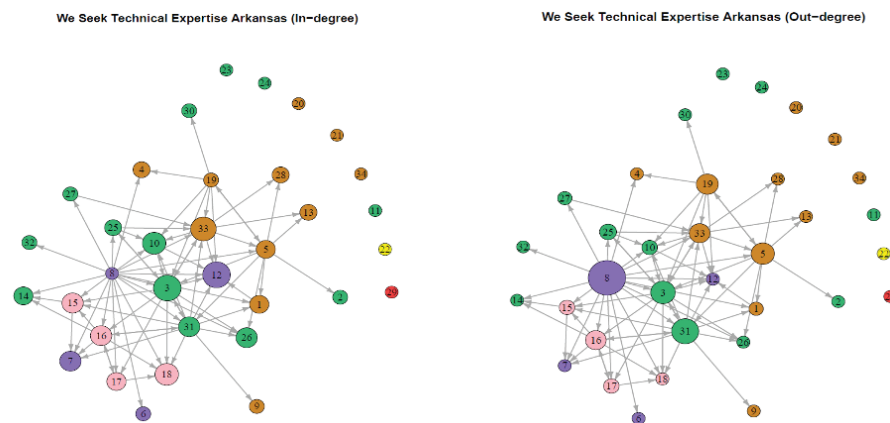
**Figure 4.45 – Training: We Seek (In- and Out-Degree)**



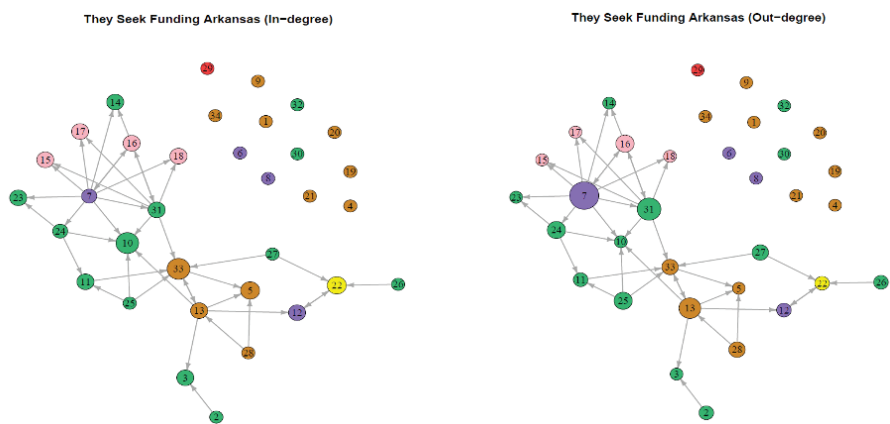
**Figure 4.46 – Technical Expertise: They Seek (In- and Out-Degree)**



**Figure 4.47 – Technical Expertise: We Seek (In- and Out-Degree)**

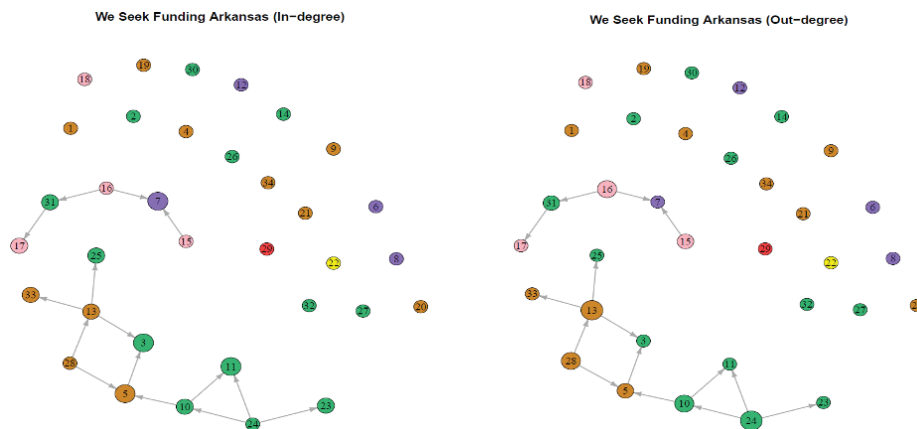


**Figure 4.48 – Funding: They Seek (In- and Out-Degree)**

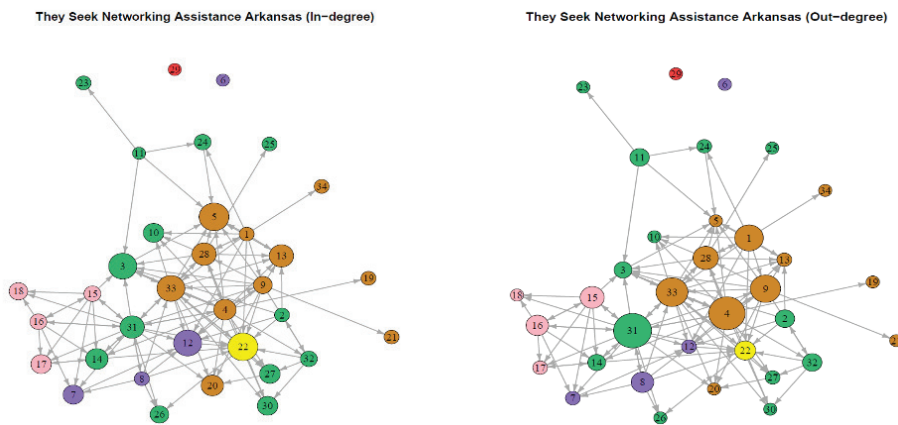




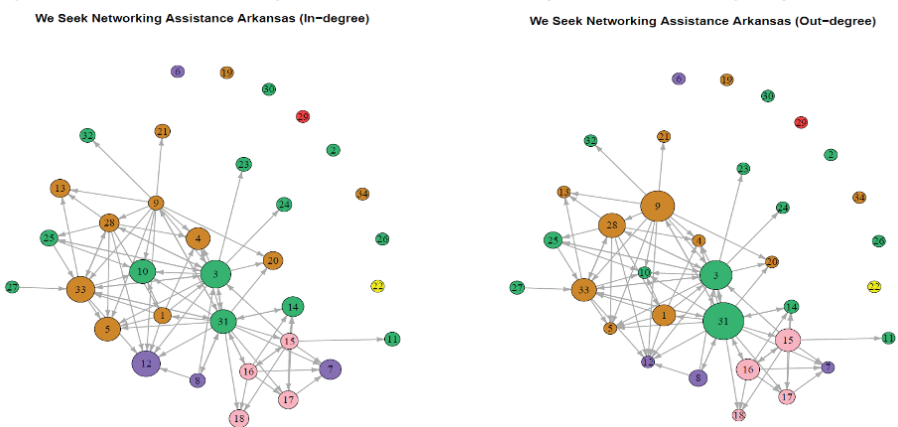
**Figure 4.49 – Funding: We Seek (In- and Out-Degree)**



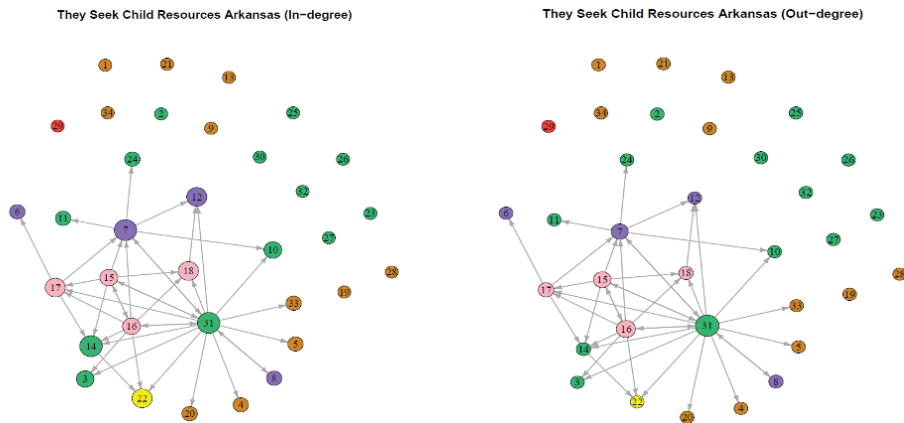
**Figure 4.50 – Networking Assistance: They Seek (In- and Out-Degree)**



**Figure 4.51 – Networking Assistance: We Seek (In- and Out-Degree)**



**Figure 4.52 – Child Resources: They Seek (In- and Out-Degree)**



**Figure 4.53 – Child Resources: We Seek (In- and Out-Degree)**

