A Long-Term Service Model for Disaster Recovery and Healing Through Community
Our Mission & Experience

Tuesday's Children was founded to promote long-term healing in all those directly impacted by the events of Tuesday, September 11, 2001. **Our mission today is to keep the promise to those children and families while serving and supporting communities affected by acts of terror worldwide.**

No other organization has the experience of Tuesday’s Children in providing a broad range of long-term support programs to the entire 9/11 community for nearly 15 years.
What is Tuesday’s Children’s Long-Term Healing Model?

A compilation of our **lessons learned** providing services to **10,000+** individuals impacted by the 9/11 tragedy.

The Long-Term Healing Model serves as:

- A **resource guide** documenting our history and providing guidelines
- A **train-the-trainer curriculum** for sharing our lessons learned
- An **online toolkit** for creating community-based long-term healing
- **Consulting-based guidance** for replication and adaptation

**Why now?**

We know first-hand that families, and especially children, have long-term needs in the wake of tragedy…

**Five Training Modules:**

- Visioning & Organizational Development
- Assessing Service Populations & Program Development
- Fundraising & Financial Management
- Communications, Marketing & Outreach
- Evaluation, Measurement, Replication & Validation
Our Long-Term Healing Model:
We have learned that communities need…

- Long-term commitment and response
- Broad, community-based outreach
- Needs-based, adaptive approach
- Evidence-based, resilience-building services
- Carefully selected partnerships
- Family/community involvement and feedback
The Ripple Effect:  
9/11 in Facts and Figures

- **2,977** individuals from **more than 90 nations** were killed
  - **3,051** children lost a parent
  - **1,609** people lost a spouse
  - **40%** of families (1,113) received no remains
- Over **60%** of Americans watched the attacks live on TV and **20%** of Americans knew someone hurt or killed in 9/11 attacks
- More than **90,000** people responded in recovery efforts
- Some **600,000** people were exposed to harmful toxins at the World Trade Center site
  - Over **33,000** people are suffering from 9/11-related illnesses
- An estimated **422,000** New Yorkers suffered from PTSD after 9/11
- More than **2.3 million U.S. troops** have been deployed to Iraq and Afghanistan since 9/11

Impact of Recovery Efforts

Of 90,000+ 9/11 rescue & recovery workers and 600,000 people exposed to harmful toxins at the World Trade Center site:

• 33,000+ are suffering from 9/11-related illnesses; over 1,700 have died

• 75,000 individuals are registered with the World Trade Center Health Program (WTCHP). 65,000 are first responders.
  o As of June 30th, 2016, the WTCHP enrolled over 5,400 people have been diagnosed with 9/11-related cancers, 4,692 of which are first responders; 6,378 separate cancers have been diagnosed
  o 12% of responders diagnosed with PTSD also show cognitive impairment and 1.2% have probably dementia

• 12,000 individuals in the WTCHP have 9/11-related mental health issues. 32,000 have aero-digestive problems, such as asthma or chronic obstructive pulmonary disease

• Zadroga Act renewed end 2015, and on 9/11/16 new legislation signed reopening World Trade Center Health Registry.

Military Impact of 9/11

• 2.3 million troops deployed = 2.3 million families impacted
• 350,000 Gulf War era veterans reside in NY, NJ & CT
  o 200,000 reside in New York State
  o 40,000 will re-enter the workforce in coming years
• 18,127 U.S. military deaths since 2001 (50,000+ wounded)
  o 6,639 U.S. military killed globally in War on Terror
  o 2,700 U.S. military suicides
• 44% of veterans have children
  o There are approximately 57,000 U.S. military widows in the U.S.
  o An estimated 170,000 children have lost a military parent
  o 60% of children of active-duty fallen are under 12, and 27% are under 5
• 60% of families of active-duty fallen earn less than $50,000/yr (below the U.S. median income)

Sources: Department of Defense 2014 Personnel Reports. “Operation Iraqi Freedom (OIF) U.S. Casualty Status”
Global & Domestic Terrorism

- Since 2000, over **61,000** global terrorist incidents have caused more than **140,000** deaths
  - **130** people killed and **368** injured on November 13, 2015 in Paris
  - **Terror attacks around the world** in Afghanistan, Egypt, Iraq, Israel, Lebanon, Nigeria, Pakistan, Somalia, Tunisia, Turkey and other countries in recent months have left families, children and communities severely traumatized and bereaved

- The frequency of **mass shootings and domestic terrorism** in the U.S. is garnering growing public concern
  - **FBI data** shows that mass killings happen approximately **every two weeks** in the United States. **1/3** of victims in these incidents are under the age of **18**
  - **Mass Shooting Tracker** *(broader definition than FBI)* shows **more than one mass shooting a day** and over 180 in the first half of 2016

Sources: Global Terrorism Index, FBI, Mass Shooting Tracker.
Losing a Loved One under any circumstance is truly tragic. For the families of 9/11 and other tragedies, the sudden and violent nature of their loss often becomes an overwhelming and defining characteristic of their lives.

Emotional and Physical Wounds linger and further disrupt family dynamics.

Time may help to heal wounds, but there is No Defined Timeline for the Healing Process.

COMMON BONDS:
- Profound Loss and/or Trauma
- Financial Uncertainty
- Disrupted Family Dynamics
- Psychological Impact
- Fear of Being Forgotten
- Social Isolation
Definitions of Trauma & Grief

**Trauma:** an emotional response to a terrible event like an accident, rape or natural disaster. Immediately after the event, shock and denial are typical. Longer term reactions include unpredictable emotions, flashbacks, strained relationships and even physical symptoms like headaches or nausea. While these feelings are normal, some people have difficulty moving on with their lives. *(American Psychological Association)*

**Grief:** the natural reaction to loss. Grief is both a universal and a personal experience. Individual experiences of grief vary and are influenced by the nature of the loss. Some examples of loss include the death of a loved one, the ending of an important relationship, job loss, loss through theft or the loss of independence through disability. *(Mayo Clinic)*
# Trauma & Grief

## TYPES OF TRAUMA

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>Post-Traumatic Stress Disorder (PTSD)</td>
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<tr>
<td>May result from direct exposure to a traumatic event</td>
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<tr>
<td>Intergenerational Trauma</td>
</tr>
<tr>
<td>Personal and collective traumatic experiences can be transmitted generationally</td>
</tr>
<tr>
<td>Vicarious Trauma</td>
</tr>
<tr>
<td>Common among caregivers working with those directly exposed</td>
</tr>
<tr>
<td>Trauma Triggers</td>
</tr>
<tr>
<td>Reminders that may result in hyperarousal, avoidance, etc.</td>
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</tbody>
</table>

## TYPES OF GRIEF

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>Traumatic Loss</td>
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<tr>
<td>Sudden loss often of a violent or graphic nature</td>
</tr>
<tr>
<td>Complicated Grief</td>
</tr>
<tr>
<td>Prolonged or complex grieving process typically associated with sudden and traumatic loss</td>
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<tr>
<td>Ambiguous Loss</td>
</tr>
<tr>
<td>Often the result of lack of closure that delays the grieving process</td>
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<tr>
<td>Varied Timelines &amp; Developmental Perspectives</td>
</tr>
<tr>
<td>Everyone metabolizes grief differently, and children’s responses change with development</td>
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</tbody>
</table>
# Reactions & Interventions

<table>
<thead>
<tr>
<th>EFFECTS OF TRAUMA</th>
<th>PROCESS</th>
<th>GRIEF REACTIONS</th>
<th>PROCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fear/Loss of Safety</strong></td>
<td>Establish safe environment; individual and group agreements, inclusion, non-judgment</td>
<td><strong>Longing/Yearning</strong></td>
<td>Find positive ways to incorporate memories of loved ones into one’s life</td>
</tr>
<tr>
<td><strong>Dissociation</strong></td>
<td>Mindfulness/Body Awareness</td>
<td><strong>Withdrawal</strong></td>
<td>Establish trusted social supports; connecting with common bonds</td>
</tr>
<tr>
<td><strong>Hyper arousal</strong></td>
<td>Identifying triggers; individual and group regulation</td>
<td><strong>Depression</strong></td>
<td>Address whether this is specific to grief and whether further intervention is needed</td>
</tr>
<tr>
<td><strong>Isolation</strong></td>
<td>Connecting with others with similar experiences; normalizing and foundation for healing</td>
<td><strong>Anxiety</strong></td>
<td>Identify/address fears of loss/abandonment, establish safe environment</td>
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</tbody>
</table>
Origins of Tuesday’s Children

Objective was to give 9/11 children the childhood they might not get to have due to the loss of their parent… not to replace the parent, but to remember and honor them.

Early on, our threefold aim was to support families and children as:

✓ Special event resource
✓ Family support network
✓ Children’s mentor program

Created ‘by the families, for the families’
Who We Serve
more than 10,000 individuals impacted by 9/11 and similar tragedies, including:

• 1,500 Families who Lost a Loved One on 9/11
• 1,300 Responder Families
• 550+ International Youth from 25 countries

• 500+ Military Families
• Other Communities impacted by tragedy:
  • Newtown, CT
  • Global victims of terrorism
Program Development

Family Engagement

• **Building community** and trust through sports games, theatrical performances, other recreational events
• Events **established trust**, registered families, identified ongoing needs and conduct outreach for specific programs

Wellness, Life Management & Skills Development

• An early identified need was to assist families coping with chaos and busy schedules through wellness programs and workshops.

Mental Health & Counseling

• In early years, we provided referrals to a network of mental health services, and in later years, in-house counseling and psychosocial components in all programs and services
Formation of Tuesday’s Children

- Community Response to 9/11
- Outreach
- Needs Assessment

Early Programs (2001-2003)
- Family Engagement
- Community Building
- Mental Health & Wellness

Program Development (2004-2008)
- Mentoring
- Children/Teen Programming
- Parenting Programs/Life Management
- Ongoing Assessment

Established Programs (2009-Present)
- Engagement & Outreach
- Creative Insight
- Youth Mentoring
- Career Resource Center
- Helping Heals
- Mental Health & Wellness
- Project COMMON BOND
- Long-Term Healing Model

Keeping the Promise
- Maintain services for 9/11 families
- Help others (responders, veterans, global communities)
- Expand services to Military Families
- Expand Project COMMON BOND
- Share Our Knowledge

Building Trust ➔ Assessing Needs ➔ Developing/Expanding Programs ➔ Keeping the Promise
Signature Programs

- Engagement & Outreach
- Mental Health & Wellness
- Youth Mentoring
- Career Resource Center
- Project COMMON BOND
- Helping Heals

- Skills Development
- Creative Insight
- Project Heart to Heart
Adaptable Model for Community Long-Term Healing

- Build Community
- Engage
- Assess
- Create Programs
- Adapt
- Reassess
- Keep the Promise
- Create Trust
- Vision
- Mission
- Flexibility
- Commitment

Community Support

Healing & Recovery
Charting Our History:

nearly **15 years**

serving families impacted by 9/11

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>Formation of Tuesday’s Children and first programs</td>
</tr>
<tr>
<td>2002</td>
<td>Partnership with Bear Stearns: Bear Cares, a mentoring program for 9/11 children</td>
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<tr>
<td>2003</td>
<td>First Creative Insight</td>
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<tr>
<td>2003</td>
<td>Youth Mentoring Program is founded</td>
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<tr>
<td>2004</td>
<td>First teen programming launches: Take our Children to Work Day and Career Paths</td>
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<tr>
<td>2006</td>
<td>First Responder Alliance is formed</td>
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<tr>
<td>2007</td>
<td>First Helping Heals</td>
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<tr>
<td>2008</td>
<td>First annual Project COMMON BOND</td>
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<tr>
<td>2009</td>
<td>First programming initiative incorporating Veterans</td>
</tr>
<tr>
<td>2010</td>
<td>Junior Board is founded</td>
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<tr>
<td>2011</td>
<td>Families commemorate 10&lt;sup&gt;th&lt;/sup&gt; anniversary of 9/11</td>
</tr>
<tr>
<td>2012</td>
<td>Career Resource Center launches</td>
</tr>
<tr>
<td>2013</td>
<td>Resiliency Center of Newtown opens</td>
</tr>
<tr>
<td>2014</td>
<td>First Project Heart to Heart retreat with 9/11 and military widows</td>
</tr>
<tr>
<td>2015</td>
<td>Extensive outreach to Military Families launched</td>
</tr>
<tr>
<td>2016</td>
<td>Long-Term Healing Model train-the-trainer program and workbook release</td>
</tr>
<tr>
<td>2016</td>
<td>15&lt;sup&gt;th&lt;/sup&gt; anniversary of 9/11: anticipated uptick in need for programs</td>
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</table>
Organizational Development

Current staff of 11 in 3 offices serving 10,000 individuals in 44 U.S. states and 25 countries

Staff of 19 in 5 offices (4-6 yrs post-9/11)

Staff of 2 in 2001

Junior Board

Family Advisory Boards

Volunteers

Partners and Funders

A Caring Community

Family Members and Friends

Dedicated Funders

Organizational Partners

Organizational Boards

Board of Directors
Successful Expansions

Tuesday’s Children expanded to responder families.
•  *Responder outreach efforts increased our service population by as much as 83% in two years.*

… expanded to serve international youth.
•  *Project COMMON BOND has served 550+ youth / young adults from 25 countries since 2008.*

… expanded to serve military families.
•  *New outreach efforts doubled our military service population over the first six months of 2016.*

… expanded to other communities in need.
•  *The Resiliency Center of Newtown served 1500+ people utilizing our Long-Term Healing Model.*

Throughout these efforts, Tuesday’s Children has...
✓ Established strong partnerships
✓ Integrated new and current populations
✓ Engaged difficult-to-reach populations
✓ Increased annual fundraising
Program Attendance Trends
Analysis of Annual Attendance, 2004-2015

Average 2,000 attendees/year, peak attendance around 10th anniversary*
(Attendance including Resiliency Center of Newtown in red)
Program Impact on Well Being

Family surveys showed:

- Excellent/Getting Better
- Improving But Still Struggling
- Having a Hard Time Coping/Getting Worse

Community Partnerships

Effectiveness of Community Partnerships According to Stakeholder Responses

Sources: 2014 survey of key stakeholders.
Outreach Methods: How People Heard about Tuesday’s Children

- Social media (inc. YouTube): 11%
- Fundraiser/donation request: 8%
- Event invitation: 5%
- Press release/newspaper/TV: 13%
- Newsletter/Mailing/Email/Phone: 18%
- Word of mouth: 53%
- Referral: 24%
- Request for volunteers: 13%
- Job listing: 29%

Sources: 2014 survey of key stakeholders.
2,263
2803
3321
4088
601
820
983
1307
697
309
1071
2001
2002
2003
2004
2005
2006
2007
2008
2009
2010
2011
2012
2013
2014
2015
2016
Facebook
Twitter
Instagram
LinkedIn

Facebook launches on February 4th, 2004
LinkedIn is started on May 5, 2003
Twitter launches on March 21st, 2006
Tuesday’s Children’s Facebook page is launched in June, 2010
Tuesday’s Children joins Instagram in 2013
Tuesday's Children joins LinkedIn in 2010
Instagram launches on October 6th, 2010
Tuesday's Children joins Twitter in 2013

September 11th, 2001: Major television media outlets cover the attacks (CNN, Fox News, MSNBC, ABC, NBC, CBS)

Tuesday’s Children’s Facebook page is launched in June, 2010
Tuesday's Children joins LinkedIn in 2010

Facebook
Twitter
Instagram
LinkedIn
Responding to Other Tragedies

Our Definition of Tragedy

**Tragedy:** *(noun)* an event or occurrence that has a *longitudinal impact* causing *profound loss*, emotional or physical wounds, suffering or devastation in a *local or global community*, often resulting in multiple deaths and *warranting long-term, needs-based, family-focused services* to promote healing, build resilience, eliminate isolation and create common bonds.
Understanding Language

Know Your Audience:

✓ Determine what to say / what not to say

✓ Create a style guide and identify words with sensitivities

✓ Be mindful when using partner materials to edit for consistency and relevance

Glossary of Terms:

9/11: “the Pile” vs. Ground Zero “murdered” or “killed” vs. “died” or “passed away”, “widows”, “first responders” and “rescue/recovery workers.”


Newtown: “brain” health vs. “mental” health, “dot” points vs. “bullet” points, “Sandy Hook parent” (community understanding vs. external connotation)

Global Terrorism: “victims” doesn’t convey strength and resilience
Positive Keywords

Enduring
Compassionate
Long-Term Healing
Resilience
Helping
Mentoring
Supportive
Compassion
Caring
Nurturing
Family
Community
Local
Dedicated
Thoughtful
Endurance
Healing
Giving
Families
Empathetic
Resilience
Engaged
Generous
Honor
Proven
Peace
Concerned
Loyal
Recovery
Promise

Sources: Survey of key stakeholders by Taproot Foundation pro bono team; public opinion survey by Junior Board student marketing team.
Locating Sources of Funding

Identify the Gatekeepers…

American Red Cross

Government

Community Funds

The majority of community support is available and distributed in the immediate aftermath of a tragedy

- **Red Cross Liberty Disaster Relief Fund** = over **$1 billion**, of which $643 million spent or committed by September 11, 2002
- By 2003, **1,271 foundations, corporations, and institutional donors** gave nearly **$1.1 billion** in more than **4,000 gifts** for relief and recovery (*some to support the Red Cross Liberty Disaster Relief Fund*)
- From 2001-2003, the **9/11 Victims Compensation Fund** had distributed 5,560 awards (out of 7,408 claims) totaling **$7 billion**

Create a short- and long-term fundraising strategy with a focus on sustainability and diversified funds

- In 2011, 9/11-related institutional giving amounted to **$6 million** in **62 gifts**, the majority going to 9/11 memorials

Fundraising Trends: Annual Revenue & Expenses

- Revenue
- Expenses

The Great Recession Begins
10th anniversary of the 9/11 attacks.

How Does This Model Fit?

This is not one size fits all…

• Identify **variables** specific to your community and their needs.

• Determine any **adjustments and changes** needed (e.g. cultural considerations, language, format, outreach methods, frequency, length, content of programs).

• Focus on **creating trust** and building **long-term support**.
The Resiliency Center of Newtown, CT was initially founded as a program of Tuesday’s Children and implemented our Long-Term Healing Model to create services for families impacted by the December 14, 2012 shootings at Sandy Hook Elementary School.

Since opening in September 2013, the Center has provided services to over 1,500 members of the community and is now a standalone nonprofit organization.
Expanding to Serve Military Families

Considerations:

✓ **Mission Alignment** — our Long-Term Healing Model readily lends itself to the needs of military families

✓ **Feasibility** — a 2012 Morgan Stanley study determined Tuesday’s Children should expand to serve military populations

✓ **Past Successful Expansions** — prior success expanding to responders, international youth and other communities

✓ **Identified Gap in Services** — our family-focused community-based services fill a gap in current services for military families

✓ **Signature Programs** — existing needs-based and evidence-based programs can already accommodate military families
Common Bonds, Common Purpose

“The 9/11 community is very similar to the veteran community of my generation. The only difference is the direction we ran after the first tower was hit—first responders ran toward the buildings while others ran toward the recruiter’s office. We served in Afghanistan and Iraq as a direct response to those attacks, and since then we have had to deal with the same problems: losing family members and friends, dealing with post-traumatic stress, and adjusting to a new life after sacrificing as much as we could to protect others.”

—Derek Coy, Tuesday’s Children Junior Board Member and Former U.S. Marine.

“When I first heard Tuesday’s Children was developing programs for veterans and their families, my interest was piqued. Tuesday’s Children was at the vanguard of caring for children who lost a parent on 9/11, and it made sense to me that they would be uniquely experienced to help other children in similar circumstances. After meeting the devoted staff and seeing firsthand how well the organization is run, I wanted to help in any way I could. I believe Tuesday’s Children will make a positive and lasting difference for the children of those soldiers who gave the last full measure for this country.”

—Jim Robinson, Former Tuesday’s Children Junior Board Member and 3rd Battalion 75th Ranger Regiment ‘06-’10
For additional information, please contact

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