

READY TO RESPOND DISASTER STAFFING TOOLKIT

Emergency Preparedness Coordinator User Guide



Acknowledgments

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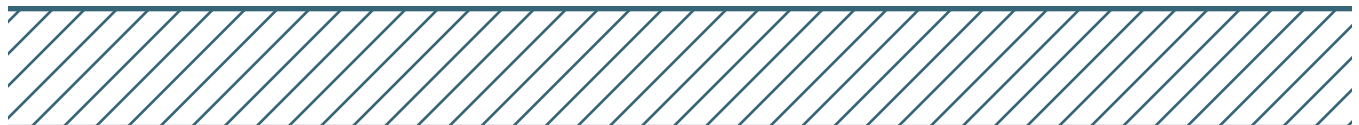
Welcome

Congratulations on beginning to prepare for the important job of being Ready to Respond!

A disaster can strike anytime, anywhere. When it does, a poorly-managed response can put the safety and well-being of residents at risk and expose housing owners to unnecessary costs, problems and liabilities. Having the right plan in place before a disaster will help you manage an effective, coordinated response across staff, departments, partner agencies and sites.

The Ready to Respond: Disaster Staffing Toolkit will help your organization prepare for and respond to a disaster. The Toolkit is based on the Incident Command System (ICS), a planning framework used by federal, state and local first responder agencies to help structure the command, control and coordination of emergency response. It includes guidance on staff roles and responsibilities and the disaster-related protocols and systems which will enable you to mount an effective emergency response.

The Toolkit is designed to support three vital goals—building protection, resident engagement and business continuity. This will allow your organization to minimize building damage and ensure quick return to service; support the safety, preparedness and recovery of your residents, and maintain key business operations throughout a disaster.



Getting Started

This User Guide provides a step-by-step guide for the Emergency Preparedness Coordinator (EPC), who develops the Disaster Staffing Plan, prepares staff for their disaster response roles and oversees ongoing maintenance.

The role of the Emergency Preparedness Coordinator (EPC)

You have been assigned the role of the EPC—you have an important job to do!

Your responsibilities include:

- » Familiarizing yourself with the materials in the Toolkit (See Module 1).
- » Working with your organization's leaders to assign Disaster Response Roles (See Module 2).
- » Getting staff involved and supporting them as they customize the *Job Action Packets* (See Module 3).
- » Coordinating staff trainings through the Tabletop Exercise (See Module 4).
- » Providing regular updates on progress to organizational leadership.
- » Overseeing regular updates to documents after trainings or events (See *Ongoing Maintenance*).
- » Orienting new staff as they are assigned a Disaster Response Role (See *Ongoing Maintenance*).
- » Identifying new training and resource needs as new staff are hired and organizational strategies change (See *Ongoing Maintenance*).
- » Working with the **Incident Commander** after a disaster to write the *After Action Report* and revise your *Disaster Staffing Plan* as needed (See Module 4).



Orientation

This User Guide includes four modules to guide you as you create a Disaster Staffing Plan.

Planning Phase

1	2	3	4
Get Oriented	Assign Disaster Response Roles	Customize Job Action Packets	Hold Tabletop Exercise
<ul style="list-style-type: none">Review Toolkit materials.Ensure ongoing coordination.	<ul style="list-style-type: none">Coordinate a Senior Staff Meeting.Customize your <i>Staffing Chart</i>.	<ul style="list-style-type: none">Understand how to read a <i>Job Action Sheet</i>.Coordinate a staff meeting.	<ul style="list-style-type: none">Plan the Tabletop Exercise.Conduct the Tabletop Exercise.Complete the evaluation and <i>After Action Report</i>.



After completing Modules 1-4, you will perform Ongoing Maintenance as you continue to refine your *Disaster Staffing Plan*.

Ongoing Maintenance



Regular Tabletop Exercises

Continually practice your plans and skills.
Use different disaster scenarios.



After Action Reports

Write reports after every training or after an actual disaster.
Make revisions to *Job Action Packets*.



Roles as Staff Changes

Re-assign staff as titles and locations change.
Assign new staff to fill roles.



Materials Regularly

Update documents and keep latest versions near at hand.
Make sure staff knows where materials can be found.

In the Disaster Staffing Toolkit, a disaster event is played out over eight operational periods, during which meetings are held and important tasks are completed by each Disaster Response Role.



Pre-Event Preparedness

In this Toolkit, pre-event preparedness begins 96 hours ahead of a disaster so your organization can best prepare for emergency response and recovery. The *Job Action Sheet* specifies tasks that should be completed 96, 72, 48, 24 and 12 hours before a disaster.

Event Response

During the event period, *Job Action Sheets* instruct all Disaster Response Roles to stay on alert.

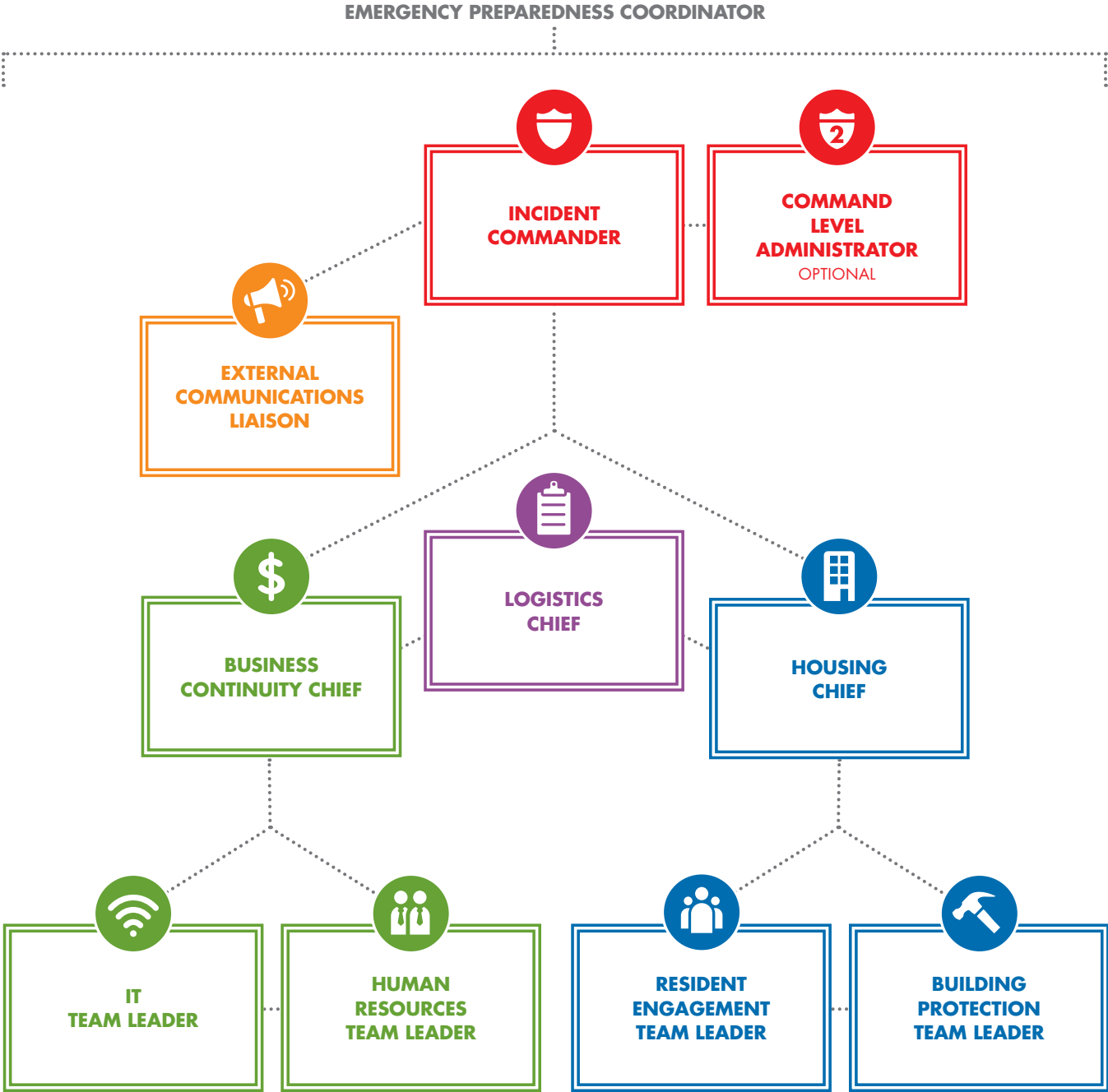
Post-Event Response

Activities and tasks to be completed after the disaster is over.

With a *Disaster Staffing Plan* in place, your organization will know what actions to take 96 hours ahead of a predicted disaster, such as a storm, and immediately after a sudden disaster, for example an earthquake. By establishing these operational periods, organizations can be prepared to respond to both predicted and sudden disasters.

Staffing Chart

This Staffing Chart includes the Disaster Response Roles to be filled by your organization’s staff. It is based on a chain of command led by the Incident Commander.



Training Modules

1

GET ORIENTED

Become familiar with the Toolkit materials so you can best help staff, while you manage the planning process effectively. Though you will be viewing many of these materials throughout the planning process, this is an important first look.


Materials to Review:

All Toolkit materials can be found at: www.EnterpriseCommunity.org/readytorespond.

You'll also find a complete Toolkit Resources Overview on pages 22–25 of this *User Guide*.

Review Toolkit Materials

Watch these videos:

 *Ready to Respond: An Overview of the Disaster Staffing Toolkit*

 **Incident Commander**

 **External Communications Liaison**

 **Logistics Chief**


 **Business Continuity Section**

 **Housing Section**

Read the following *Job Action Packets* including *Job Descriptions*, *Job Action Sheets* and tools:

 **Incident Commander**

 (optional) **Command Level Administrator**


 **External Communications Liaison**

 **Logistics Chief**

 **Business Continuity Chief**

 **IT Team Leader**

 **Human Resources Team Leader**

 **Housing Chief**

 **Building Protection Team Leader**

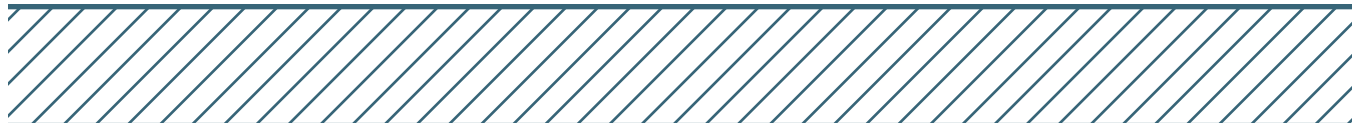
 **Resident Engagement Team Leader**

1

GET ORIENTED

Ensure Ongoing Coordination

- » You will be managing the entire planning process for your organization. An essential part is communication—making sure staff has the information it needs so planning stays on schedule.
- » Ask your organization’s Executive Director/CEO to send an announcement to staff about the disaster planning process and your assignment as EPC.
- » Create a timeline for completing the four Modules in outlined in this *User Guide*.
- » Provide progress reports to organizational leadership at agreed-upon intervals.
- » Provide planning updates to staff and answer questions as needed.



2

ASSIGN DISASTER RESPONSE ROLES

Work with senior staff to review the qualifications and responsibilities of each Disaster Response Role and choose the best person to fill it.

Materials to Review:



Staffing Chart



Job Descriptions for each Disaster Response Role

Coordinate a Senior Staff Meeting

- » Work with the Executive Director/CEO to determine which senior staff members should be involved in identifying the best person to fill each Disaster Response Role.
- » Prior to the meeting, provide senior staff with a meeting agenda, objectives, the Materials to Review included in this Module, and other Toolkit materials as needed.



Tip: Housing organizations should include Director of Housing, Director of Asset Management, Senior Property Manager and Chief Financial Officer in the Senior Staff Meeting.



2 ASSIGN DISASTER RESPONSE ROLES

Customize your Staffing Chart

- » Begin the Senior Staff Meeting by viewing the video, *Ready to Respond: An Overview of the Disaster Staffing Toolkit*.
- » As a group, review the *Staffing Chart* and *Job Descriptions* which describe the functions and qualifications for each role.
- » Discuss how to best assign staff considering the size, functions and priorities of your organization.
- » Fill in the names and contact information for the staff members chosen in the *Staffing Chart*.



Tip: The Disaster Response Roles included in this Toolkit are recommended to best support disaster preparedness. Depending on the size and capacity of your organization, you may combine roles or assign multiple staff members to one role. You may hire outside consultants to fill certain roles. The Toolkit is meant to be flexible. As long as all the critical responsibilities assigned to each role are accounted for in your customized *Disaster Staffing Plan*, you will be Ready to Respond.



Here’s how one housing organization customized its emergency plan.

Bailey House

Bailey House is a supportive housing organization founded in 1983 to provide housing and social services to homeless men living with HIV/AIDS in New York City. Bailey House has since expanded its programs to provide affordable housing and social services—including medical care and case management—to women and children living with HIV/AIDS.

The disaster experience

Bailey House’s largest housing facility, Bailey-Holt House, which serves 45 formerly homeless residents living with HIV, suffered flooding and power outages during Superstorm Sandy in 2012. Residents could not return to their homes for three months. Though the building had flooded before, and had an evacuation plan in place, the plans and procedures did not prepare them for a storm of Sandy’s magnitude.

How the customized emergency plan supports social services

After Sandy, Bailey House created a customized emergency plan based on the *Incident Command System* and the *Ready to Respond: Disaster Staffing Toolkit*.

At Bailey House, housing management is divided into Facility Management (which equates to the **Building Protection Team Leader** Role in the Toolkit) and Client Services, which focuses on maintaining social services to the Bailey House residents and equates to the Toolkit’s **Resident Engagement Team Leader** Role.



3

CUSTOMIZE JOB ACTION PACKETS

Job Action Packets are the bulk of your *Disaster Staffing Plan*. Work with your staff members so they completely customize the *Job Action Sheets* and Tools to fit the needs of your organization.

Module Materials:



Job Action Packets for each Disaster Response Role

Understand how to Read a *Job Action Sheet*

A *Job Action Sheet* includes tasks to be completed over eight Operational Periods before, during and after a disaster.



3 CUSTOMIZE JOB ACTION PACKETS

Sample Job Action Sheet

Disaster Response Role

Job Description
A general description of the Disaster Response Role.

Main Functions
The primary responsibilities of the Disaster Response Role.

Notes
Information needed to help complete tasks or to report during meetings.



READY TO RESPOND DISASTER STAFFING TOOLKIT

Business Continuity Chief Job Action Sheet

The **Business Continuity Chief** is responsible for understanding the organization's cash needs and insurance coverage, maintaining vital business records and overseeing vital financial and operational matters.

Main functions include:

- Staying current with the organization's financial obligations.
- Approving funds for purchases.
- Holding meetings with the **IT** and **Human Resources Team Leader**.
- Compiling the documentation necessary for post-disaster funding.
- Shutting down the main business office if needed.



96 Hours
Pre-Event

Action	Date	Notes	Done
Receive Command Level Meeting announcement from Incident Commander .			
Read entire <i>Job Action Packet</i> including tools and fill gaps as needed.			
Schedule Section Meetings with Team Leaders before Command Level Meetings over next three operational periods. Invite Logistics Chief to attend.			
Assess if cash and reserves are adequate to cover potential repairs.			

Enterprise Community Partners, Inc.

Name _____ Phone _____ Date last revised _____

Operational Period

Specific time periods before, during and after a disaster during which meetings are held and tasks are completed.

Actions

Important tasks to be completed during each operational period.

Additional Information

Space to include contact and updated document information.

3 CUSTOMIZE JOB ACTION PACKETS

Coordinate a Staff Meeting

- » Provide staff members with the appropriate *Job Action Packets* and links to videos to review as they prepare for the meeting.
- » Begin the meeting by viewing the *Ready to Respond: An Overview of the Disaster Staffing Toolkit* video.
- » As a group, review the *Staffing Chart*. Have each staff member describe their role to the group.
- » Ask staff to review their remaining *Job Action Packet* materials and answer questions as needed.
- » Instruct staff to customize the materials in their *Job Action Packets* by a deadline (this deadline should be decided on before you host the Tabletop Exercise. See Module 4). Explain that customizing a *Job Action Packet* includes filling in the appropriate checklists, worksheets, *Job Action Sheets* and other materials to consider the specific needs and circumstances of your organization and each role.
- » Emphasize which roles work together and that staff filling those roles should closely coordinate with colleagues as they customize the roles.



Tip: You may want to meet with each staff member during the customizing process to review progress and ensure *Job Action Sheets* and tools are being completed properly.



4

HOLD TABLETOP EXERCISE

The Tabletop Exercise is a training session which tests your organization’s ability to respond to a disaster. It includes a simulated disaster scenario so staff members can practice their *Job Action Packet* tasks and practice communication between roles.

Materials to review:

 [Tabletop Facilitator Guide](#)

 [Tabletop Exercise Presentation](#)

 [Tabletop Evaluation Form](#)

 [After Action Report Guide](#)

Plan the Tabletop Exercise

- » Set a date for the Tabletop, then send out invitations and agendas, secure space and gather the materials you’ll need.
- » Remind participants to bring their *Job Action Packets* to the Tabletop Exercise. These will guide them and help them make any necessary changes.
- » Customize the *Tabletop Exercise Presentation*. The severe weather scenario included in the presentation is a hurricane. You may choose a different scenario more likely to occur in your area. Customize the *Staffing Chart*, Agenda and other items in the presentation as you see fit.



Tip: If you do not feel comfortable being responsible for the Tabletop Exercise, recruit another staff member or an outside facilitator experienced in guiding discussion and keeping a group on task.

4 HOLD TABLETOP EXERCISE

Conduct the Tabletop Exercise

- » Welcome participants and review the purpose of the Tabletop Exercise.
- » Present the information in the *Tabletop Exercise Presentation*.
- » At the end of each Operational Period in the presentation, instruct participants to break into discussion groups.
- » For more details, see the *Tabletop Facilitator Guide*.

Complete the Evaluation and After Action Report

- » After the *Tabletop Exercise Presentation*, ask participants to complete the *Tabletop Evaluation Form* answering questions about the strengths and weaknesses of the exercise and how it might be improved.
- » Write the *After Action Report (AAR)*. The AAR provides an explanation of what happened during the Tabletop Exercise and an evaluation of staff performance and the effectiveness of your organization's *Disaster Staffing Plan*.



4

HOLD TABLETOP EXERCISE / CASE STUDY

How a large, multi-lingual organization executed its Tabletop Exercise.

Asian Americans for Equality (AAFE)

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AAFE was founded in 1974 to advocate for equal rights for Asian Americans in New York City. Today, AAFE develops and manages affordable housing and provides development assistance and social services including case management, daycare and financial services to underserved communities across New York City.

The disaster experience

During Superstorm Sandy in 2012, many of AAFE’s buildings across the Lower East Side and Chinatown lost power and flooded. Staff members used bicycles to check on residents and deliver needed supplies. After Sandy, AAFE realized it needed to strengthen its disaster preparedness plan.

How AAFE customized its emergency plan

To accommodate AAFE’s multi-lingual staff, staff leaders customized the Toolkit materials and translated them into Spanish and Chinese. The next step was a Tabletop Exercise to test the effectiveness of their new plan.

The Tabletop Exercise included a customized *Tabletop Exercise Presentation*. Each time the facilitator explained a concept in English, staff leaders translated into Spanish and Chinese.





ONGOING MAINTENANCE

Continually practicing and refining your *Disaster Staffing Plan* is essential to ensuring its effectiveness. As your organization changes, and potential threats to your buildings and residents change, be sure to perform these important tasks to keep your plan up-to-date.

Hold regular Tabletop Exercises

- » Conduct Tabletop Exercises or similar trainings regularly to continually practice your preparedness plans and skills.
- » Use different scenarios for each exercise to prepare for a variety of disasters.

Incorporate After Action Reports

- » Write an *After Action Report* after every Tabletop Exercise and any actual disaster to identify necessary revisions to your *Disaster Staffing Plan*.
- » Coordinate with staff on revisions to individual *Job Action Packets*.

Reassign Roles as Staff Change

- » As staff members move locations or take on different jobs within your organization, be sure to reassign staff to Disaster Response Roles as needed.
- » When staff leave your organization, be sure to assign new staff to fill each Disaster Response Role.

Update Materials Regularly

- » Coordinate with staff to keep updated versions of customized *Job Action Packets*.
- » Carefully oversee all planning materials and be sure staff know where they can be found.





How a large organization built and maintains its Disaster Staffing plan.

Jewish Association Serving the Aging (JASA)

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Founded in 1968, JASA develops and manages affordable housing, and provides legal assistance, case management and other services to seniors across New York City.

The disaster experience

JASA's buildings are located in coastal areas of Queens and Brooklyn. All the buildings suffered severe flooding and loss of power during Superstorm Sandy in 2012.

How JASA activated its staffing plan

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JASA created an action-oriented disaster staffing plan; one of its major goals was holding regular trainings for its staff. JASA's Emergency Preparedness Coordinator is responsible for the plan and maintains updated versions of all documents. To make its plan most effective, JASA created an emergency website with updated planning documents, makes disaster preparedness a topic at staff meetings, and incorporates planning tasks into new employee orientations.










Toolkit Resources Overview





This overview provides a complete list of materials included in the Disaster Staffing Toolkit.

Emergency Preparedness Coordinator

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-  **Ready to Respond: An Overview of the Disaster Staffing Toolkit** Video
-  **User Guide**
-  **Staffing Chart**
-  **Tabletop Exercise Presentation**
-  **Tabletop Facilitator** Guide
-  **After Action Report** Guide
-  **Tabletop Evaluation** Form

TOOLKIT RESOURCES KEY

 Video	 Microsoft Word Document
 Adobe Acrobat PDF Document	 Microsoft Powerpoint Presentation



Toolkit Resources Overview



INCIDENT COMMANDER



Incident Commander Video



Incident Commander Job Description



Incident Commander Job Action Sheet

Tools:



Command Level Meeting Checklist



**Optional Command Level Administrator
Job Action** Sheet



Emergency Operations Center Guide



EXTERNAL COMMUNICATIONS LIAISON



External Communications Liaison Video



External Communications Liaison Job Description



External Communications Liaison Job Action Sheet

Tools:



External Communications Guide



LOGISTICS CHIEF



Logistics Chief Video



Logistics Chief Job Description






Logistics Chief Job Action Sheet










Business Continuity Section



BUSINESS CONTINUITY CHIEF




-  **Business Continuity Section** Video
-  **Business Continuity Chief Job** Description
-  **Business Continuity Chief Job Action** Sheet

Tools:

-  **Vendor-Partner Contact** List
-  **Insurance Coverage** Guide
-  **Insurance Coverage** Worksheet
-  **Vital Records** Guide
-  **Vital Records** Worksheet
-  **Office Shutdown** Checklist
-  **Payment Card** Guide
-  **Payment Card** Worksheet
-  **Benefits and Reimbursement** Guide



IT TEAM LEADER




-  **Business Continuity Section** Video
-  **IT Team Leader Job** Description
-  **IT Team Leader Job Action** Sheet

Tools:







-  **IT Continuity** Checklist
-  **IT Equipment Inventory** Worksheet



HUMAN RESOURCES TEAM LEADER

-  **Business Continuity Section** Video
-  **Human Resources Team Leader Job** Description
-  **Human Resources Team Leader Job Action** Sheet

Tools:

-  **Staff Communications** Guide
-  **Volunteer** Guide
-  **Volunteer Sign-In** Sheet
-  **Volunteer Agency Tracking** Sheet
-  **Staff Contact** Sheet
-  **Disaster Related Hours and Expenses** Worksheet

Toolkit Resources Overview

Housing Section



HOUSING CHIEF



Housing Section Video



Housing Chief Job Description



Housing Chief Job Action Sheet



BUILDING PROTECTION TEAM LEADER



Housing Section Video



Building Protection Team Leader Job Description



Building Protection Team Leader Job Action Sheet

Tools:



Building Readiness Report



Building Shutdown and Re-open Checklist



Building Equipment Inventory Worksheet



Building Emergency Kit Guide



Building Emergency Kit Worksheet



Critical Vendor Contact List



RESIDENT ENGAGEMENT TEAM LEADER



Housing Section Video



Resident Engagement Team Leader Job Description



Resident Engagement Team Leader Job Action Sheet

Tools:



Resident Flyer Guide



Resident Survey



Resident Services Contact List



Floor Captain Guide



Your Go Bag Checklist



Evacuation Tracking Sheet



Emergency Preparedness Flyer Template



Emergency Update Flyer Template

Enterprise Community Partners, Inc.

Enterprise works with partners nationwide to build opportunity. We create and advocate for affordable homes and communities which thrive because of good jobs, good schools, good healthcare and good transportation. We lend funds, finance development and manage and build affordable housing, while shaping new strategies, solutions and policy. Over more than 30 years, Enterprise has created nearly 340,000 homes, invested \$18.6 billion and touched millions of lives.

To access all the *Ready to Respond: Disaster Staffing Toolkit* materials visit:
www.EnterpriseCommunity.org/readytorespond.

