# Supportive Housing Network of New York City
## Organization Plan Template

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[Name of Organization]

Organization Emergency Response Plan

Date: [Insert Version Date]
Promulgation Document and Signatures

The [Insert: Name of Organization] Emergency Management Plan (EMP) is approved and adopted by the following:

[Name]
Executive Director

[Name]
Board of Directors, President

[Name]
CFO

[Name]
COO

Recommendation: The Plan should be approved by key leadership in your organization. This is to ensure you have buy-in from the top so that the plan can be implemented in the event of an emergency.
Record of Changes

[Insert: Name of Organization] will continually build upon emergency protocols and plans. As different components are developed, they will be added to or replace existing sections. This chart is meant to be a record of these changes between full republication periods.

<table>
<thead>
<tr>
<th>Date of Change</th>
<th>Nature of Change (brief summary)</th>
<th>Section and page of changes</th>
<th>Person who made/approved the change</th>
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Distribution List

The [Insert: Name of Organization] Emergency Management Plan is distributed to the following individuals in the organization. If updates or changes are made to the plan these individuals will be notified within a week.

Organization Leadership
- [Insert: List position here]
- [Insert: List position here]
- [Insert: List position here]

All Directors
- [Insert: List position here]
- [Insert: List position here]

Others
- [Insert: List position here]
- [Insert: List position here]
Glossary

Area of Rescue Assistance

An Area of Rescue Assistance is an in-building area, which has direct access to an exit, where people who are unable to use stairs may remain temporarily in safety to await further instructions or staff assistance during emergency evacuation, the location of which is known to the building director.

Assembly Point/Assembly Area

An off-site location where tenants and staff are trained to go to immediately when there is a fire, an evacuation, or a drill, such that their whereabouts and well-being can be accounted for by staff and first responders as may be necessary.

Building Command Center

This refers to an internal location where Residence Command Team operations can be coordinated on-site at the residence.

Building Command Post

This refers to an external location that is used to be an off-site central planning and gathering location for the Residence Command Team when the building has been evacuated.

Building Information Card

A Building Information Card captures basic infrastructure information for quick reference by first responders in a crisis and is kept in a centralized location where it can be easily produced.

Building Operations Officer

This is a member of the leadership of the Residence Command Team who coordinates mitigation and protective measures, damage assessment, security, physical plant management and maintenance in the aftermath of a major disaster.

Evacuation Devices

This is a generic term for a number of devices that are available to assist evacuate people to leave a building who have no/limited ability to ambulate in an emergency on their own.
Fire Brigade/Fire Response Team/Emergency Response Team (all the same team just different names)

This team is made up of residence staff who are assigned specific roles and responsibilities as per the mandatory building fire plan.

Fire/Life Safety Director

Position names in Fire Plan who is responsible for overseeing the building’s response to a fire or other emergency.

Full-Scale Exercise

This is designed to involve all players who have roles/responsibilities in a disaster response to respond to a specific scenario and to fully act out all components – i.e., making phone calls, holding meetings, pulling out and testing resources, etc.

Functional Exercise

A preparedness exercise that is designed to test a certain part of a plan and to act out the roles, responsibilities, and activities necessary to respond within that particular function.

Go-Bag

A go-bag is a personal kit that could be used in the event of an evacuation that ensures a person has sufficient supplies to meet their critical needs on a short-term basis while away from their home. It might contain items such as bottled water, non-perishable food, a battery-powered or hand crank radio, extra batteries, a flashlight, a whistle to signal for help, personal sanitation/hygiene items, prescription medication, a cell phone charger, pet supplies, extra eyeglasses, toothbrush/toothpaste, vital records and first aid supplies.

In-Building Relocation

In-building relocation is when building occupants are instructed to move to a different location within the building. If instituted, occupants may be directed to go to a different part of the same floor or to another floor. Often in-building relocation is instituted to keep tenants and staff away from windows that may increase exposure to dangers outside the building such as high winds, flying debris or other hazardous materials.

Incident Command Team

An Incident Command Team is the staff structure at the organization-wide level (Headquarters) that coordinates the whole organization’s response to a major emergency, and provides guidance to the building-level Residence Command Team. It is led by an Incident Commander
and typically also captained by officers in the specialties of information technology, social services, public information and logistics, among others.

**Information Officer**

This is a member of the leadership of the Residence Command Team who coordinates information technology, internal communications, vital records and community liaison activities in the aftermath of a disaster.

**Logistics Officer**

This is a member of the leadership of the Residence Command Team who coordinates staffing, supplies, finances, transportation assets and other tangible needs of the structure in the aftermath of a disaster.

**Long-Term Relocation**

A long-term relocation is a term defined by the Residence Command Team, such as a period when tenants cannot return home for over 2/3 days after an evacuation, necessitating an extended displacement.

**New York City Emergency Evacuation Center**

A New York City Emergency Evacuation Center is a location where evacuees in a large-scale disaster may travel to in order to seek a safe place to stay, typically when there is a mandatory or voluntary mayoral evacuation order issued for certain parts of the city. This facility is used to ascertain what shelters should be opened or used for evacuees to stay in, and from there, it routes evacuees to those shelters. These facilities are also often co-located with shelters, and are accessible to people with disabilities and access and functional needs.

**New York City Emergency Shelter**

A New York City Emergency Shelter is a location where evacuees in a major disaster may seek refuge and safe accommodations that feature food service, places to sleep, and the provision of basic life necessities. They do not provide medical supplies or pharmaceutical products, linens/bedsheets, or other personal items, but have access to staff who can requisition certain supplies depending on resident need. (A separate Special Medical Need Shelter may be opened by the city to accommodate residents who significant health needs that cannot be accommodated at a “regular” emergency shelter.) Shelters have generator power in order to function during a power outage and are located outside of hurricane evacuation zones. Many, but not all, are accessible to people with disabilities and access and functional needs. All accommodate service animals and pets.
Partial Evacuation

Partial Evacuation is when some, but not all, building occupants are required to completely leave the building and go to a designated “Assembly Point” or other area outside the building (as directed by first responders).

Public Safety/Public Affairs Liaison

This is a position that is a member of the leadership team of the Residence Command Team that coordinates its communications with public safety officials that may relate to their instructions for where residents need to go in a disaster, when a building may be re-entered, what public safety measures need to be taken for the protection of residents and staff, and related interactions.

Reception Center

A reception center is an off-site location opened during a short-notice evacuation that provides a refuge from the elements outside and provides staff and City/Red Cross representatives with the location to provide food/water and to identify any immediate needs of tenants/staff.

Residence Command Team

A Residence Command Team is the staff structure at the building level that coordinates a residence’s response to a major emergency except for the efforts of a short-notice Emergency Response Team and the Fire/Life Safety Director. The Residence Command Team is led by an Incident Commander and typically also captained by officers in the specialties of tenant support, information technology and communications, logistics, building operations and a public safety liaison. The RCT is flexible and can expand and contract as needed. For example, within its structure, an incident commander can assume one or more “officer” position responsibilities simultaneously, or officers can appoint assistants to work on specific aspects of response/recovery.

Security Station

A security station is established immediately before evacuation and response to fires. It is a location where the Fire Brigade/Emergency Response Team meets to receive information instructions and/or equipment from the Residence Incident Commander or the Fire/Life Safety Director.

Shelter-In-Place Order
A Shelter-in-Place directive entails staff and tenants’ remaining where they are. Often a Shelter-in-Place directive will be instituted when there has been a type of chemical release outside the building. In these cases additional instructions will also be announced such as closing windows and turning off air conditioners.

**Short-Term Relocation**

A short-term relocation is a term defined by the organization, such as a period in which building re-entry after an evacuation is not possible and tenants cannot return home 1-2 days after the event.

**Situation Reports**

These are documents that are typically produced by the Residence Command Team on an established basis that summarize information about the impact of the disaster, response activities, and command coordination measures being taken or planned.

**Tabletop Exercise**

A preparedness exercise that is designed to have players come together around a table and discuss how they would respond, carry out a part of the plan, coordinate, and communicate.

**Tenant Support Officer**

A member of the leadership team of the Residence Command Team who coordinates continuity of programs and services and direct-to-client emergency outreach in the aftermath of a disaster.

**Total Building Evacuation**

Total evacuation is when all building occupants are required to completely leave the building and go to a designated “Assembly Point” or other area (as directed by first responders).
1. Basic Plan

1.1. Plan Overview (Sample Content included in sections 1.1.1 and 1.1.2)

1.1.1. Purpose
The purpose of this plan is to provide a framework by which [name of organization] will respond to an emergency.

1.1.2. Scope
This plan utilizes an all-hazards approach for dealing with all phases of emergency – preparedness, response, recovery, and mitigation. As [Insert: Name of Organization] is susceptible to many different hazards, the plan introduces a leadership and coordination structure that is flexible and can be implemented under varying conditions and situations.

The plan takes into account the operations at headquarters, coordination at remote congregational residences and/or scattered site residences, as well as coordination with external partners. However, this plan does not address specific planning considerations at congregate residences. Instead, [Insert: Name of Organization] works with congregate residences to ensure that there are emergency plans specific to each site. [See SHNNY Congregate Residence Emergency Plan Template]

1.2. Hazard/Impact Analysis
[Insert: This section describes the types of hazards that your organization is susceptible to and the level of impact to each of your organization’s sites (as these may differ depending how geographically widespread, type of building, etc.). Level of Impact takes into account impact to staff, clients, residential structures, and ability to continue everyday operations. Each of these hazards requires specific responses from staff. Organizations should develop response procedures to hazards they are susceptible to and they deem to have a medium to high impact on their operations. The hazards listed below are those that Supportive Housing Providers should consider including in the plans. (See Section 4 of this plan and Planning Resource 23: Common Ground Hazard Specific Emergency Response Procedures].

<table>
<thead>
<tr>
<th>Type of Hazard</th>
<th>Level of Impact (Low/Medium/High)</th>
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<tbody>
<tr>
<td>Fire</td>
<td>Site #1:[Name] Site #2:[Name] Site #3:[Name] Site #4:[Name]</td>
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<tr>
<td>Medical Emergencies</td>
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<td>Bomb/Explosion</td>
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<td>Hazardous Material</td>
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<td>Active Shooter</td>
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<td>Pandemic/Disease</td>
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<td>Types of Impact (Suggested content provided here)</td>
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<td>The following impacts may occur as a result of different types of hazards and are considered in this plan especially in the development of contingency plans for essential functions and services (See section 1.4 below):</td>
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<td>• Significant staffing shortages (e.g., due to absenteeism during a pandemic)</td>
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<td>• No/limited access to and communication with tenants and staff</td>
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<td>• Damage to HQ and residences</td>
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<tr>
<td>• Physical damage to/loss of equipment</td>
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<tr>
<td>• No/limited access to HQ/residences</td>
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<tr>
<td>• No access to/loss of vital documents</td>
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<td>• Transportation disruptions</td>
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<td>• Loss of utilities</td>
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<td>• Loss of phone lines (both land and mobile)</td>
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<td>• No/reduced access to IT services</td>
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<td>• Staff and community health issues (physical and mental)</td>
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<tr>
<td>• Emergency/public health declarations</td>
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<tr>
<td>• Security Issues</td>
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<td>• Supply Shortages</td>
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1.3. Organization Overview
The purpose of this section is to provide a brief overview of [Insert: Name of Organization] to clarify HQ structure, how headquarters relates to external sites, and to identify the types of housing residences that the organization supports.

1.3.1. Mission
[Insert: The mission of your organization.]

1.3.2. Headquarters
[Insert: Give an overview of the structure of HQ office and relationship to congregate residences and scattered sites. The following bullets are examples of questions to answer and include in this section, but should be customized to your organization.

- Do you own or lease your office space?
- If lease, name of building manager/landlord
- How large is your space?
- How many staff on average work there daily?
- Does the agency have an insurance policy and who has access to that policy?
- Are there staff there 24/7, just week days, or weekends too?
- What type of security does the site have and who has keys/access codes? Do staff know how to get in?
- Do volunteers work at this location?
- If other orgs are in the same building, describe other entities.]

1.3.3. Residential Programs
[Insert: List out the names, brief description, types, and locations of each of the residential programs of your organization. This should be a quick review of what is in place, a chart might be helpful to quickly reference information. For each program list the following:

- Name of Building
- Type of Residential program (scattered vs. congregate)
- Location of Residences (address)
- Number of Residents at each location
- Approximate # of Staff
- Supportive Services Information
- Program Director Name
- ResidenceDirector Name]

1.3.4. Non-residential Services
[Insert: If your organization runs other programs in addition to residential programs, outline these here listing the names, brief description, and locations of each of the programs of your organization. This should be a quick overview of what is in place.]

1.3.5. Primary funders and reporting requirements
List here the organization’s primary funders; indicate which programs they fund, and short description of reporting requirements. There may be other information that is important; include this as well. This will be a good quick reference when in an emergency since program deadlines and reporting requirements will still need to be met.

1.4. Essential Services (Sample content is provided below)

This section should be a summary of work you have done in identifying and prioritizing your essential services. You will refer to specific sections of the plan for more details (i.e human resources). For additional guidance see Planning Resource #16 Essential Services Contingency Planning Worksheet.

In order to ensure that the most critical services and functions the organization performs are able to be maintained during long term organizational disruptions, the Organization has undertaken an essential services review, prioritized services and operational functions, and developed contingency and alternate service plans/strategies to address various impacts. Programs and Services have been prioritized as follows.

1.4.1. Organization Essential Services/Functions

Essential Services are those the organization has determined are the highest priority for maintaining with minimal disruption during all emergencies. [Insert: Name of Organization]’s essential services and functions are:

- [Insert all the Essential Services/Functions identified during analysis using Planning Resource #16: Essential Services Contingency Planning Worksheet.]

1.4.2. Non-essential Services/Functions

The following administrative functions considered “non-essential” may be disrupted for some period of time. They are identified as priority 1, 2 or 3 (based on analysis using Planning Resource #16).

- Priority 1 (length of times disruption is acceptable)
  - [Insert the Services/Functions]
  - [Insert the Services/Functions]
- Priority 2 (length of times disruption is acceptable)
  - [Insert the Services/Functions]
  - [Insert the Services/Functions]
1.5. Organization, Control, and Coordination

**Recommendation:** Create an “incident management structure” to provide a structure for how your organization manages emergencies. (See chart below in Section 1.5.1). This structure should be similar to the existing structure at your organization. Having a specific structure for emergencies helps to pre-establish roles and responsibilities, prepare for these roles ahead of time, identify key concern areas and enhance overall coordination.

Section 1.5.1 provides a SAMPLE structure/model for an incident management structure. Carefully review this and adjust as is necessary to meet the needs of your organization.

The Position Titles indicate lead roles under which distinct functional teams, made up of other staff members, operate. For example, the Programs Officer would have a team of people, who represent the leadership from the different programs in the organization. This group would work together closely, while coordinating with the other “functional teams”. To change this chart to meet your needs, see Planning Resource #1: ICT Org Chart.

While HQ will have an Incident Command Team, it is strongly recommended that each residential site also put in place a similar structure. Further, each individual site should be aware of the HQ’s ICT structure so that there is better understanding and coordination between these entities. In the SHNNY Congregate Residence Emergency Plan Template, the team is designated as “Residence Command Team” to differentiate between HQ and residences. However, the structures should be similar to allow for ease of coordination.

In the chart in 1.5.1, there is an “other” group at the far right, to serve as a reminder that this chart can be modified to meet the needs of your organization.

1.5.1. HQ Incident Command Team Structure (Suggested content provided here)

The following Chart illustrates the overall structure used for managing emergencies at [Insert: Name of Organization] Headquarters. [Note: As mentioned above this is a sample; this is not intended to be definitive for each organization]. Ongoing communications and coordination is outlined in Section 2: Communications.

- **Attachment #1: ICT General Roles and Responsibilities** - describes general roles and responsibilities for each of the positions listed below.
- **Attachment #2: ICT Contact List** - is a contact list of all ICT member positions, back-ups, as well as contact information.
1.5.2. Activation of the ICT (Suggested content provided here)

The Incident Command Team (ICT) may be activated by the Incident Commander (IC) any time there is a need for a coordinated response to handle an emergency affecting the organization, programs, buildings or staff. In addition, any ICT member can recommend activation of the team.

- Notification of ICT Activation
  - Notifications will be made via:
    - [Note: Bullet out here the methods you will use to notify your ICT. Your organization will need to decide how you will communicate with ICT members and their support teams. This might include, announcement in building; text; cell; emergency notification system; phone tree; etc.]
    - Initial Notification Message should include key information about the emergency event including:
      - Type of Incident
      - Impact to organization
      - Initial Actions
      - Time and method for conducting initial ICT meeting (e.g., in person, conference line, other)

- Warning/No Warning
  - In an event when there is no warning, the ICT will likely be activated after initial response begins and life safety issues are managed according to emergency procedures (as outlined in Hazard-specific Emergency Response Procedures).
  - When there is warning, staff should immediately notify the IC. The IC will make all efforts to collect critical information and determine if activation is warranted.

- Initial ICT Meeting
  - When activated, the IC will conduct an ICT meeting as soon as possible. This meeting may be conducted in-person or by phone. The purpose of the meeting is to provide:
    - Initial briefing on situation and current status
    - Update information on clients, staff, and others impacted
    - Clarify organization’s current actions
    - Address policy issues that may be impacted
    - Review roles and responsibilities of ICT Leads and teams
  - See Attachment #3: ICT Meeting Template.
1.5.3. Establishing a HQ Command Center/Post (Suggested content provided here)
The Incident Commander will establish an Incident Command Center which serves as a central coordination point for all response activities. The Command Center should be staffed at all times, and is a place of coordinating and strategizing the response to the incident. ICT members will report to this location when requested, and when not at this location will send updates and reports. More information can be found in Section 2.6.1 regarding Communications among the ICT.

The IC may initiate the following types of coordination points:

The “Command Center” refers to an internal location at HQ, where operations can be coordinated.
- The primary Command Center is: [Insert: Add Location]
- The alternate Command Center is: [Insert: Add Location]

The “Command Post” refers to an external location near HQ that is used when HQ is evacuated.
- The primary Command Post is: [Insert: Add Location]
- The alternate Command Post is: [Insert: Add Location]

Key activities in the Command Center/Post may include:
- Initial briefing then regularly scheduled briefings with ICT;
- Key decision-making;
- Communications coordination;
- Monitoring of all ongoing activities; and
- Documentation during the event of key activities.

When staff are not able to congregate in a common location (all or some members) will communicate from another location (home, another office, or from wherever they are).

Recommendation: Pre-disaster identify Command Center/Post locations. From these locations activities can be coordinated and information shared. For your Command Center (internal) pick a large room with phones, computers, desks/tables. For your Command Post identify a location near to the residence that has space for people to gather.

1.6. Planning and Preparedness (Suggested content provided here)
This section outlines how [Insert: Name of Organization] develops and writes plans, conducts and offers training opportunities, and exercises and tests plans prior to an incident.

1.6.1. Emergency Plan Policy
- [Insert: State your organization’s policy on emergency planning for HQ and scattered sites (e.g., is emergency planning mandated at an organizational
level; who is to be involved, how often are plans updated, that planning is part of goals/objectives and should be included as part of mission, etc.]

- **[Insert: State policy on emergency planning for congregate residences; e.g., is emergency planning mandated, what tools are provided, how are programs reviewed for compliance, etc.]**

1.6.2. Planning Structure and Plan Management (Suggested content provided below)

- **Planning Structure.** The Incident Command Team is responsible for the overall maintenance and revision of the Emergency Management Plan (EMP). The Incident Commander or designee leads the ICT in the planning process. The ICT is responsible for coordinating training and exercising of the EMP.

  **Recommendation:** Using the ICT as your planning structure (as written just above) is a recommendation, but certainly only one of many options you may choose when putting together a planning team. The critical point is that your organization use a team approach for emergency planning that includes representatives from different divisions of the organization. Without including all aspects of the organization, critical issues and resources may be overlooked. The IC, Deputy IC, and each of the leads can take lead in developing and writing the sections of the plan pertaining to their area and coordinate with leads when issues/areas overlap. A team effort requires buy-in from the leadership; project management and planning; a timeline to meet objectives; and consistent meetings. **See Planning Resource #8 for list of positions that SAIL Inc. uses on what they call their “Catastrophic Events Preparedness Committee”**.

- **Updating the Plan.** The Emergency Management Plan (EMP) will be reviewed at least [Insert: indicate how often; probably want to do a review once a year to be sure information (especially contact info) is updated]. Additionally, the Plan will be reviewed and updated in full or in part when activated by a drill, exercise, or real time event.

- **Storing the Plan.**
  
  [Insert: In this section describe where the plan is kept (both electronic and paper versions). It is highly recommended that plans are stored using a remote server or cloud-based system so that it is accessible on-site and from different locations.]

1.6.3. Approval and Dissemination of Plans

[Insert: This section outlines how a plan is approved, who has the authority, and what the process is for review and approval. In most cases, it is likely the Executive Director and Board of Directors (or the equivalent) who have the authority to approve an organization’s plan. Also address to whom the Plan is disseminated.]
1.6.4. Training (Suggested content provided here)

[Insert: Name of Organization] will provide training to staff and residents. [Insert: Position or Team in Org] is responsible to ensure that training is scheduled and to coordinate with the appropriate ICT members to develop and deliver the training.

[Insert: List trainings available to staff; below are some possible examples:]
- Fire Warden Training [or the equivalent] – for designated staff
- New Employee Training (to include emergency protocols, procedures, emergency preparedness measures)
- Orientation to the Emergency Plan – for all staff
- Training modules on specific aspects of the plan – for staff and residents
- First Aid/CPR – for staff (may already be a requirement)
- Personal Preparedness – for staff and residents (see also section 1.6.5)
- OEM/Citizen Corps Training (NYC’s Citizen Corps Council shares monthly newsletter with upcoming training, webinars, conferences and other opportunities to learn more about emergency preparedness http://www.nyc.gov/html/oem/html/get_involved/ccc_communication)
- American Red Cross Training
- Enterprise – Emergency Training modules for housing providers]

**Recommendation:** There are a few training suggestions listed here, but this should be carefully considered by the organization. Also, if members are already required to do certain training that pertains to crisis/emergency situations list them here as well, indicating specifically who is required to participate in the training.

In addition to pre-disaster training opportunities, organizations should anticipate the need for “just in time training.” This is training that is provided at the time of an event to provide information/background on event, as well as description of and expectation of their roles and responsibilities.

1.6.5. Drills and Exercises (Suggested content provided here)

[Insert: Name of Organization] will test the Emergency Plan and other procedures by engaging staff and/or residents in emergency drills and exercises. [Insert: Position or Team in Org] is responsible to ensure that exercises/drills are scheduled and to coordinate with ICT members to implement drills/exercises.

The following drills are required by code/regulation [Insert: Add who conducts drill/exercises; who participates; what is tested]:
- Fire
- Others

Additional drills/exercises will be conducted throughout the year. This may include:
- Communication/Notification Drill
• Shelter in Place Exercise
• [Insert: Others that you plan to conduct on a regular basis in a given year.]

**Post-Exercise Evaluation.** Following every exercise, an “after action review” meeting will be held to identify what went well, and areas for improvement. The ICT will gather this information, and identify goals/objectives for correcting problems or addressing new issues identified; and will update the plan.

**Recommendation: Exercises and drills are useful to test out plan strategies, help familiarize people with roles and responsibilities, and to identify gaps. Your organization is already required to carry out fire drills and possibly other types of drills. In addition, you can also test plans through exercises. In emergency management, there are three categories of exercises typically considered:**

1. A **tabletop exercise** is designed to have players come together around a table and discuss how they would respond, carry out a part of the plan, coordinate, and communicate.

2. A **functional exercise** is designed to test a certain part of a plan and to act out the roles, responsibilities, and activities necessary to respond.

3. A **full-scale exercise** is designed to involve all players who have roles/responsibilities to respond to a specific scenario and to fully act out all specified components – i.e., implementing procedures, actually making phone calls, holding meetings, pulling out and testing resources, etc.

   After any of these types of drills or exercises, hold an **after action review** with all involved to identify what went well, what did not, and areas that require further planning. Make a plan to begin to address what is identified in this review.

### 1.6.6. Personal Preparedness (staff/clients) - *(Suggested content provided here)*

Staff and clients are strongly encouraged to develop personal and family emergency plans for themselves.

- **Staff:** Staff members are encouraged to engage in preparedness for themselves and family/loved ones. This is important as staff may be requested to support organizational operations, to feel confident that their family is able to handle the situation.

- **Tenants:** Each program is encouraged to provide information to clients regarding their own emergency preparedness. In residences, Program Directors are encouraged to offer workshops/training to residents at least once a year; additionally they may also conduct an assessment to determine specific capabilities/needs during emergencies (see PR 14 Tenant Disaster Assessment Form).

- **See Planning Resource #3: Personal Preparedness** for a short list of recommended personal preparedness resources.
**Recommendation:** Personal preparedness is critical to the organization’s resiliency. The better prepared staff/clients are the fewer emergency needs will arise. Consider if your organization is going to encourage/mandate this through your programs; what information/tools can help support these efforts; and identify ways to build this into existing meetings/workshops/training. Some organizations provide wallet-sized emergency contact cards for tenants and for staff. For more information, see Planning Resource 3: Personal Preparedness.

1.6.7. Post-Incident Review and Documentation *(Suggested content provided here)*

If any part of the plan is activated by a real event, the Incident Commander will initiate an “incident report and after action report” post-event as quickly as possible, with the purpose of collecting data about the event for review.

The “Incident Report” is a quick snapshot of an incident that occurs capturing significant impact and actions. See Attachment 4: Incident Report Template *(this is a sample, as many organizations already have an incident report form).*

The “After Action Report” is for more significant events, and includes input from the ICT members, as well as others who were involved. See Attachment 5: After Action Report Template.

**Recommendation:** The Attachments noted above will help your organization go through an after action review of an incident. To thoroughly capture input, invite all who were involved in the event to have an opportunity to identify things that went well, and things that did not go well. Also, it is always good to offer opportunity for new suggestions or recommendations to improve the plan. Once information is gathered, the ICT should review and identify areas for which further development or changes to the Plan should be made.

1.7. Finance Administration

*[Insert: This section should outline basic roles/responsibilities and processes/procedures regarding finance support during/after emergencies. This section should address the following issues, but not limited to:]*

- Who is the lead?
- What divisions/offices support finance administration during emergencies?
- How are supplies/equipment purchased during emergencies?
- Who makes decisions and has to approve purchases?
- What will program directors have the authority to purchase at their site? Who is the point person with the different sites?
- Who maintains inventory supplies, equipment, food and other items? Is this centralized? Is there an inventory of what’s at each of the sites? How these items are managed during the emergency and who tracks inventory during emergencies? How can supplies be shared across programs and are there any barriers?
• Who maintains list of contracted vendors? What are the emergency plans/procedures of vendors and what priority is your organization during an emergencies for delivery?
• Who maintains insurance? What insurance should the organization have? What is required by insurance companies post-disaster and who is responsible for liaising with insurance companies? See Planning Resource #2 Insurance Planning Guidance and Planning Resource #12 Insurance Checklist.
• Who is responsible for leasing/renting apartments/building space that may be needed after an emergency?
• What financial information is critical to share with funders? Who serves as liaison to the funders?]

Recommendation: This section should be developed by the ICT Logistics Officer (your CFO, or designee) in coordination with other finance staff including purchasing, etc. This part will also inform Section #9: Logistics and Section #13: Recovery.

1.8. Community Role
[Insert: This section should outline how your organization supports/works within the communities in which you are situated. For example, include:
  • Who has the lead role in coordinating with community groups?
  • If there are existing collaborations regarding emergency preparedness include them here.
  • If there are roles that your organization will take on to support the community also add them to this section. Have these agreements been established?
  • What ways have you supported communities in the past and is this something to replicate and plan for in the future? If so, take time to work with partners to put some plans in place.]

1.9. Authorities and References
[Insert: This section should outline any authorities your organization operates under and how that is impacted in emergencies.
  • Are there emergency-specific authorities/policies/regulations?
  • Has your organization set any policies regarding emergency planning at sites? What is that and how is that implemented?
  • Funder Requirements in particular regarding emergencies
  • Fire/Building Codes]
2. Communications and Coordination

Note: This section outlines how your organization will communicate during an emergency with internal staff, tenants, others within your organization, as well as external partners/stakeholders. To write this section, we recommend that your Information Officer and his/her team develops this section’s policies/procedures in coordination with other ICT members’ input.

See: Planning Resource #5: Communications Planning Guidance for more information on developing a communications plan.

2.1. Initial Notification

2.1.1. Incident Occurs (Suggested content provided here)
When an individual becomes aware of an emergency at HQ, he/she should immediately:
- Contact 911, if situation warrants
- If fire, activate alarm
- Contact his/her Supervisor (if time permits and safe to do so)
- Contact CEO/ED (if time permits and safe to do so)
- Contact Building Manager

2.2. Warning/No Warning Events (Suggested content provided here)

2.2.1. No Warning (e.g., fire, earthquake)
In an event when there is no warning, initial notifications and life safety issues are managed according to emergency procedures.

2.2.2. Warning (e.g., hurricane)
When there is warning, staff should immediately notify the IC. The IC will make all efforts to collect critical information and determine if an activation of the Plan and the ICT is warranted.

2.3. HQ Staff Notification (Suggested content provided here)
HQ staff will be notified of an emergency immediately if a fire alarm is triggered. For other emergencies, the IC will determine when/how to alert staff. Staff will be alerted via:
[Insert: Methods for notifying staff will differ if staff are on-site, off-site and working, or not working at the time of the event. Insert here the methods your organization has identified. This might include: announcement in buildings; text; cell; emergency notification system; phone tree; etc.]

2.3.1. Staff at Residences (not HQ) initial notification
[Insert: In this section indicate how notification will be made between HQ and off-site offices/residences. This should include when notifications will be made; who is making them; and what method(s) will be used.]
• Indicate the point person at HQ and the point person at the residence – name the specific title according to agency protocols
• HQ alerts off-site offices/residences of event at HQ
• HQ alerts off-site offices/residences of Citywide event
  If an emergency occurs at a residential site, or impacts a scattered housing site(s) the Program Director will notify Headquarters immediately.
• HQ alerts off-site offices/residences of event at other off-site offices/residences.
• HQ is alerted to an emergency situation at an off-site office/residence.

2.3.2. Initial Notification Messages.
[Insert: Describe the kind of information to be included in initial notifications. Initial Notification Messages should include key information about the emergency event including:
• Type of Incident
• Impact to organization
• Time and method for conducting initial ICT meeting
• Initial response activities
• Current Status
• Expected Next Steps]

2.3.3. Initial Notification regarding legal (or potential) issues
[Insert: Procedures here for notification of legal issue involving police, emergency services, violence, etc. May also indicate triggers for when the Board of Directors is notified as well.]

2.3.4. Initial Notification regarding injury/death of staff/tenants
[Insert: Procedures here for notification regarding injury/death for both staff and tenants. May also indicate triggers for when the Board of Directors is notified as well.]

2.4. Situational Awareness (Suggested content provided here)
The ICT assigns staff to gather and analyze information before, during and after a disaster in order to make logical and appropriate decisions regarding emergency response and recovery activities. Below are some of the ways information (external to your organization) is gathered during a disaster cycle.

• First Responder Command Post
  Any time emergency personnel are on site, the designated liaison (see ICT structure) will interact with the highest ranking fire, police or interagency representative to share information about the building and gather information about emergency response activities. This includes seeking information about expected impacts and anticipated time frames for restoration.
Before responders leave the area and/or the interagency command post is disbanded, the liaison should identify contact names and phone numbers from OEM and/or agencies critical to recovery activities for follow-up.

- NYC Office of Emergency Management alerts:
  - Advance Warning System (AWS) geared toward Social Services providers. [Recommendation: Every organization should sign up for this to receive emergency notifications and other emergency related information. Go to https://advancewarningsystemnyc.org/ for more information.]
  - Notify NYC provides emergency alerts, as well as other types of alerts (traffic, school, etc.) [Recommendation: All staff/tenants can sign up for this. Go to https://a858-nycnotify.nyc.gov/notifynyc/ for more information.]
- Monitoring of reliable TV sources such as New York 1
- National Weather Service- NOAA Weather Radio
- Partner Organizations or local coordination entities
- Other City agencies
- [Insert: List Here other ways your organization receives information]

2.5. ICT Initial Meeting (Suggested content provided here)
The team will be notified of the first meeting which may take place via different methods as conditions allow. Options include:
  - In person, at organization’s designated Command Center
  - In person, at Command Post (if an evacuation has been initiated)
  - By conference call/phone (if team members are dispersed or if after regular business hours)
  - Other location as determined by Incident Commander

2.6. Ongoing Internal Communications and Coordination
[Note: This template includes the following internal stakeholders: ICT members, other staff, and tenants. However, consider other internal members for your organization and add them in here (e.g., Board of Directors). For example of how another member organization has created quick notification sheets see: Planning Resource 6: South Shore Association for Independent Living (SAIL) Quick Reference Chart.]

2.6.1. ICT Communications
  - **Coordination Meetings**
    The ICT will hold regularly scheduled meetings. During the meetings, ICT Leads report out on activities, resource needs, and other critical information. See Attachment 3: ICT Meeting Template.
  - **Situation Reports**
    The ICT develops situation reports on a regular basis which includes information shared and processed during team meetings.
• ICT Contact List
  See Attachment #2: ICT Contact List Template

• Methods for communication
  [Insert: Identify the modalities that the ICT will use. The chart provided as
  Attachment #6: Communication Modality Chart is a tool to help identify what
  modalities, who has access, etc.]

2.6.2. Staff Communications

• Authority
  [Insert: Indicate who is responsible for communicating with staff, when, who
determines what information to share, etc.]

• Messages and dissemination (Sample content provided here)
  When communicating with staff, it is important to provide accurate and timely
information. The following issues will be taken into consideration:
  o Provide appropriate information to organizational leadership. These
    individuals are primary sources of information and are likely to be
    contacted.
  o Hold briefing meetings before staff members go home so that what is
    and is not known can be clearly communicated. Do this in full or by
    department.
  o Designate and brief personnel answering calls to help control
    misinformation before they start a shift.
  o Additionally, schedule regular meeting times for announcements and
    information.

• Methods for communication
  [Insert: List here the modalities in the chart (Attachment #6: Communication
  Modality Chart) that will be used for ICT communications. This is likely to include
  communications methods such as: Staff E-blasts; Staff Emergency Call-in Line;
  Text messaging; Situation Reports (from ICT members); Call down (phone trees);
  Interdepartmental meeting and conference calls; Organization website/Staff
  Intranet.]

• Staff Contact Lists
  [Insert: See Attachment #7: Contact List Template. You can make the Staff
  Contact List an attachment to this plan or indicate in the plan where contact lists
  are stored and maintained. These should be stored in a location that is accessible
  from remote sites. Your organization will benefit from implementing procedures
  for regularly checking/updating this list; as it will likely become outdated rather
  quickly.]

2.6.3. Coordination with Residences
  During an emergency, it will be critical to coordinate and share information with
congregate and scattered site residences. As early as possible into an emergency,
communications should be established between HQ and all (but particularly impacted) residences.

[Insert: This section of the plan can provide detail about how coordination will occur between HQ and residences. Some examples of how this can be done include:

- Establishing communications lines and key points of contact between HQ and at the residence; specifically list out responsibilities for supporting/coordinating with residences.
- Meeting on a regular basis in person or by phone to share the latest information, briefing on issues and/or resource needs, etc.
- Establish a mechanism for sharing new and breaking information so that HQ and residences are operating with the same information.
- Determine how to coordinate with scattered site residences – both at the individual tenant level but also building level
- Each function lead creates a checklist about information they would like to know regarding congregate and scattered site residences.]

2.6.4. Tenant Communication [Note: See also the Residence Emergency Plan, sections 5 and 6; coordinate with the residence to determine procedures for communicating with tenants.]

- Authority
  [Insert: Indicate who has the authority to make the decision to notify tenants; who decides what information is shared, when, and how.]

- Methods for communication
  [Insert: Indicate the modalities that will be used to contact tenants. Describe how tenants within different programs, congregate residences, scattered site housing will be communicated with and who is responsible to make such notifications.]

- Tenant Contact Lists
  [Insert: Indicate where tenant contact lists are maintained; include each program as these lists may be separate.]

- Policies regarding contacting tenants during emergencies
  [Insert: This section should outline key policies regarding contacting tenants during emergencies. This may already exist in other documents which should be referenced here. Questions to consider include:
  - Who is responsible for contacting tenants? Identify the different people who are responsible to do this at different sites/housing types.
  - What is the frequency in which tenants should be contacted before/during/post-emergency? Is there an organization-wide policy on this? Will high-priority tenants who are more vulnerable be checked on more? Indicate also when home visits are conducted in lieu of or in addition to phone check-ins.
  - Confidentiality and sharing information with tenants and with emergency contacts]
• Contacting tenants in Scattered Site Residences

[Insert: This section is outlined below, your organization should consider how they will handle communications and describe procedures here below.
  
  o When are tenants notified
  o Who is responsible for notification and how is the message approved
  o By what means will tenants be contacted (modality)
  o What contact lists are needed to do this and how are these accessed
  o Ensuring that you have both house/cell phone numbers for tenants
  o Identifying when a call should be followed up by a well visit
  o How often will communications occur between staff and tenants
  o If evacuation occurs how will you keep in touch with tenants
  o How do you track the location of tenants and maintain communications]

**Recommendation:** This part of the communication section is best developed in coordination with the Social Services Officer, who oversees different Programs within the organization. There may be policy/procedure differences among the programs and this should be detailed in this section.

Additionally, for this section, you may have more specific detail on communicating with scattered site housing tenants as headquarters may be responsible for coordinating direct communications. Whereas, in residences the specific details, call lists, etc. will be outlined in the emergency plans by the Residence Program Directors/Case Managers/Tenant Support Officer (as determined by the residence).

Some organizations have created scripts for calling tenants. See Planning Resource 15: SAIL Protocol for calling consumers for a sample of a script for notifying tenants of an emergency in which evacuation is required.

### 2.7. External Communications and Coordination

**Recommendation:** For each External Group that you may need to communicate/coordinate with during emergencies detail the following information in this section of the plan.

For each external group, describe:

1. Who at your organization is responsible for maintaining contact?
2. What are the messages/modalities that will be used to communicate?
3. What contact information is needed? Where is it stored? Is it accessible off-site?
4. For media, who is designated as spokesperson for organization and are staff trained on how to deal with media? Who is authorized to craft organizational messages to media?
Take time to contemplate the different contact information you will need both internally and externally. Decipher the best practice for maintaining that information, making sure that it is updated, and storing it in a location that is available via remote access as well as at the office. Determine who is authorized to access this information (as some of it may be considered confidential).

Additional external groups to add to this section could be: contractors, electricians, plumbers, companies that board empty properties, etc.

2.7.1. Public Safety  *(Basic outline provided below)*
- Liaison. The organization’s designated public safety liaison will maintain communication with appropriate public safety agencies which may include: NYPD, FDNY, OEM, or others.
- Modalities used to communicate *[Insert: Include this information here and in Attachment 6 Modality Chart]*
- Contact List

2.7.2. Vendors *(Basic outline provided below)*
- Authority and Designated Liaison. *[Insert: Who is authorized to work with vendors. If this differs among vendors indicate here and/or on the contact list.]*
- Modalities used to communicate *[Insert: Include this information here and in Attachment 6 Modality Chart]*
- Contact List

2.7.3. Contracted Agencies *(Basic outline provided below)*
- Authority and Designated Liaison. *[Insert: Who is authorized to work with contracted agencies. If this differs among contracted agencies indicate here and/or on the contact list.]*
- Modalities used to communicate *[Insert: Include this information here and in Attachment 6 Modality Chart]*
- Contact List

2.7.4. Funder Coordination
*[Insert: This section should outline how your organization plans to coordinate with funders. This will require a discussion with each funder to determine the following to include in your plan:]*
- Who is the point of contact (and back-up) for both the funder and your org
- Establish minimum number of times to communicate daily/weekly
- Discuss the types of information the funders will want to know from your organization (e.g., impact, safety, evacuation, resource needs, etc.)
- Discuss the types of information you will want from your funders (e.g., resources to support emergency operations; reporting requirements and changes or
waivers; waiving restrictions/requirements such as number of people allowed per residence; policy changes; etc.]

2.7.5. Media
- Authority and Designated Liaison. [Insert: Who is authorized to work with media.]
- How is messages approved in order to be disseminated [Insert: Include this process here.]
- Modalities used to communicate [Insert: Include this information here and in Attachment 6 Modality Chart]
- Contact List

2.7.6. Supportive Housing Network of New York (“The Network”) Coordination
- Authority and Designated Liaison. [Insert: Who is authorized to work with SHNNY.]
- Modalities used to communicate [Insert: Include this information here and in Attachment 6 Modality Chart]
- Contact List
- SHNNY Coordination may include: (Sample content provided here)
  - Sending out preparedness information and materials;
  - Sending out information and alerts prior to and/or during an emergency (for example, DOHMH’s or OEM’s emergency alerts)
  - Liaising with funders on issues of common concerns to all members, prospectively
  - Providing updates and information during response/recovery
  - Facilitating the use of the web forum during to share information among members (both prior to and during/after emergencies)

2.7.7. Local Jurisdiction’s Emergency Management Office Coordination
- Authority and Designated Liaison. [Insert: Who is authorized to work with your local Office of Emergency Management and/or communicate with Emergency Operations Center when activated during an emergency? Work with the emergency management office to determine the best way to communicate and work together during emergencies.]
- Modalities used to communicate [Insert: Include this information here and in Attachment 6 Modality Chart]
- Contact List
- Emergency Management Coordination: (Sample content provided here)
  During large-scale emergencies, the Emergency Management office coordinates emergency response within their jurisdiction. During these events, agencies including health, human services, housing, utilities, infrastructure, transportation, and other agencies send a representative to the Emergency Operations Center (EOC). From the EOC, the information and resource allocation
to support emergency-related needs is coordinated to support the response. Agencies in an EOC may be able to support housing organizations by:

- Providing information
- Supporting evacuation (e.g., providing transportation)
- Identifying resources to address issues
- Others
3. Evacuation

This section addresses evacuation – both issues regarding the evacuation of Headquarters as well as Headquarters (HQ) support of scattered site and congregate residences before and during evacuations.

**Recommendation:** Organizations that lease space should coordinate with building management and request a copy of the Fire and/or Emergency Action Plan (EAP). Plan requirements differ based on the classification of the building. Organizations may need to augment the general building plan with some of the specific procedures listed below. Always make sure whatever procedures that are put in place are coordinated with the building management’s plan.

3.1. Evacuation Overview

In response to an emergency, first responders, the building manager/supervisor, or the IC, may require staff/tenants to evacuate or shelter-in-place in response to emergency incidents affecting an organization’s building or areas surrounding a building.

3.1.1. Reasons for Implementing Evacuation Actions

Reasons for implementing evacuation actions include but are not limited to:

- An internal event that occurs and is considered a threat or hazard to those in the HQ building or a residential building;
- An external event that is considered a threat or hazard to those in the HQ building or a residential building;
- Compromised structural integrity of the building or portion of the building or building systems; personal protection is necessary;
- Prolonged loss of power, and other utilities, rendering the situation unsafe; and/or
- First responders or City officials require/recommend this type of action.

3.1.2. Types of Evacuation Actions

[Note: Suggested content provided here is based on New York City Fire Department categories of evacuation; this is a good baseline, but you should check with local fire department to confirm types of actions they define.]

The following are four types of actions associated with evacuation that building occupants may be required to take during an emergency:

- Total Building Evacuation
Total Evacuation is when all building occupants are required to completely leave the building and go to a designated “Assembly Point” or other area (as directed by first responders).

- **Partial Evacuation**
  Partial Evacuation is when some, but not all, building occupants are required to completely leave the building and go to a designated “Assembly Point” or other area outside the building (as directed by first responders).

- **In-Building Relocation**
  In-building relocation is when building occupants are instructed to move to a different location within the building. If instituted, occupants may be directed to go to a different part of the same floor or to another floor. Often in-building relocation is instituted to keep tenants and staff away from windows that may increase exposure to dangers outside the building such as high winds, flying debris or other hazardous materials.

- **Shelter-in-Place**
  A shelter-in-place directive entails staff and others in building to stay where they are. Often a shelter-in-place directive will be instituted when there has been a type of chemical release outside the building. In these cases additional instructions will also be announced such as closing windows and turning off air conditioners.

### 3.2. Evacuation of Headquarters (HQ)

#### 3.2.1. HQ Full/Partial Evacuation Procedures *(Suggested content provided below)*

- **HQ Immediate Actions/Notification**
  - When a dangerous situation is detected, staff members should immediately call 911 and then notify their supervisor. The supervisor will notify the IC and the Building Officer.
  - If the situation allows (there is no immediate danger), upon notification of an emergency condition that may require evacuation, the IC should convene any immediately available Incident Command Team (ICT) members to assess situation and determine next course of action.
  - HQ staff will be notified via the public address system *(or other method if a PA system is not installed or available). [Insert: Add here how staff and others will be notified of a fire or other event requiring evacuation.]*
  - Pre-identified floor fire wardens or others in designated roles will perform tasks as outlined in *[Insert: Procedures for fire floor wardens. This is likely identified in your Fire/EAP Plan]*.
Assistance will be provided to individuals with disabilities or others who are not able to use the stairs to evacuate. (See section 3.2.3 on assisting people with disabilities).

Any staff member with knowledge that another employee, tenant or guest has been injured and/or requires medical attention should immediately bring that information to the nearest supervisor, or first responder.

Designated Public Safety Liaison remains by Fire/Police or Interagency Command Post.

All HQ staff and clients (if services are provided on site) will evacuate to pre-designated assembly areas and encourage clients to do so as well. (See details below)

[Note: organizations that have several different programs at one location may have one or more program specific assembly areas: i.e. an early childhood center may have an agreement with a neighboring school, while HQ and other program staff may assemble at a different outdoor area.]

- Headquarters Evacuation Routes
  [Insert: In this section write the general procedures for an evacuation occurring at headquarters. This is based on your fire plan and/or/EAP, usage of prescribed evacuation routes, and emergency exits, unless otherwise directed.]

- Headquarters Assembly Area(s)
  When a full or partial evacuation occurs at HQ staff are required and tenants and visitors instructed to gather at a pre-designated assembly area. The assembly area(s) are as follows:

  Assembly #1:

  Assembly #2:

  Others:

  [Insert: Write in here the location of the assembly area(s) for HQ. This would be found in your existing fire/EAP plan. It would be helpful to include a map here to show the assembly area(s).]

  In the event that staff are not able to re-enter for some period of time, the following may occur:
  - Staff may be sent home for the day and told to check in with supervisors at later time;
  - Staff may be redirected to a reception area (see below)
  - [Insert: Program specific issues, i.e. Early Childhood programs may be required to contact parents.]
• [Insert: Other alternatives that may be considered.]

• ICT roles. At the Assembly Area(s) the ICT will gather to assess the situation. Specific ICT member actions will include:
  o Incident Commander
    ▪ Work closely with the Public Safety Liaison to inform decision-making
    ▪ Work closely with all ICT or to ensure safety of all staff, clients and others at building
    ▪ Make decisions based on timing for re-entry (e.g., reception center, send staff home, etc.)
    ▪ Work with first responders/American Red Cross to set up a reception center if needed.
  o Building Officer
    ▪ Work with first responders and Public Safety Liaison regarding building issues: provide directions/maps of building, information on critical building assets, etc.
    ▪ If the need arises, work with IC to identify Reception Center
  o Logistics Officer
    ▪ Ensure all staff are accounted for
    ▪ Report staff who are unaccounted for to first responders
    ▪ Keep staff calm and identify any potential staff issues
  o Public Safety Liaison (Through contact with First Responders/Incident Command)
    ▪ Ascertain specifics on the situation causing the evacuation
    ▪ Determine expected timeframe, if any, for re-entry to the building
    ▪ Request any resources that are needed (as determined by ICT)
    ▪ Provide information about the building to first responders
  o Social Services Officer
    ▪ If there are tenants or other clients at HQ, ensure all tenants are accounted for
    ▪ Report tenants/clients who are unaccounted for to first responders
    ▪ Keep tenants/clients calm and identify any potential tenant issues while evacuation is under effect
  o Information Officer
    ▪ Coordinate communications among ICT members and other staff
    ▪ [Insert if applicable] How to ensure communication with different programs that may be at different assembly areas
    ▪ Facilitate provision of information to media
    ▪ Identify communication needs regarding websites, alert systems, call downs

• Reception Center
  [Recommendation: Organizations may want to identify an interior location at an off-site building or “Reception Center” where staff and others are offered a
safe refuge during an evacuation. This is especially true for HQ or other sites that serve more vulnerable populations such as young children, seniors, and or those with disabilities. Reception Centers may be activated in times of extreme/harsh weather and/or for prolonged periods of time out of the building (3-4 hours might be a trigger). This location should be identified ahead of time. It is recommended that a written agreement is developed that outlines parameters of building use during evacuations. Details that should be included are: identification of space where staff can stay when activated, emergency contact information for both parties, and responsibilities of both parties. For displacement of more than a day or two, see Section 5: Relocation of HQ.

- **Re-entry**
  When first responders, or other officials determine it is safe to re-enter the building the Building Officer will ensure that the building/offices are prepared for re-entry.

  When the Incident Commander or Building Manager has been notified that the building is prepared for re-entry they will:

  - Ensure any necessary instructions regarding re-entry are communicated to the staff and other occupants.

### 3.2.2. HQ Shelter-in-Place (Suggested content included below)

The IC will activate this protocol under any number of circumstances. This includes, but is not limited to:

- An external event occurs that is considered a threat or hazard outside the residence;
- First responders or City officials recommend this type of action

Specific hazards that could trigger Shelter-in-Place activity are: blizzard, hazardous material, terrorism or violence, etc.

- **Shelter in Place/In-Building Relocation Place Policies**
  
  *Insert: Below are some possible policy level considerations that your organization should consider in the event of a shelter in place activation. One issue that may arise is how staff communicate the shelter in place mandate, and to what degree they can “enforce” this at their location so that clients are not leaving the building into potentially dangerous situations. The following are some key issues to consider:*
• HQ mandates that all sites report immediately if there is an activation of a shelter in place protocol or the potential need for one;
• If incident is at HQ, the organization will immediately identify services that may be impacted by this activation and consider possible contingency planning
• The organization will encourage/require that emergency supplies are in place prior to an event;
• The organization will identify and support client needs that arise during the activation]

• Shelter in Place/In-Building Relocation Activities
  [Insert: During a Shelter in Place/in-building relocation the following activities may be necessary to support staff/tenants. Describe here the activities you plan to implement during an activation. This may include, but not limited to:

  o ICT Activation. Activate the ICT and hold first briefing meeting.
  o Communications. Maintaining regular communication with public safety, program directors at off-site locations, and internally with HQ staff, clients, and others in the building.
  o Scheduling. Cancel/Postpone planned meetings (especially with those including external persons).
  o Accommodations. Identifying appropriate space in the event of “Shelter in Place” as well as supplies.
  o Additional Needs. Identifying additional needs of individuals who are remaining on site through the duration of the activation.
  o Food/Water Supplies. Identifying what supplies are available and establishing a mechanism for distribution.
  o Others

• Resources to Support Shelter in Place Activation
  During a Shelter in Place, the following resources may be necessary (further information about stockpiling supplies, procuring new supplies, etc. is in Section 9: Logistics):

  o Food
  o Water
  o Cots/blankets
  o Medications
  o Assistive equipment (canes, wheelchairs)
  o Clothing
  o Medical supplies (i.e., oxygen, CPAP machine, nebulizers, etc.)
3.3. Assisting People with Disabilities
[Insert: The policy/procedures for assisting people with disabilities during emergencies at headquarters. For some guidance on this, see Planning Resource #10: Evacuation and Assisting People with Disabilities and Planning Resource #28 NFPA Evacuation Planning Checklist for People with Disabilities.]

3.4. HQ Support/Coordination of Residence Evacuation
In the event of an evacuation of either a congregate care site, or a scattered site, HQ may coordinate emergency activities and support the impacted tenants and staff. The following outlines the coordination between HQ and residential sites before and during evacuation activities.

3.4.1. HQ Support for Full/Partial Evacuations

- **Overview of Evacuation Policy for Residential Sites**  
  [Insert: This section should outline your organization’s policy regarding emergency evacuation at congregate and scattered residential buildings. A recommendation is to mandate what every site is required to include in their emergency evacuation plan. The SHNNY Congregate Residential Emergency Plan Template covers evacuation planning at congregate residences.]

  - Policy for owned/rented residential buildings;
  - Policy for scattered sites when [Insert: Name of Organization] has limited control/access to building emergency plans

- **Unplanned Evacuation Decision Making**
An unplanned event may be due to a fire, partial collapse, gas leak, or other occurrence. When an actual or imminent evacuation of a congregate or scattered site building occurs, HQ will be notified as soon as possible (ensuring life safety issues are addressed immediately). In coordination with HQ ICT members the Residence Command Team (RCT) will meet and determine next steps. Issues to be discussed include:

  - Current status of evacuation and estimated re-entry time
  - Type of evacuation (partial/full/in-building)
  - Accounting of residents and staff
  - Damage to building
  - First Responder Actions/Activity
  - Needed staffing support
• **Planned Evacuations and Decision Making**
  
  It may be necessary to carry out a partial/full evacuation due to impact or potential impact on a building. The IC will work with the ICT leadership team and the impacted site, to make the decision to evacuate. Specifics to be considered are:

  o Possible triggers for evacuation
  o Consideration of high-risk tenants (may differ based on the hazard)
  o Policy on evacuating a building (authority of your organization to evacuate tenants from home)
  o Policy on accounting for residents during evacuation and relocation
  o Responsibility/contractual obligation of organization and/or social services partner to provide temporary and long-term relocation

  **Recommendation:** It is highly recommended that your organization create an evacuation policy in terms of planned evacuations. Evacuation can be a hardship on both tenants and staff; however, when situations warrant and it is no longer safe to remain in the building it may be necessary. Further, consider that there are tenants with more risk-factors who may need to evacuate before others to maintain safety. *(Look to Section 8: Tenant Issues regarding client assessment)*. The policy should contemplate different triggers for evacuation; higher risk tenants; continuity of staffing during evacuation and relocation; among other details to support decision making. Further, your organization must consider responsibility to tenants, how to account for tenants, maintaining contacting, and providing temporary/long-term alternative housing. Some of this information can be included and referenced in **Section 7: Tenant Relocation**.

• **Notification when evacuation is in effect**
  
  [**Insert:** Identify in this section any notifications that HQ should make when tenants evacuate. This may include staff, tenants partners/contracted groups that work at site, funders, City officials, etc.]

• **Reception Center (Suggested content included below)**
  
  In the event that an evacuation occurs and re-entry is delayed a reception center may be opened to temporarily provide an in-door space for tenants/staff who are impacted. The Residence Commander (or site manager in charge) will work with City officials and/or the American Red Cross to identify a site and
mechanism for providing this space to tenants/staff. The reception center provides a refuge from the elements outside and provides staff and City/ARC staff to provide food/water and to identify any immediate needs of tenants/staff.

The IC will work with Officers and on-site staff to determine necessary resources. When deemed necessary, HQ may send staff/supplies to support operations at the Reception Center.

In the event that re-entry is prolonged, a short-term relocation operation may be activated. See Section 7: Tenant Relocation Annex.

- Immediate Needs of Evacuated Tenants/Staff
  HQ will work closely with the identified Residence Commander (or site manager in charge) to identify support needs for tenants and staff and to assist in addressing immediate needs. (Note: for pre-identifying client needs and approaches to doing this, see Section 8: Tenant Issues).

  The Residence Commander (or site manager in charge), or other staff member on site, should call 911 in the event that a tenant/staff member sustains injuries, health and/or mental health condition is exacerbated, or other situation where tenant/staff member is unsafe or at-risk to themselves or others. The types of immediate needs that may arise include:

  o Access to medication(s)
  o Access to durable medical equipment, other consumable medical supplies, and other items
  o Clothing
  o Food/water

- Re-entry
  o Same day re-entry.
    The Residence Commander (or site manager in charge) will confirm with first responders on when re-entry is allowable and will ensure that the building is prepared for re-entry. This will include:
      ▪ Ensure any necessary instructions regarding re-entry are communicated to the staff and tenants.
      ▪ Ensure the ERT supervises re-entry of staff and tenants.

  o Prolonged re-entry.
When re-entry has not been allowed for over one day, the Residence Commander (or site manager in charge) will work closely with HQ Leadership to ensure safety protocols for re-entry, clear and effective communications to staff/clients, and to provide support when necessary.

**Recommendation:** Using the general descriptions of ICT members develop job action sheets specifically addressing steps to be taken by each position in support of residences during both planned and unplanned evacuations. See Attachment 1: ICT General Roles and Responsibilities; and Planning Resource #7: Bailey House Job Action Sheets.

### 3.4.2. HQ Support of Shelter-in-Place at Residences

If a residence has implemented or has been instructed to implement their shelter in place protocol, the building Manger will ensure the IC at HQ is notified. The IC and Residence Commander (or site manager in charge) may determine together if support is needed from HQ.

**[Insert]:** Include information on needs and how HQ may support residences that are sheltering in place. These may include:

- **Communications.** Two-way communications and providing current information.
- **Staffing Needs.** Addressing staffing needs or issues.
- **Food and water supplies.** Addressing need for food and water supplies as well as other necessary items
- **Medications/Durable medical equipment**
- **Supporting Residents.** Supporting resident needs as identified

Keep in mind that it may be difficult for headquarters to deliver supplies to a site that is sheltering in place (there may be restrictions on movement around the area). Consider having supply caches at each residence to address emergency needs. Regarding supplies and stockpiling, see Section 9: Logistics, 9.5.
4. Hazard Specific Emergency Response Procedures

This section outlines procedures to be used for hazard specific emergencies to which that staff and residents may need to respond. See Section 1.2 Hazard/Impact Analysis.

[Insert: List hazard specific response procedures here. See Planning Resource 23: Common Ground Hazard Specific Emergency Response Procedures, this is a very detailed document listing procedures for each of the following hazards listed below.]

4.1. Fire emergencies

4.2. Medical emergencies

4.3. Human-caused Incidents
   4.3.1. Bomb or other explosion threats
   4.3.2. Hazard Materials
   4.3.3. Active Shooter

4.4. Buildings Systems Failures
   4.4.1. Electrical Utility
   4.4.2. Elevator Malfunction/Entrapment
   4.4.3. Natural Gas Utility
   4.4.4. Water Utility

4.5. Natural Disasters
   4.5.1. Flooding
   4.5.2. Structure Collapse
   4.5.3. Earthquakes
   4.5.5. Hurricanes/Coastal Storms/Nor’easters
   4.5.6. Tornadoes/High Winds
   4.5.7. Blizzards/Snow
   4.5.8. Area-wide/City-wide Events
5. Headquarters (HQ) Relocation

5.1. HQ Displacement

5.1.1. Determine Length of Displacement (Suggested content provided below)
- Review written and verbal damage assessment reports from building managers and City authorities.
- Based on estimated duration of the displacement declare the disaster event as:
  - L1 – Less than 48 hours
  - L2 – 48hrs – 2 weeks
  - L3 – 2 weeks or longer

5.1.2. Alternate Site Locations (Suggested outline provided below)
- Location (address, city, state, zip code)
- Building Owner/Manager/Others Contact Information
  - Phone and Alternate Phone
  - Email
- Directions to Location
- Business Functions to be Performed at Alternate Site
- Employees who should go to Alternate Site
- Policies of receiving building
- Security arrangements (keys, alarms, etc.)
- Areas to be used at alternate site
- Agreements with host agency to solidify use of alternate site

[Insert: Identify alternate work sites that are appropriate for the level of displacement and HQ space requirements. For a checklist on considerations for selecting an alternate site see Planning Resource #9: Considerations for Identifying Relocation Site].

5.2. Considerations for Relocation Site

[Note: See Attachment #9: Checklist for Relocating to Alternate Site to help develop this part of your plan, then customize the checklist and utilize it as an operational tool to help in the event you are relocating to an alternate site. This section would include, but not limited to:
- Establish Authority and Decision-making for relocation
- Alternate Site requirements – what are needs of your organization to make an alternate site a good fit
- Communications
- Financial Considerations
- Service Delivery
- Staffing]
5.3. Relocation Site Operations (Suggested Outline provided here)

[Insert: The following is a possible outline for your plan regarding how the organization will operate when at an alternate site. The items outlined below also include key issues to consider. This section should address some specifics regarding these issues and describe who is responsible for overseeing the different activities.]

5.3.1. Establish Work Space
- Set up work stations
- Set up an area to serve as command center/coordination point for ongoing meetings, briefings, and information gathering regarding the ongoing recovery with HQ site

5.3.2. Communications
- HQ Staff – how staff who work at HQ will be informed of move; how are staff able to access up-to-date information?
- Board – Who is responsible for contacting the Board of Directors and when?
- Other Internal Staff – how they will be notified and any other instructions
- External Partners – what information has to be conveyed and to whom; how does relocation impact partners?
- Public – what information has to be conveyed? What impact will this relocation have on the general public?
- Updating websites

5.3.3. Staffing
- Who is responsible for determining staff requirements?
- Where are staff assigned and what are requirements?
- Are alternate working strategies used?
- Can volunteers be utilized to support operations?

5.3.4. Supplies/Equipment (See Attachment 8: Alternate Site Supply List Template)
- Phone systems
- Desks, chairs, office supplies, etc.

5.3.5. IT support and access to critical IT systems
- Server, computers, printers
- Access to Records
- Staff usage and access

5.3.6. Payroll
- What is the impact to payroll?
- What payroll requirements need to be maintained to ensure continuance of paying staff?
- What systems need to be in place to administer payroll?

5.3.7. HQ Services (to the public)
- If HQ serves as an intake or provides services to clients how is this now going to be handled?
- Can this be done at alternate site?
- How is this communicated to clients and/or public?

5.3.8. Funding
5.3.9. Host Coordination
- Establishing agreement for stay
- Working with them regarding accommodations
- Emergency Evacuation Procedures at alternate site

5.4. Return to HQ Site (Suggested outline provided below)
5.4.1. Decision-making - who has authority to decide to move back from site
5.4.2. Communications
5.4.3. Staffing
5.4.4. Supplies/Equipment
5.4.5. IT/Records
5.4.6. Transportation
5.4.7. Fiscal

**Recommendation:** Create a Memorandum of Understanding (MOU) with management from the relocation sites. This will help to ease the move should this time come to use the site. The MOU could then be added as an attachment to this section.
6. Operating During Long Term Disruptions *(suggested content provided below)*

During many long term area-wide or City-wide emergencies, evacuation may not be necessary but the building infrastructure and/or surrounding infrastructure may be impacted and residents may be operating under less than ideal circumstances.

6.1. Power Outages and Other Types of Outages

One of the most common types of impact and one that all organizations should plan for is a long term electricity disruption – either affecting the building, the surrounding area, or both. The cause could be from a number of hazards however planning and response actions your organization should take will be similar no matter the cause.

Other types of outages that may occur include:

- Water
- Sewage
- Heat
- Elevators
- Others?

**Recommendation:** By planning for power outages, you are also addressing outages of all system reliant on power. The most important step in mitigating impacts of a power outage is for ensuring that headquarters and residences understand their vulnerabilities – i.e. how long do emergency lights stay on; is the trash compactor supported by emergency generators? If buildings have plans detailing vulnerabilities then Headquarters will be able to prioritize and anticipate needed support. Issues that buildings may encounter and headquarters may need to support are listed below.

6.2. Leadership and Decision-making *(Suggested content provided here)*

6.2.1. Outage at HQ

- The ICT will come together to assess the outage and determine if HQ can continue operating

6.2.2. Outage at Scattered Residence

- Identify who at the residence is responsible for contacting HQ POC
- Contact will be made with individual tenants to check-in and identify and critical needs
- Consideration may be given to assist the tenant find alternative housing until normal operations are resumed
- Other activities [list here]

6.2.3. Outage at Congregate Residence
• The ICT will work with the Residence Commander/Tenant Support Officer (or person in charge at the residence) at the impacted site to help with decision making based on the assessment.
• Under these conditions it will be critical to identify points or conditions that warrant when at-risk tenants or all tenants should be evacuated. Conditions (examples, listed below) should be carefully monitored at the impacted residence(s) and reported back to HQ.

6.3. HQ Operations
[Insert: Identify under what conditions HQ can continue operations and triggers when it would be decided to send staff home; utilize alternate work strategies; and/or relocate to another location.]

6.4. Support to Impacted Residences
[Insert: HQ may support impacted residences to help manage the situation and provide necessary resources to allow for tenants to stay in place. This section can describe some of the support that may be needed:]

• Management and other staffing
• Extra security
• Supplies – flashlights, blankets, fans, water, food, other
• Help coordinate external relief resources/volunteers
• Support financial/purchasing process

6.5. Residence Considerations. [Note: See also the Residence Plan Template; as an organization these are areas you may be asked to help support the residence in maintaining/resolving.]

• Trash build-up (If trash compactor not working)
• Food
  o Safety of food in the refrigerator/freezer
  o Finding cooking food (will your organization support acquisition of food for tenants during certain circumstances?)
• Supplies
  o Will you be issuing flashlights or other supplies to tenants? Do you have a system for recording distribution?
• Safety
  o Fire Guards/security patrols
  o Sign in and out policies (work around/policy changes if use electronic swipe systems)
  o If elevators are not working, can clients get down stairs on an everyday basis and/or during an emergency?
• Staffing
- Address how staffing patterns change, how to ensure staff aren’t overworked
- Recognize that staff may be personally impacted
- Impacted of compromised transportation infrastructure on staff/clients
- Staff safety issues

- Vulnerable Clients (See also Section 8: Tenant Issues)
  Though most tenants may be able to sustain for at least several days without electricity, some may not be able to or will require assistance in order to do so. How are you monitoring vulnerable clients and making decisions to recommend alternate housing?

- Communication
  Methods for ensuring constant/grounded information is being disseminated to staff and clients regarding the situation. Some suggestions include: Increase number of staff meeting, institutes daily community meetings, post information throughout building, etc.

**Recommendation:** Use a long-term power outage as a scenario for a table top exercise. This will help buildings and HQ identify their specific issues. Checklists and or specific protocols can then be developed to address most relevant vulnerabilities.
7. Tenant Relocation (Congregate or Scattered Site Residences)

[Note: See the Congregate Residence Emergency Response Template for more specific detail on relocation sites for residences (Section 8: Relocation).]

7.11. Relocation Levels
The RCT will come together, in coordination with HQ, to assess the situation and make a determination regarding relocation options. The timeframe for which tenants/staff may need to go to a relocation site will be determined. The following timeframes will be used:

[Insert: the definition provided below is a suggestion. Review this carefully and alter the definitions to reflect how you would define short and long term relocation.

- Short Term Relocation
  - In effect when re-entry is not possible and tenants cannot return home 1-2 days after the event.

- Long term relocation
  - In effect when tenants cannot return home for over 2/3 days; or when other conditions warrant.

- Extended relocation
  - In effect when tenants cannot return home for several months or indefinitely.

7.12. Relocation Policy
[Insert: Policy/Role of Organization when short-and/or long-term relocation is necessary. The policy should clearly state the possible roles of the organization and level of responsibility your organization will take on in regard to relocating tenants. Some possibilities/issues to consider:

- The organization’s responsibility for identifying alternate accommodations for tenants
  - Address policy on seeking shelter with friends/family

- Role of staff when tenants are relocated
  - Address if staff accompany tenants and under what conditions

- Address expectations for checking in with tenants (calls, visits, etc.)

- Utilization of City Emergency Shelters that may be established during an emergency

- Who has the authority to decide to move to relocation site?

- Who within your organization is responsible for identifying relocation sites?

- Is there any organizational policy making identifying relocation sites mandatory? What is required? Should this be required? Should each congregate residence have relocation site(s) that are pre-arranged? How is this accomplished and with what support from HQ?

- How much can congregate residences lean on HQ to find locations?

- Will tenants be tracked in any way? How will this be managed? How should congregate residences plan on doing this if required?]
7.13. HQ Communication and Coordination with impacted residence(s)
[Insert: State in this section HQ’s role in coordinating and supporting relocation of tenants. Explain mechanisms for coordination with HQ and impacted residence manager(s).]
- How and when is HQ notified of an evacuation at a congregate or scattered residence?
- What role will HQ have in identifying relocation site for tenants?
- What support will HQ provide to congregate residences?
- What case management follow-up will be done with tenant and when?
- How will the situation be monitored at residence (even after relocation has occurred)?

7.14. Decision-making for Moving to Relocation Site(s)
[Insert: In this section describe authority for decision-making and specific triggers that would indicate the activation of the relocation protocol.]

7.15. Relocation Site Options
[Insert: In this section consider different relocation site options to relocate tenants. Planning Resource #9: Considerations for Identifying Relocation Site, will help to think through requirements/preferences for relocation sites.

7.15.1. Possible Options for Relocation Sites
[Insert: May be helpful to make a chart and indicate if/when you might utilize these options. Add others that are not mentioned here but are a possibility.]
- Evacuate to other residential units or buildings that are used for other purposes within the organization
- Evacuate to other buildings managed within the Supportive Housing Network of New York or other supportive housing organizations
- Evacuate to public evacuation shelters (see 8.6)
- Evacuate to hotels (paid for by organization)
- Go to home of friends/family
- Respite beds
- Temporarily move people to apartments
- Leasing new buildings
- Sheltering residents at a community center
- Hotels]

7.15.2. Criteria for Short-term Relocation Site
[Insert: Describe here, create a list of criteria for a short-term relocation site including minimum requirements.]

7.15.3. Criteria for Long-term Relocation Site
[Insert: Describe here, create a list of criteria for a short-term relocation site including minimum requirements.]

7.15.4. Criteria for Extended Relocation Site
[Insert: Describe here, create a list of criteria for a short-term relocation site including minimum requirements.]

7.16. Scattered Site Residences
[Insert: In this section describe how HQ will support the relocation of tenants in scattered site residences. This may address issues such as:

- How and when is HQ notified of an evacuation at a scattered site residence?
- How will HQ respond – call, tenant, go to residence, etc.
- Will you be in touch with the building owner? How? When?
- What role will HQ have in identifying relocation site for tenant?
- Will HQ help with transportation?
- What other support will HQ provide to tenant?
- What case management follow-up will be done with tenant and when?
- How will the situation be monitored at primary residence?]

7.17. Staffing
[Insert: Describe staffing changes that will be put into effect in order to support locations with tenants being relocated. What will roles of HQ staff be and how will they change? Who will continue to work at HQ and who will be requested to work with impacted residence(s)?]

7.18. Logistical Support
7.18.1. Transportation (for tenants and staff)

- Staff to get to relocation residence(s)
- Tenants to get to relocation residence
- Tenants to get to appointments and other services

7.18.2. Food/Water supplies

7.18.3. Housing needs (furniture, linens, etc.)

7.18.4. Other

7.19. Addressing Tenant Issues (see Section 8: Tenant Issues)
[Note: Tenant Issues are addressed in Section 8. HQ may consider the types of potential issues during a relocation and describe how they will support tenants.]

7.20. Re-entry
[Note: This section should take into account some of the following issues and address:

- What support will staff need to make the move and transition back?
- What support will organization offer to tenants to move belongings back?
- What other arrangements will be necessary to support tenants’ move back?
- How will organization notify all tenants and families?
- How will organization notify all external partners?]
• What kind of assessment/check-in is done with tenants when they back complete?
• Others]
8. Tenant Issues

8.3. Pre-Disaster Activities

[Recommendation: Take a pro-active stance on helping tenants prepare for an emergency event. Leadership must include this as part of the mission, and include it in everyday work assignments. Additionally, staff should identify tenants who can independently prepare and respond and those that may need assistance at some level. Your plan should describe policies and ways that HQ supports these efforts for congregate and scattered site residences.]

8.3.1. Policy regarding Tenant Assessment

[Insert: Indicate if there is a policy for pre-disaster assessment of tenants in residences. What is the policy, what is required, etc.]

8.3.2. Disaster-related Tenant Assessment

[Insert: Describe how your organization includes emergency planning/preparedness in Tenant Assessments. For congregate residences this assessment would likely be overseen by the Resident Program Director and described in individual residence emergency plans (see SHNNY Congregate Residential Emergency Plan Template). However, this plan should describe the organization’s policy on these assessments as well as how the organization conducts these assessments for tenants in scattered site residences. This section may include:

- Identification of tool used to conduct Tenant Disaster Assessment (see Planning Resource 14: Tenant Disaster Assessment Form – this may be used as a separate assessment form, or combined with existing forms)
- Is this tool to be used for each residence?
- Who is responsible to conduct assessments at congregate residences?
- How often are assessments conducted (on admission, and then at least once a annually)
- How is information updated when tenant situation changes
- How is this information stored
- How is it stored so that during an emergency it is readily available to staff to identify tenants who are highly vulnerable
- How will information be used?
  o Are there some tenants you will initiate communication with before others?
  o If you have limited resources, will you prioritize who you provide services to first?
  o Will you prioritize certain services or programs over others that are provided in your organization?
- Explain how the assessment information is used. It is essential that tenants are aware of why an organization is collecting disaster-related information]
and how it will be used. If not clearly articulated, tenants may assume that information (e.g., out-of-state contacts, transportation needs, or evacuation location) is being requested because the agency will actually take actions to assist them during emergencies, when in reality that may not be the case.

8.3.3. Tenants in Scattered Site Residences - Pre-disaster Assessments

[Insert: Describe how assessments are done with tenants at scattered site residences and how often. This section should provide a detailed account of how these assessments are conducted, which tool is used, how info is stored, etc. Also need to take into account how emergency plans at the scattered site residences are communicated to tenants, to your organization, and take into account tenants’ needs. Use some of the questions listed above in 8.1.2 to take into account different aspects of assessments.]

8.3.4. Prioritization of Needs

[Insert: In this section describe the organization’s methodology for prioritizing needs based on tenant assessments. Detail how this is done for scattered site residences. Congregate residences can use this methodology as well in their individual plans.

Using a tool such as the Planning Resource 14: Tenant Disaster Assessment Form helps to identify likely tenants who will require immediate assistance or support, this will be important to have as a starting point during an actual emergency/disaster. Some organizations have used a scale to rate priority levels (e.g., 1 = highest priority, 2 = moderate, 3 = low priority)].

8.3.5. Emergency Preparedness (see Basic Plan Section 1.6.5)

[Recommendation: Include tenant emergency preparedness in your plan. This is so critical that it is part of the outline in this section as a reminder, with the details residing in section 1.6.5].

8.4. Response and Recovery

[Note: This section outlines how the organization will manage tenant issues during an emergency response/recovery]

8.4.1. Communications (refer also to Section 2: Communications)

[Insert: In this section add specific communications considerations between HQ, congregate residence staff, and building owners/managers and tenants of scattered site residences. Some issues to consider:

- How will HQ check-in with residences re: tenant related issues?
- What is the mechanism for requesting assistance from HQ?
- What mechanisms are in place to identify issues at scattered site residences?]

8.4.2. Accounting for Tenants and Checking-in at Scattered Site Residences
[Insert: This section should address the organizational policies and plans to account for and check-in on tenants in scattered site residences just before, during, or after an emergency. The following issues should be addressed in this section:]

- What is policy regarding check-ins for tenants?
  - How does this change if tenants are in a relocation site for some time?
  - What is required if tenants are staying with family/friends?
- What type of coordination occurs between HQ and the building managers (of the scattered site residences)?
- Who is responsible for providing an account of all tenants?
- Who is responsible for reporting on injuries/deaths?
- Is there a reporting form or mechanism to utilize in these situations?
- How is information updated as time goes on?
- How are assessments and actions taken documented?
- Some of this is addressed in the Communications Section, see Section 2.6.4.]

8.4.3. Accounting for Tenants at Congregate Residences

[Insert: This section should address the organizational policies and plans to account for and check-in on tenants in congregate residences just before, during, or after an emergency. The following issues should be addressed in this section:]

- What is policy regarding check-ins for tenants?
  - How does this change if tenants are in a relocation site for some time?
  - What is required if tenants are staying with family/friends?
- Who is responsible for providing an account of all tenants?
- Who is responsible for reporting on injuries/deaths?
- Is there a reporting form or mechanism to utilize in these situations?
- How is information updated as time goes on?
- How are assessments and actions taken documented?
- Some of this is addressed in the Communications Section, see Section 2.6.4.]

8.4.4. Immediate Needs

[Insert: In this section, identify types of immediate needs that are likely to occur and how the organization (HQ) will either directly address (as in the case of tenants at scattered site residence) or support (as in the case of congregate residences). Some of the issues are likely to be, but not limited to:

- Medical/Mental Health Services
  - How will you assist tenants when they require medical/mental health attention?
  - Access to medical information – do you have a record of medical doctors, medications, and other medical information for tenants? Where this information is kept and how is it accessible in emergencies?
  - Indicate policy for working with medical providers post-disaster to address needs]
Do you have existing relationships with medical providers to assist with tenant’s issues?

Access to dialysis providers or other regularly scheduled medical intervention (e.g., cancer treatments)

Medication
- How will you assist tenants when they lose/damage prescription medicine?
- Do you maintain a current list of tenant medication needs?
- Have you identified nearby pharmacies?
- Have you identified back-up pharmacies?
- Have you encouraged/assisted tenants to write down medication needs including – name of medication, dosage, frequency, description of what they are used for, others?

Access to medical devices and assistive equipment
- How will you assist tenants when they lose/damage medical devices/assistive equipment?
- Have you identified nearby stores that sell medical devices/assistive equipment? Have you identified back-up locations that can provide these supplies (outside of your neighborhood)?
- Have you encouraged/assisted tenants to write down their needs?

Food/water
- Do you have existing relationships with food banks/pantries?
- Do you store/stockpile any food/water supplies?
- Do you encourage/assist tenants in having back-up supplies (at home and to take with them)

Housing
- How will you assist tenants in obtaining temporary and/or long term housing?
- See Section 7: Tenant Relocation.

Pet/Service Animal Care
- How will you assist tenants with pets/service animals in emergencies?
- Do you encourage/assist tenants to also make plans for pets?

Others – address other issues you anticipate]

8.4.5. Tracking

[Insert: This section outlines policies and methodology for tracking tenants.]
- Create policy regarding tracking of tenants - is this something that your organization will take responsibility for and/or are you required to do this?
- Are there tools/technology you will utilize to track tenants? Note: NYS introduced a bar-coded wristband system called E-Finds, more information is available at [http://stormrecovery.ny.gov/e-FINDS](http://stormrecovery.ny.gov/e-FINDS)
- Outline protocols/procedures for tracking tenants
  - How will this process differ for tenants in congregate vs. scattered site residences?
- Define roles and responsibilities

### 8.4.6. Case Management

[Insert: Policy on case management during/post emergency/disaster. How long can case management services be suspended? When will case management services be reinstated? What is the level of engagement (phone, in person)? Addressing need for new case management policies due to the impact of emergency /disaster (e.g., new needs identified, recovery resources available, etc.).]

### 8.4.7. Supportive Services

[Insert: Policy on supportive services during/post-disaster. How long can tenants go without supportive services? How are these prioritized? Who is responsible for communicating about this to tenants? Who is responsible for working with partners/vendors who provide supportive services? How will they be reinstated?]
9. Logistics

[Note: This section outlines the plan for supporting different aspects of your organization's response during/after disasters. The following outline suggests different content you may include. See also the Buildings section which is closely tied to this section.]

9.7. Transportation

9.7.1. List of organization’s vehicles (including type, capacity, where they are stored)
9.7.2. Gas protocol (e.g., cap off every night; when storm approaching)
9.7.3. Developing carpool systems for staff
9.7.4. Rental companies
9.7.5. Other transportation services
9.7.6. Does insurance company allow for private vehicles to be utilized as company vehicles (Note: One Network member’s insurance policy had the ability to this)

9.8. Mapping

[Note: Mapping all your congregate, scattered, other programmatic buildings, as well as staff residences, will help in emergency planning and during an actual response. This will help to identify possible relocation sites, to determine alternate staffing assignments, and to identify critical infrastructure (if you can also show on maps where hospitals, clinics, and other critical facilities are located in relation to your buildings).]

9.8.1. All congregate residences
9.8.2. Scattered Site Residences
9.8.3. All staff residences

9.9. Contractors

9.9.1. List of contractors used on a regular basis
9.9.2. List of alternate contractors
9.9.3. Work with building maintenance vendors to ensure its staff can report to multiple residences in emergencies as high priority. Also list any constraints they face in providing emergency related services.

9.10. Feeding/water

9.10.1. List of residences that may need feeding support
9.10.2. Agreements with food pantries
9.10.3. Agreements with food vendors
9.10.4. Stockpiling – where, when, how much, and what items
9.10.5. Where to place supplies strategically in buildings (consider power outages especially in high rise buildings).

9.11. Vendors

9.11.1. Comprehensive list of emergency contact numbers, and back-up points of contact.
9.11.2. Agreements regarding emergency priority with vendors to ensure that they are high priority and that the vendor will respond to needs during emergencies. Also important to define any constraints that vendors will face in providing emergency services.

9.12. Credentialing

9.12.1. Detail existing staff/tenant credentialing
9.12.2. Organization credentialing during emergencies

**Recommendation:** To write this section involve staff who have expertise in the areas listed above and/or who will have responsibilities to oversee logistics operations during an emergency. This would likely include: building manager; procurement and contract managers; security; and others.
10. HQ and Residence Building Information

10.1. All Building/Residence inventory (HQ and residential buildings with tenants) (see PR 11 Worksheet Building Assessment)

10.2. Overview of Each Building/Residence and Pre-Disaster Building Assessment

[Insert: At the organizational level, you should determine how much detailed information you want to include in this plan from each individual building/residence. Certainly, this plan should include Headquarters Office, as well as buildings in which scattered site residences are located; however congregate residences should have in their plan very detailed information on their buildings. Store this information in both on-site and off-site locations so that the information is readily available post-disaster. This will be particularly helpful for insurance claims and obtaining other recovery program assistance. Some information to include on each building may include, but not limited to:

- List all critical systems including alarms, intercoms, fire suppression, HVAC, etc.
- Catalogue interior building contents
- Take interior and exterior photographs of building and contents
- Building and Fire Code Requirements and Compliance]

10.3. Security (Suggested outline provided below)

10.3.1. List of security vendors and contract details regarding emergencies
10.3.2. List of back-up security vendors
10.3.3. Sites where security is provided and types of security, as well as other critical details.
10.3.4. Security devices (cameras, alarms, panic button, etc.)
10.3.5. Plans to enhance/supplement security at buildings when necessary
10.3.6. Security procedures

10.4. Building/Residence Mitigation and Protective Actions (see PR 19 Mitigation and Protective Actions for Buildings. Utilize this form to identify appropriate actions you can take to mitigate disaster impact on buildings.)

10.5. Equipment/Supplies

10.5.1. Communications Equipment (this might fit better in your IT Section depending on who is responsible for oversight)
- Charging stations for cell phones and other devices
10.5.2. First Aid kits
10.5.3. Medical intervention preventative equipment (spill-kits, latex and non-latex gloves, mouth guards, etc.)
10.5.4. Flashlights and other non-electrical lighting options


10.6. Generators

10.6.1. Review all buildings/residences and indicate if generators are utilized

10.6.2. Indicate how to obtain generators if needed during disaster – identify vendors nearby as well as at a distance.

- What will generators be used for?
- What capacity/type(s) are needed?
- Who has the capability of installing/hooking up generators?
- Who has responsibility to purchase?
11. IT and Vital Records

[Note: In this section work closely with your IT staff, program managers, and critical vendors to identify critical information records and what needs to be accessed during emergencies; access on site and off site; confidentiality; etc.]

11.1. IT

11.1.1. Hardware
- List of all existing supplies (PCs, laptops, printers, other equipment)

11.1.2. Software

11.1.3. Email
- Allow for email to be accessed off-site; set this up prior to disaster for staff

11.1.4. Server
- Off-site back-up preferably out of State (where less likely to experience same disaster)

11.1.5. Use of storing data in Clouds stored on internet and available from any location.

11.1.6. Critical Vendors

11.2. Vital Records

11.2.1. List of Vital Records (See Planning Resources 20 and 21 for suggested approach and list of types of critical records)

11.3. Tenant Files

11.3.1. Keep updated

11.3.2. Have backed up on computer system (that is available off-site)

11.3.3. Indicate who has access to files

11.3.4. Have hard copy (with necessary protections)

11.4. HIPAA and other confidentiality concerns

[Note: This section should outline key confidentiality concerns and protocols managing access to client records. Given the intricacy of the health needs of clients, plans need to support robust information/data management that maximizes access to emergency information but does so in compliance with HIPAA and other regulations.]
12. Staffing

[Note: For more information on how to work on this section, see Planning Resource #4 Human Resources Planning Guide. Below is an outline for this section.]

12.1. Identification of Essential Staff and Specialized Skills
   12.1.1. Criteria for identifying essential staff and non-essential staff
   12.1.2. List of Essential Staff (by job title/position)
   12.1.3. List of specialized skills

12.2. Staff Assessment and Check-in (See also, Section 2: Communications on staff-related communications protocols.)
   12.2.1. Utilize communications protocols to contact all staff members to assess their current situation just before/during/after an emergency.
   12.2.2. Determine access to transportation including public transportation and ability to report into work.
   12.2.3. Safety of individual/family and/or any impact to property
   12.2.4. Calling in Sick/Not able to get to work Procedures

12.3. Establishing staffing needs during emergencies
   12.3.1. Short Term (define what this is for your organization)
   12.3.2. Extended/Long Term (define what this is for your organization)
   12.3.3. Coverage at residences
   12.3.4. Coverage at temporary relocation sites

12.4. Reassigning Staff
   12.4.1. Staff from non-essential services (to identify non-essential resources see, Basic Plan 1.4 Essential Services and see Planning Resource #16: Essential Services Contingency Planning Worksheet.
   12.4.2. HQ staff to support residences
   12.4.3. Locations where staff live and proximity to organization buildings (allow staff to report to locations that are geographically closer)
   12.4.4. Staff to support community-based operations

12.5. Identifying alternate sources of staff
   12.5.1. Hire temporary workers
   12.5.2. Current affiliated volunteers
   12.5.3. Spontaneous volunteers
12.5.4. Volunteer groups

12.6. Flexible Work Strategies
   12.6.1. Telecommuting
   12.6.2. Changes in mode of contact/interaction with clients
   12.6.3. Changes in staff work location
   12.6.4. Alternate staff reporting strategies

12.7. Stress Management Support to Staff
   12.7.1. Strategies for promoting self-care and wellness in work environment
   12.7.2. Identifying resources for staff to support wellbeing
   12.7.3. Utilizing external stress management counselors
   12.7.4. Provision of resources through Employee Assistance Programs (EAPs)
   12.7.5. Disaster Mental Health (American Red Cross) and other recovery programs
   12.7.6. National Disaster Distress Helpline
      • Toll-free, multilingual, 24/7 hotline, disasterdistress.samhsa.gov
      • 1-800-985-5990 and TTY for Deaf/Hearing Impaired: 1-800-846-8517
      • Text “TalkWithUs” to 66746

12.8. HR Policies and Regulatory Issues
   12.8.1. Salary Compensation
   12.8.2. Disaster related absenteeism
   12.8.3. Worker’s compensation
   12.8.4. Liability issues
   12.8.5. Volunteer Policies
   12.8.6. Credentialing (see also Section 9: Logistics)

**Recommendation/Note:** During emergencies and particularly in extended operations, organizational staff are key resources in managing the emergency and restoring/resuming normal daily activities. The above outline for this section should be used as a guide. To help develop this section, see Planning Resource #4: Staffing Planning Guidance. In this guidance, each of the sections above is defined and examples and guidance are provided.

For each of the outlined sections below take into account staff located at HQ, at congregate residences, and who conduct site visits to scattered site residences, as well as other program positions. The HR Director (or equivalent) should lead the development of this component, but this should be informed by program managers as well as other personnel. Some of the areas covered in this plan may also be in a Staff Handbook or the equivalent. If that is the case, you
can always pull some language from the handbook and then add it as an attachment to the plan so you don’t have the same information in two different places.

Not only is it important to establish key roles and responsibilities, it is also important to support staff considering that emergencies present very trying circumstances. Staff can easily become overworked, overwhelmed, and may be directly impacted by the emergency themselves. This all should be taken into account before a disaster so that your organization best utilizes staff, while also maintaining a supportive environment – both are very big challenges during emergencies.
13.1. Management and Coordination in Recovery

Recommendation: After a disaster, the process of recovery can be long and daunting. After Sandy, many organizations found that it became almost like another full program to manage. For this reason, consider pre-disaster, how your organization plans to manage and coordinate recovery efforts. This can be described in this section, allowing for great flexibility as the extent of the impact and damage will drive a great deal of this process.

Depending on the impact, it may make sense to designate one person to oversee the recovery process, either from within (though they will have to either be excused from current job or take on more responsibility and juggle both) or hire someone through the recovery period.

Some of the key areas that this individual may potentially oversee include:

- Damage Assessment and documentation of damage;
- Researching and applying for recovery assistance programs;
- Fiscal Management
  - Recovery-specific accounting
  - Insurance
  - Fundraising
- Rebuilding/Reconstruction
- Leasing/purchase of new space

To carry-out all recovery activities will take a team of people from throughout your organization. Pre-identify this team to the extent possible.]

13.2. Damage Assessment

Plan to conduct a damage assessment as early as possible to be sure to document damage and cause of damage.

- Identify staff or vendors/contractors who will conduct damage assessment
- Photograph all damage as well as potential damage areas – include both interior and exterior of building
- Create a checklist with all building areas, systems, outside areas, etc. that will help to conduct a thorough review of each building [See Planning

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Resource #18: California Association of Health Facilities Damage Assessment Form

- Speak to your insurance carrier to identify the types of information they will require in order to file a claim
- Be sure all damage assessment documents are stored on site and are also accessible remotely
- Save all related estimates, purchases, invoices, etc. in regard to addressing damage.

13.3. Recovery Assistance

13.3.1. Recovery Assistance Programs.

[Recommendation: You should become familiar with the types of recovery assistance programs that may be available post-disaster. If the disaster is localized, Federal programs will likely not be available. Also, in large-scale disasters, recovery programs emerge over time and so it is important to be aware of the evolving climate post-disaster. In terms of understanding general programs, NYC OEM’s website provides good descriptions on individual and organizational recovery programs and assistance. See for individual assistance: http://www.nyc.gov/html/oem/html/relief_recovery/relief_recovery_individuals.shtml; and for businesses and community organizations see: http://www.nyc.gov/html/oem/html/relief_recovery/relief_recovery_organizations.shtml]

13.3.2. Tenant Recovery Support. Tenants may be eligible for assistance post-disaster. [Note: For more detailed information on tenant recovery and continuity of tenant services, see the SHNNY Congregate Residence Plan, Section 9, Continuity of Tenant Services.]

Your organization will need to decide how you will support these efforts. Some of the possible ways you may support tenants include:

- Provide information on assistance programs for which they may be eligible
- Assist with application process
- Assess damage/loss of their property
- Help to gather critical paperwork
- Provide transportation to recovery centers
- Advocate for tenants during recovery process
13.4. Finance

13.4.1. Insurance. [Recommendation: See PR 2: Insurance Planning Guidance. Also, talk directly with insurance carriers to be sure that you understand coverage, necessary documentation, and filing requirements. In this section, key information to include:

- List of all relevant insurance policies and filing requirements
- Insurance contact information
- Who is responsible for contacting insurance companies
- Who is responsible for filing claims
- What are specific documentation requirements
- For others, see PR 2

13.4.2. Fundraising. [Recommendation: Although insurance and other recovery programs may help to repair/rebuild/purchase damaged/loss property, items, etc., it is highly likely that additional funding will be needed to cover the cost of recovery. In this section, identify strategies you will use in fundraising in the post-disaster climate. For example, consider how you will define what portions of recovery needs will be funded through fund-raising; how to communicate how insurance, public programs are utilized and why the need for additional funding.]