A satellite image of a hurricane over the Gulf of Mexico. The hurricane's eye is a dark purple circle in the center, surrounded by a red ring, then green, and finally blue at the outer edges. The Gulf of Mexico is outlined in white, and the surrounding landmasses are visible in shades of green and brown. The text "Florida Housing Coalition Hurricane Member Update Webinar" is overlaid in white on the lower left portion of the image.

# Florida Housing Coalition Hurricane Member Update Webinar

August 26, 2022  
Sponsored by Fannie Mae

# AGENDA

- Announcements
- Enterprise Community Partners' Business Continuity Planning Toolkit
- Inflation Reduction Act

## 22/23 Catalyst Training Schedule

SPONSORED BY THE STATE OF FLORIDA, THROUGH THE  
FLORIDA HOUSING FINANCE CORPORATION'S  
AFFORDABLE HOUSING CATALYST PROGRAM



# 22 23 Catalyst Training Schedule

Download at

<https://flhousing.org/wp-content/uploads/2022/08/Catalyst-Training-Schedule-2022-23-2022-08-02.pdf>



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**September 13**  
**2:00 - 3:30pm**



PRESENTED BY



**KODY GLAZER**

Legal Director for the  
Florida Housing Coalition

# Housing Best Practices with COVID Relief Funds

**Webinars made  
possible thanks to  
the Catalyst Program**

<https://attendee.gotowebinar.com/register/8465851830895761677>



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**September 14**  
**2:00 - 3:30pm**

PRESENTED BY



**GLADYS COOK**



**ASHON NESBITT**

## **Development Webinar: (Part 2)**

“Local Government  
Areas of Opportunity and  
Local Government  
Contributions”

**Webinars made  
possible thanks to  
the Catalyst Program**

<https://attendee.gotowebinar.com/register/2250844762705947919>



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# AHAC Orientation Part 1



September 8 at 2 pm

[https://us02web.zoom.us/webinar/register/WN\\_tGGTUohvRiS7WFBICBGKdQ](https://us02web.zoom.us/webinar/register/WN_tGGTUohvRiS7WFBICBGKdQ)



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# AHAC Orientation Part 2



September 16 at 10 am

[https://us02web.zoom.us/webinar/register/WN\\_2\\_mfjvxdRNqiludbuJiU4w](https://us02web.zoom.us/webinar/register/WN_2_mfjvxdRNqiludbuJiU4w)



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# The Rehabilitation/ Emergency Repair Process

Part 1 on September 20 at  
2:00 pm

Registration:

<https://attendee.gotowebinar.com/register/9098685643867051275>

Part 2 on September 22 at  
2:00 pm

Registration:

<https://attendee.gotowebinar.com/register/118495892262469900>



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# And Now...

## The Posting of the PowerPoint

- PowerPoint is available in Chat

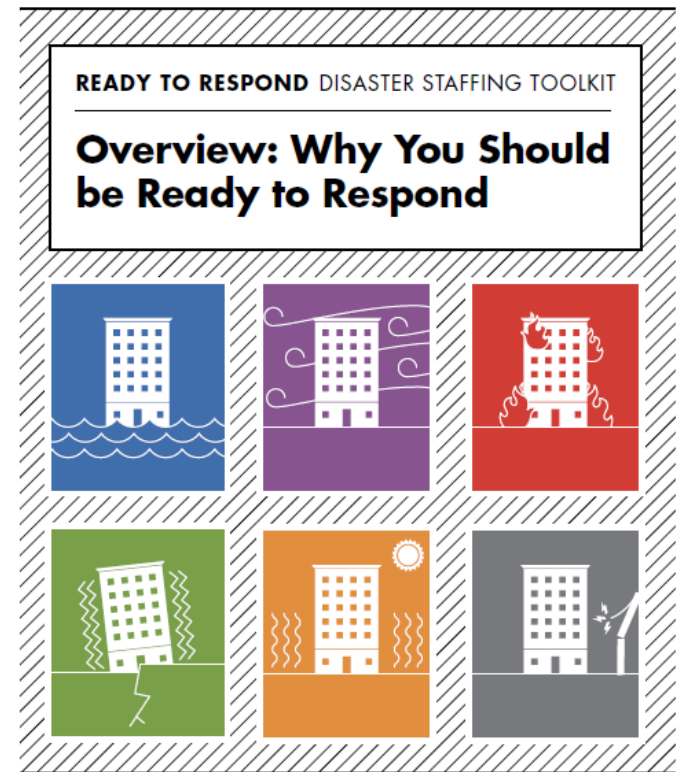


# Enterprise Community Partners' Business Continuity Planning Toolkit

Sara Haas  
Enterprise Community Partners  
[shaas@enterprisecommunity.org](mailto:shaas@enterprisecommunity.org)

Laurie Schoeman  
Enterprise Community Partners  
[lschoeman@enterprisecommunity.org](mailto:lschoeman@enterprisecommunity.org)

Bill Lazar  
St Johns Housing Partnership  
[blazar@sjhp.org](mailto:blazar@sjhp.org)



Disaster Preparedness  
for Affordable  
Housing Organizations



# Florida Housing Coalition Ready to Respond

## Operational Periods

### Pre-Event



96 hours



72 hours



48 hours



24 hours



12 hours

### Event



### Post Event



Immediately  
after



12 hours

## Case Study: Enterprise Business Continuity Toolkit

Gladys Cook, Disaster of Recovery and Resilience

Dayna Lazarus, Technical Advisor



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# Why Business Continuity Planning?

- The Florida Peninsula is in the crosshairs of tropical storms
- Even a minor disaster disrupts business including sources of revenue, staff outages, property loss, downed communications
- **Many small businesses never recover from a disaster** - BCP can help prepare to keep the business going even in the immediate aftermath of a storm
- Housing organizations must care for people, property and business systems - this is a complex responsibility
- By recovering quicker, revenue producing activities can resume





# Critical Terms

- **Common Operating Picture:** Staff members understand the organization's protocols and procedures
- **Situational Awareness:** Information about the disaster and its effects is widely shared
- **Operational Periods:** Established times during a disaster when meetings are held and specific tasks are completed



# Enterprise Community Partners Ready to Respond Business Continuity Planning Toolkit

- Toolkit includes videos, checklists, templates, job descriptions
- Tools are easy to access online and are free of charge; there is technical assistance in using the toolkit- **ONLY THREE STEPS**
- The Toolkit helps with planning for all types of disasters from chemical spill to tornado
- The Florida Housing Coalition was asked to review the tool and provide training to our members
- We asked St. Johns Housing Partnership to walk through the tool with us



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# Getting Started

- Go to [businesscontinuity.enterprisecommunity.org](https://businesscontinuity.enterprisecommunity.org) or Google “business continuity enterprise”
- Watch the [overview video](#)
- Review the [Staffing Chart – download](#) or recreate the chart
- Plan the Tabletop Exercise: [download the Presentation](#)



# Florida Housing Coalition Organization Profile

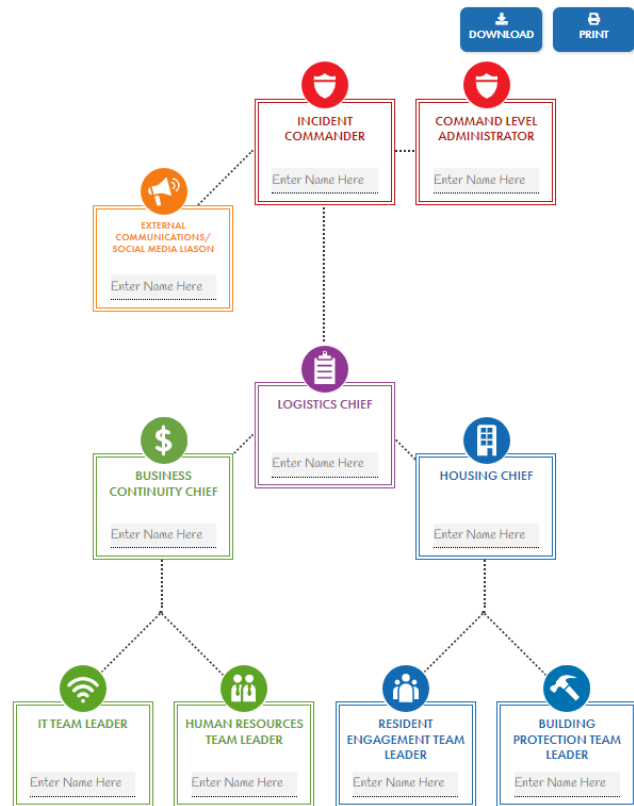
- **Org Activities**: On- and off-site technical assistance, training, planning and advocacy activities
- **Size**: Small, less than 50 employees
  - Has Admin, TA Staff, 25 Board Members, and 1,000+ Members
- **Location**: Statewide, decentralized, most staff WFH
  - Headquarters in Tallahassee Office
- **Risks**: Mostly concerned with **hurricanes** and **cyber security**
  - Primary concern is **safety** of all staff, and being a resource for members around the state
  - IT is outsourced; deals entirely with cyber security threat





# Step 1: Staffing Chart

This Staffing Chart shows the recommended Disaster Response Roles to be filled by staff in your organization. The Staffing Chart is based on a chain of command led by the Incident Commander.



## Staffing Chart

The Staffing Chart shows the recommended Disaster Response Roles to be filled by staff in the organization. The Staffing Chart is based on a chain of command led by the Incident Commander. Feel free to adjust staff roles based on the organization's current structure. Bolded titles are suggested staff persons for each role.



Adapted for the **Florida Housing Coalition** from the Enterprise Community Partners, Inc.'s **READY TO RESPOND** Disaster Staffing Toolkit



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# Step 2: Review Staff Roles/Tasks

Each team member has a **Job Action Sheet** that relates to the 96-hour scenario.



## Incident Commander Job Action Sheet

A Job Action Sheet includes specific tasks to be completed by the Disaster Response Role over eight Operational Periods before, during and after a disaster.

» [Preview](#)

» [Download](#)

## CREATE YOUR PLAN

1 Orient Your Team Leader

2 Build Your Team

### EXECUTIVE TEAM

Incident Commander

### COMMUNICATIONS

External Communications / Social Media Liaison

### LOGISTICS

Logistics Chief

### BUSINESS CONTINUITY

Business Continuity Chief

Human Resources Team Leader

IT Team Leader

### FACILITIES

Building Protection Team Leader

Housing Chief

Resident Engagement Team Leader

3 Practice Your Response

## SUPPORTING TOOLS & RESOURCES

Document Library

Readiness Planning Case Studies

Portfolio Protect Property Risk Rating Tool

Single Family Housing Keep Safe Guide

Multifamily Housing Strategies for Resilience

Ready to Respond Speakers Video Series

### NEED HELP?

Fannie Mae Disaster Resource Network

Acknowledgments

Download Full Toolkit (64Mb .zip)



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# Step 3: Tabletop Exercise

- We pre-selected our team members, then scheduled first meeting and consolidated steps
- Introduced Business Continuity to selected staff and did tabletop exercise at the same time



## Tabletop Exercise Presentation

PowerPoint Template for leading a Tabletop Practice Exercise.

» [Preview](#)

» [Download](#)



# 96 Hour Task Spreadsheet

- We put job tasks into a spreadsheet, combined with key functions of that person's typical work tasks.

## Emergency Notification Procedures:

1. Pre-Event 96 HOURS: Email check-in IMPACTED STAFF with basic questions: A. Are you okay? B. Do you have any resource needs? C. What is your plan? D. Do you acknowledge that we'd like to hear from you within 24 hours with R2R TEAM with reminder of roles and procedures, and Zoom/schedule info for first Command Level Meeting.
2. Pre-Event 48 HOURS: Text check-in with IMPACTED STAFF: Any update to your plan?
3. Post Event 48 HOURS: Text check-in with IMPACTED STAFF requesting status update
4. Post Event: If someone does not respond after 48 hours, begin an active search for that employee

Role	Name	Emergency Contact	96 Hours	72 Hours	48 Hours	24 Hours	12 Hours	Event	
Command Level Administrator	Gladys Cook Backup: Dayna Lazarus	Cell - 813-830-3450 Alt. Email - gladyscook9320@gmail.com Plan to Evacuate -	Confirm connection with <b>Advanced Warning System (AWS)</b> ; Check in with R2R Team	Check-in with all staff and provide updates per Incident Commander; Determine logistics needs for office relocation if needed	Check-in with all staff and provide updates per Incident Commander	Check-in with all staff and provide updates per Incident Commander	Check-in with all staff and provide updates per Incident Commander	Everyone on Alert	Command Level Meeting
Incident Commander	Jaimie Ross Backup: Ashon Nesbitt	Cell - Alt. Email - Plan to Evacuate -	Craft Memo to all staff; Schedule meeting with key team members	Determine whether to call for evacuation; Approve external messaging	Review latest interactions with staff and external, allocate resources as needed	If not already called, determine whether to call for evacuation	Direct External Communications Liaison to send out last communications before "dark" period		Re-analyze situation
Communications Liaison	Lisa Djahed Backup: Johnitta Wells	Cell - 321-368-8313 Alt. Email - lisadjahed@gmail.com Plan to Evacuate - Yes, North if hurricane is hitting direct or south (North to Tallahassee) Cell - 269.366.6476	Confirm contact information; Update the website; Respond to requests for info	Determine schedule for updating website; Send first coordinated external communication	Finalize talking points/messaging; Update website, social media	Update website, social media	Send out last message before "dark" period		Crash update
Logistics Chief	Amanda Rosado Backup: Deldre Park	Alt. Email - amanda.l.rosado@gmail.com Plan to Evacuate -	Work with Incident Commander to create Command Level Meeting Zoom event	Ensure all equipment is functioning; Gather/stockpile supplies for three days	Determine who needs supplies and distribute	Respond to requests for last-minute supplies	Identify and fill gaps as-needed.		Admission equipment
			Ensure Vital	Ensure availability of	Answer staff	Be on-call to	Be on-call to		
<b>96 Hours</b> Work closely with <b>External Communications Liaison</b> to develop event messaging. Direct Command Level Administrator to contact local emergency management office for updated information. Activate Disaster Staffing Plan. Work with <b>External Communications Liaison</b> on memos informing staff about activation of the Disaster Staffing Plan. Review <i>Job Action Packet</i> with <b>External Communication Liaison</b> and Incident Commander to update, if needed. Schedule Command Level Meetings with <b>Command Level Administrator, External Communications Liaison, Logistics Chief, Business Continuity Chief and Building Protection Chief</b> . Communicate schedule so <b>Section Chiefs</b> can schedule Section Meetings prior to Command Level Meetings. Ensure <b>Team Leaders</b> update all critical checklists and information. Review <i>Command Level Meeting Checklist</i> . Coordinate with <b>External Communications Liaison</b> and develop plan to contact our staff, board, and members. Review vulnerability of Tallahassee office for disaster damage. If necessary, remove equipment offsite.									
<b>72 Hours</b> Hold first Command Level Meeting. Confirm all tasks are underway using <i>Command Level Meeting Checklist</i> . Direct <b>Command Level Administrator</b> to attend Section Meetings as needed. Ensure that all staff know if they are subject to evacuation in their locations. If relocation of Tallahassee office is necessary, determine where equipment needs to go with <b>Business Continuity Chief</b> and <b>Logistics Chief</b> . Consult with CEO/Executive Director and <b>Building Protection Chief</b> regarding evacuation preparation. Confirm with <b>Business Continuity Chief</b> that staff contact information is updated. Work with <b>External Communications Liaison</b> and <b>Building Protection Chief</b> to develop messages for external stakeholders (governmental agencies, community affiliates, SHIP administrators, board, etc.) Work with <b>External Communications Liaison</b> on memo to staff regarding event details.									
<b>48 Hours</b> Ensure that staff in areas under evacuation orders are aware of those orders.									
Summary    Incident Commander    Command Level Administrator    Communications Liaison    Logistics Chief									



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# Example Tasks by Staff Member

- **Incident Commander**

Work closely with **External Communications Liaison** to develop event messaging. Direct Command Level Administrator to contact local emergency management office for updated information.

- **Command Level Administrator**

Confirm connection with Advanced Warning System (AWS); Check in with R2R Team and notify all members of Command Level Meeting.

- **Communications Liaison**

Update messaging on organization's emergency webpage. Work with **IT Team Leader** to implement updates.

- **Logistics Chief**

Coordinate with **Business Continuity Chief** and **Housing Chief** to ensure equipment is functioning and supplies are adequate, including stockpiled supplies for three days.



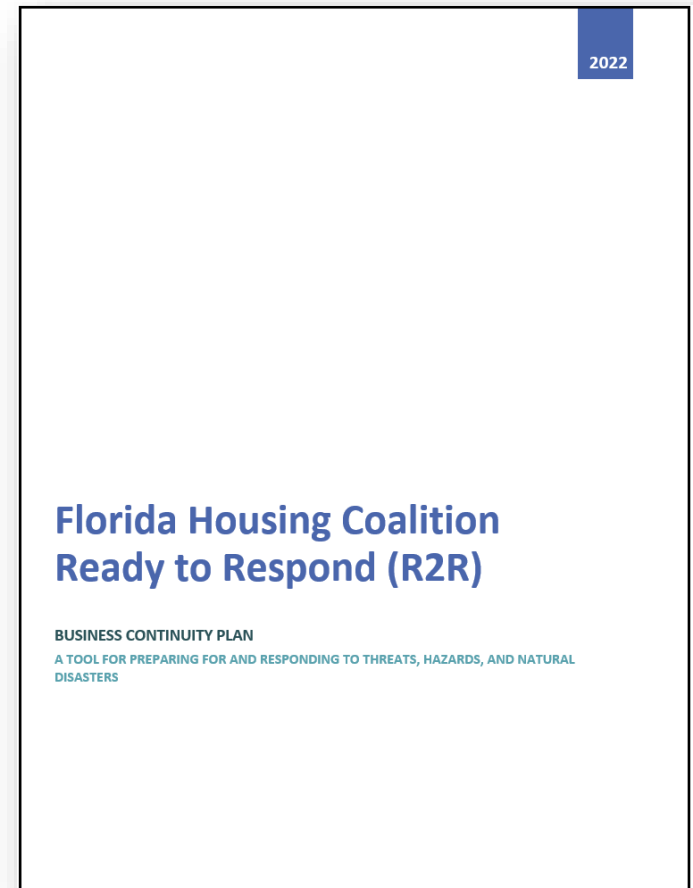
# R2R Team Meetings

- Talking through the scenario got staff thinking what they'd actually do during a disaster
  - Every time we talk about it, we learn more and build more for the plan
  - Together, we put our needs and tasks on paper.
- Identified checklists we needed from the **Document Library**
- Scheduled second meeting to continue talking through 96 hours and preparation needs
- FHC is currently writing our Business Continuity Plan (BCP)



# FHC Business Continuity Plan (BCP)

- Will include in Board Handbook and Employee Manual
- Ongoing annual trainings (overview and tabletops) at Board and staff retreats
- We're developing additional materials relevant to our organization:
  - Emergency contact list
  - GIS map of staff and board locations



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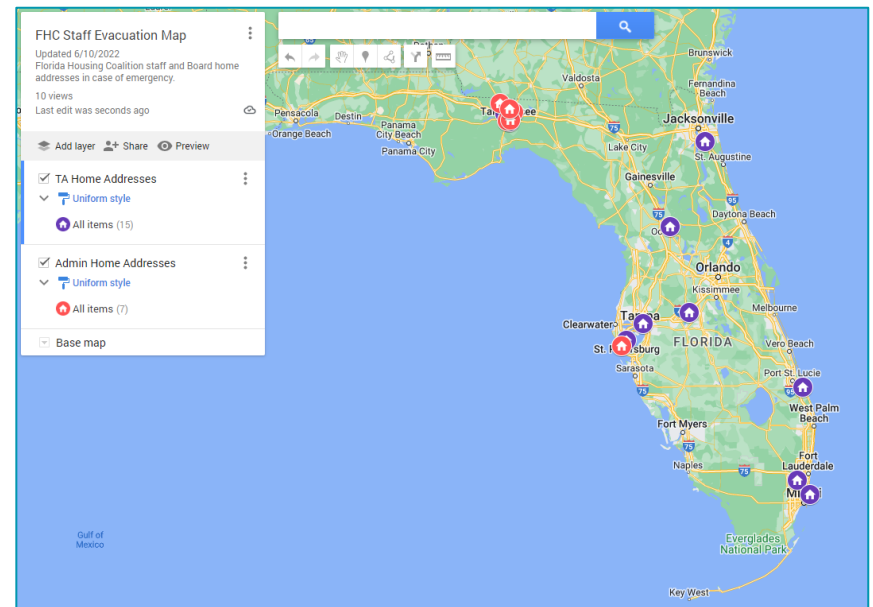
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# Business Continuity Planning

## Key Takeaways

- Toolkit provides critical components, incl. staff chart, tabletop tool, and checklists
- Shared expectation of protocol; something to turn to when a disaster looms and to build on afterwards
- Staff learned who does what; identified “backup staff”
- Began to inventory insurance assets and coverage
- Emergency contacts and staff location map
- **The act of planning is the plan**



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# Our Mission - Affordable Living for All

## Home Repairs



## Weatherization



## Green Certified Homes



## Housing Counseling



## Multi-family



## Affordable Rentals



# READY TO RESPOND

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## Building Protection Resident Engagement Business Continuity

SJHP was impacted by Hurricanes Matthew and Irma and we were woefully unprepared in all three areas.

---

# SJHP PRIORITIES

- ✘ SJHP employees are our capacity to fulfill any mission
- ✘ Currently 23 Employees,
  - + 3 administrative staff,
  - + 2.5 rental staff,
  - + 17.5 Construction Services
- ✘ Company mission:  
Serve others in need
  - + Housing Intake/Home Repairs
  - + Rental Property Management
  - + Housing Counseling

# EMPLOYEES ARE OUR CAPACITY

---

- ✗ Know their personal disaster plans
- ✗ Do not assume they will each be able to show up
- ✗ They will need to be paid regularly if we want them to remain engaged
- ✗ Managers have different duties and no backup if they can't respond in a timely manner
- ✗ We have the skill sets for property management, income certification, construction planning, and volunteer supervision. But not backup depth.
- ✗ We had no experience in disaster case management.



# BUSINESS CONTINUITY DOCUMENTS

- ✘ Well thought out- Great checklists to work from
- ✘ It's a good exercise to go through, simply to realize how unprepared we are.
- ✘ Preparing 4 days before landfall, isn't much time
- ✘ Review and determine what components are feasible for small NPO's
- ✘ It's daunting to think of giving a few employees multiple roles



# KEEP SAFE FLORIDA

---

- ✘ Focus on Property Assets and Tenants
- ✘ Steady stream of Rental Income is critical
- ✘ Protecting your assets protects your income stream
- ✘ Simple Inspection checklist – to gather information
- ✘ Makes you think about feasibility of resiliency, tenant safety and property maintenance

# KEEP SAFE- ANNUAL BUDGET CONSIDERATIONS

1. What are your annual operating and repair costs related to flooding issues?
2. What are your annual operating and repair costs related to extreme wind/hurricane events?
3. What are your annual operating and repair costs related to extreme heat events?
4. What are your annual operating and repair costs related to unhealthy housing?



# KEEP SAFE FLORIDA – SIMPLE DISCOVERY





# HURRICANE MATHEW- OCTOBER 2016

- ✘ St. Augustine as a whole took a glancing blow, lots of water damage, but not to our offices. But several thousand homes were impacted.
- ✘ We had 60 rental properties across 3 counties
- ✘ We had no training in disaster case management, much less in disaster resources.
- ✘ We don't have cash reserves, contracts or storage for major supplies: tarps/plywood etc.

## ADMINISTRATIVE

- ✘ We didn't have our accounting system accessible outside the office.
- ✘ We had not really worked remotely in the past
- ✘ We could get back to paying bills, tracking vendors, payroll.
- ✘ Figure out how we could help in disaster response.

## SERVICES

- ✘ First Duty after- check on every rental property and tenants
- ✘ SJHP revenue is all fee based- no contract for miscellaneous intake/case management services, unless tied to a rehab project
- ✘ We need to get back to work, or find new work ASAP



# SJHP CONCERNS

---

- ✗ Having cash/access to credit after the storm passes.
- ✗ Assessing our rentals, post storm. Not much we can do pre-storm other than warning/educating tenants. More concerns with senior tenants.
- ✗ Our payroll is \$95,000 per month; we don't have much of a reserve so we can't operate without a timely reimbursement process.
- ✗ If we take on roles, how do we get our time covered/reimbursed?
- ✗ SJHP only has fee-for-service contracts, none cover our employees' time without a project to bill for a predefined service.

# PLANNING BEFORE THE STORM

---

- ✘ This exercise pointed out to me areas that we do not have staff trained/prepared for.
- ✘ The exercise makes us think of our assets: employees, property, vehicles, equipment and experience.
- ✘ We are far from ready to assign all the indicated duties. But the checklists and task assignments are review parts

# BUSINESS CONTINUITY- FUNDING CONTINUITY

- ✘ Again, SJHP was not hit hard. We were able to respond rather quickly to community needs, on a small scale. We did not have disaster funding agreements.
- ✘ Foundations provided funding in advance, to get us moving quickly, after Irma. That was based on their experience with SJHP after Hurricane Matthew.
- ✘ Coordinating assessments between insurance, faith-based and gov't programs was a circus. Everyone had their own process, and not every entity functioned the same as their peer group.

# PLANNING FOR THE FUTURE

---

- ✘ USDA/HUD are quick to respond to rehab but not to fund prevention and early resiliency planning like the 4 questions on Keep Safe FL questionnaire
- ✘ Building a Reserve has always been our biggest challenge

# How to Cover Costs of Business Continuity Planning: PRECOVERY

- Costs of administering the process should be part of annual operating budget
- Costs of expenses for planning should become a budget to include in funding applications to:
  - HOME Operating Grants
  - Foundation Grants
  - As part of a comprehensive grant through Resilient Florida or FDEM
- Costs for mitigation should be estimated and documented and included in housing rehab financing projects
  - See Funding Guides – Resilient Florida, HMGP, SHIP, HOME



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# Next Steps

- FHC to incorporate Business Continuity Training into Disaster Recovery and Resilience Training curricula AND advocate for funding and widespread planning
- FHC will be available to housing providers to facilitate Business Continuity Planning sessions
- FHC will recommend the process throughout the housing industry for organizations and businesses related to housing as well as property owners and managers
- FHC is extremely grateful to Enterprise and Fannie Mae for making these tools available, accessible, free and actually kind of fun!



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# Inflation Reduction Act

- Signed Tuesday, 8/23/2022
- The bill includes over \$300 billion in incentives for energy and climate-related programs
- Laurie Schoeman will give us a run-down



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# Next Training in TWO Weeks

35th ANNUAL STATEWIDE  
AFFORDABLE HOUSING  
CONFERENCE



HOME **MATTERS**  
IN FLORIDA

Disaster Report from the FHC Conference  
**September 9 at 1:30 pm**

Register at

[https://us02web.zoom.us/webinar/register/WN\\_28xAkLXASICvqP7v3oVJzQ](https://us02web.zoom.us/webinar/register/WN_28xAkLXASICvqP7v3oVJzQ)



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# **Technical Assistance is Available**

**Available Daily: 1 (800) 677-4548**

## **Options for Further Assistance Include:**

**Phone and Email consultation**

**Site Visits**

**Register at [www.flhousing.org](http://www.flhousing.org) for:**

**Webinars and Other Events**

# Thank You!



Gladys Cook  
[cook@flhousing.org](mailto:cook@flhousing.org)

Dayna Lazarus  
[lazarus@flhousing.org](mailto:lazarus@flhousing.org)

Michael Chaney  
[chaney@flhousing.org](mailto:chaney@flhousing.org)



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