



# Catastrophic Response

Coordination | Communication | Unity of Effort

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## EXEC'S PODIUM

## FRAMEWORKS FOR CONTINUED PLANNING

ERIN MCLACHLAN – Executive Director, Regional Integration Center



Catastrophic planning is not easy. It is complex, involves an infinite number of stakeholders, and often gets pushed to the backburner so we can focus our planning efforts on everyday threats. Despite these challenges, the RCPT, working with more than 700 partners and stakeholders, has produced more than 65 plans, tools, playbooks, assessments and guides. As I leave the RCPT, I wanted to highlight a few products that shine as the best of our catastrophic planning documents.

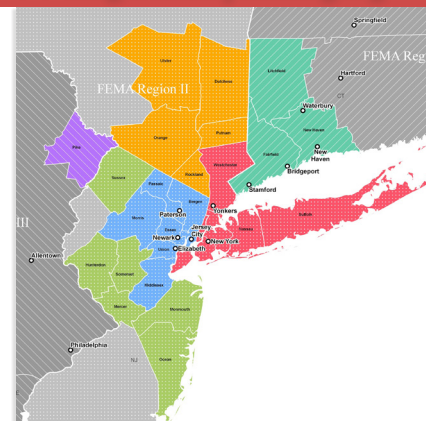
The Nuclear Response Plan tackles the most complex response the nation would ever face—the detonation of a 10kT improvised nuclear device. The plan provides seven key actions to guide the response. Step one goes from Sounding the Alarm to Executing in the Emergency Operations Center (EOC) and in the Field. This plan walks the emergency manager through what is needed in the first few hours or days of the disaster from helping frame the problem locally and regionally and thinking strategically. Switch to Step 2, Find the Plume, to Assess the Impacted Area and this plan can be used as a framework for almost any catastrophic disaster. This Plan also includes an organization chart that shows the tremendous number of emergency managers needed for this type of response. In order to address this gap, the RCPT developed several EOC trainings to help bolster the emergency management capabilities across the region.

The Mass Fatality Response System Plan has been shared nationally and internationally. The Mass Fatality Response System Plan is a nuts-and-bolts guide on how to activate and respond to a mass fatality incident. This plan has been tested year after year regionally. With federal partners this plan

can be operationalized anywhere in the country. This plan has tackled challenging questions such as how to establish the Fatality Management Branch and has Field Operations Guides for standardizing scene, morgue, and antemortem operations. The plan also includes a local Family Assistance Center template in its Appendix that can be used by any jurisdiction to accomplish the most critical element of this type of a response—addressing the immediate and long-term needs of the impacted families.

Finally there is the Housing Program. The basis of this program is the Housing Recovery Plan and the housing interagency task forces it establishes, which was rolled out in the region after Sandy. This plan is just one part of the Housing program. There is a Community Recovery Playbook that details how to use Community Development Block Grant Disaster Recovery (CDBG-DR) funds, a Housing Recovery and Rapid Repair Plan and Bid Specification, and a Participatory Urban Planning toolkit to assure you have the right community and government players around the table when you are talking about recovery. And we supported the building of an urban housing prototype—a brick-and-mortar structure being tested in Brooklyn. Surely there are more areas to explore in housing recovery following a catastrophe, but the baselines established through our Housing program put any jurisdiction on the right path.

In the end, it's fair for stakeholders to look at most of the documents produced over the last five years and find gaps. For example, they lack any local flavor, remain "specifically vague" and many would be challenging to operationalize without further local or state planning. But if we look at these tools and products as frameworks for responding to the many consequences of a catastrophe, their validity and value is



### RCPT

#### NOVEMBER:

#### EOC & Catastrophic Emergencies Course

November 5 & 6 – Paterson (NJ)  
November 7 – Newark (NJ)

#### Lightning Bolt

November 12 – Princeton (NJ)

immeasurable. The conversations have started, the communities established, the frameworks developed; it's now up to you, the local, state and federal emergency management community, to take these frameworks and make them part of your routines, procedures, and planning documents.

## RCPT DEVELOPING REGIONAL CAPABILITY FOR PRIVATE SECTOR CREDENTIALING

The private sector operates much of our society's critical infrastructure—communication and power networks, banks, grocery stores, and pharmacies are just some of the businesses essential to any community—and they can play a critical role in recovery efforts following a major emergency. The faster these business operations recover from disruption, the faster the community can respond and rebuild following a disaster.

The *Corporate Emergency Access System* (CEAS) is a voluntary private sector credentialing program that facilitates business recovery activities and speeds overall community recovery by pre-vetting critical employees of member businesses and providing them with an ID card that allows for entry into restricted areas following a disaster. Local jurisdictions determine essential business criteria for their communities, and member business cardholders are classified according to the importance of their business.

Activation of the system at the time of a disaster, which is at the sole discretion of the local jurisdiction, provides cardholders access to their business facilities in order to perform essential functions or to mitigate damage and loss. This is a no-cost service to participating jurisdictions, with annual membership dues for member businesses. The CEAS is currently used by New York City as well as several other municipalities

in the northeast: Stamford, Connecticut; Boston and Cambridge, Massachusetts; Providence, Rhode Island; Buffalo, New York; and Philadelphia, PA.

The previous CEAS model enabled travel to workplaces within one jurisdiction, but since many jurisdictions draw workforces from other parts of the region, the RCPT partnered with BNet, Inc., to develop a regional, web-based version of CEAS. This upgraded system will facilitate cross-jurisdictional travel under emergency conditions and allow mobile credential verification by any law enforcement agency in the region. Should our area be struck by a large-scale disaster, resulting in many restricted travel areas, this system could be invaluable for getting required employees to essential business facilities that help sustain communities. This new regional umbrella system will include a model law enforcement protocol and training, a common ID card available for use across jurisdictions, and a web-based portal to authenticate credentials in the field via a mobile phone application. The newly upgraded technical features were demonstrated to planning partners in July and the project is now complete. For more information, contact Laura Stockstill at [lstockstill@regionalcatplanning.org](mailto:lstockstill@regionalcatplanning.org) or 646-215-6562.

## The Dozer Planning Tool Upgrade

The RCPT's electronic debris management planning tool, *Dozer*, is getting an upgrade, with a new version to be released in September.

The Dozer tool is a stand-alone software application that provides an organized structure for compiling essential information and producing a debris response action document. It can be used in pre-incident debris management planning or for creating a debris mission plan once an incident is already underway. A series of worksheets guide users to enter information on the following topics:

- Assembling a Team (agencies and roles)
- Finding Space (calculating requirements and selecting sites)
- Processing and Disposal
- Obtaining Assistance (contractors, mutual aid)
- Tracking Progress (calculating duration, documenting work)

The tool also provides a customizable Concept of Operations and allows users to upload other relevant documents such as vendor contracts, site use agreements, and maps for a comprehensive package of a jurisdiction's debris-related documentation. A resource section includes guidance documents and sources for additional up-to-date information.

The tool is easily installed on any PC and will be available on CD or thumb-drive. To reserve your copy of the new tool, or for more information, please contact Laura Stockstill at [lstockstill@regionalcatplanning.org](mailto:lstockstill@regionalcatplanning.org) or 646-215-6562.

## Participatory Urban Planning Toolkit

After a disaster strikes, communities are in need of more housing options, yet many of the options provided do not fit into an urban, built environment. Post-disaster recovery hinges on effective collaboration between governmental and non-governmental entities, and the utilization of all available community resources to find solutions for displaced residents. The goal of the *Participatory Urban Planning* (PUP) Toolkit is to develop and implement a participatory-based model that facilitates housing recovery for as many people as possible in the shortest amount of time. The Toolkit will provide jurisdictions with a customizable template to ensure community resilience to disaster through coordinated response and recovery, specifically by addressing the need for post-disaster housing.



PUP Session, Sheepshead Bay, NY

As part of the PUP, the RCPT is hosting five participatory planning events with representatives from the federal, state, city, and not-for-profit sectors, citizen groups, and others to talk about how interim housing sites may be identified. These planning events will begin with a presentation of community vulnerability, housing capacity, demographics, climate science and other relevant local conditions. Following a group discussion on the presented topics, participants will be grouped into interdisciplinary teams of eight to develop potential interim housing scenarios for a given site. The outcome of the event will be a report that indicates information each community/jurisdiction deems valuable to consider, and maps that suggest potential sites for locating post-disaster housing. We have held these events already in Sheepshead Bay, Brooklyn, and Tom's River, NJ. We are looking forward to our next event on November 4 in Bridgeport, CT. For more information, contact Nancy Harris at [nharris@regionalcatplanning.org](mailto:nharris@regionalcatplanning.org).

## Housing Recovery and Rapid Repair

As we learn again and again during disasters, affected residents want to stay in their own homes. They want their children to go back to their schools with the teachers they know and trust. They want to go to their corner store or their regular grocery store and buy the food they always do, and they want to see and help their neighbors and friends. As many can tell you, living in shelters and hotels gets old fast.

The *Housing Recovery and Rapid Repair* (H3R) program helps people quickly return to their homes. This rapid return is not only important for the resiliency of the community; it also makes economic sense. In dense, urban areas with multi-family residences, there are not a lot of open spaces. This severely limits the number of households that can be housed in trailers or other types of temporary housing while permanent housing is repaired or rebuilt. Emergency rapid repair programs allow homeowners to remain in their home which is a critical first step in recovery.

The H3R program is a relatively new concept and is focused on providing heating, plumbing, and electrical repairs to damaged housing in the days and weeks following a disaster. The H3R Plan and Bid Specification describes a housing rapid repair program from nuts to bolts. This plan frameworks a rapid repair program outlining the rapid repair process and detailing a concept of operations that lays out responsibilities between the government and the private sector. The plan also includes a bid specification. The H3R team developing the plan also spent many hours with programs that have recently deployed and throughout the H3R document offers lessons learned and insights from those who have done it before. For more information, contact Cynthia Barton at [cbarton@oem.nyc.gov](mailto:cbarton@oem.nyc.gov).

