

Appendix 16: Disaster Response Plan

As the leading voice for the apartment industry, NAA has a responsibility to assist our members in times of disaster to help them get their businesses operational as quickly as possible to serve residents and those displaced as needed. It is important to remember that the role of NAA is to be an industry resource for our members and provide guidance on additional contributions to leverage our combined dollars. NAA should not be a source for local, first responder information (phone numbers for power companies, hospitals, etc.). We should not try to duplicate the efforts of local media or industry leaders/affiliates in the affected areas, but we should serve as an industry-specific resource in these situations. Our goal should be to broadly disseminate information to our members that they cannot get elsewhere.

Communication should flow through the appropriate channels and include members of the Disaster Response Team to maintain a single point of contact and a consistent message. NAA staff should exercise caution prior to contacting members in affected areas and always remember to balance the need for information with awareness that individuals and organizations will be tending to far more pressing needs during and immediately after a disaster.

Outgoing public communication will be centralized on a live NAA blog for large-scale disasters. The blog will feature:

- Information on ongoing industry relief efforts, including any NAA donations
- NAA statement on the situation
- Updates from the state affiliate of the affected area with links to its resource page
- Links to NAA's disaster resources page
- Ways to help any industry charitable efforts

Internally, all questions regarding disaster or disaster relief efforts should be directed to the NAA disaster relief team. If the media calls, do not talk to them other than to say you're transferring them to the Manager, Public Relations; Director, Communications; or SVP, Marketing & Communications.

Pre-Disaster Preparedness:

Disaster Response Team:

1. CEO – Spokesperson
2. COO
3. SVP, Marketing & Communications – Backup spokesperson
4. SVP, Member & Affiliate Services
5. SVP, Government Affairs
6. Director, Association Resources – Main point of contact
7. Customer Service Lead
8. Director, Communications – Third spokesperson/Coordinator with Director, Association Resources

Holding Statements:

Natural Disaster: “NAA is in contact with the state and local affiliates that have been impacted by (disaster). We are working with our affiliate network and members to provide them resources and information that will allow them to get their business back online as soon as possible.”

Post-Disaster Housing:

NAA is working with its state and local affiliates to help displaced residents find suitable housing. Our suppliers have developed housing portals dedicated to those affected by (disaster). More information on available housing can be found at (URL).

Terrorism/Active Shooter:

NAA is aware of the situation at (location), is in touch with its (affiliate or member) and is monitoring the situation. I refer you to (local law enforcement) for any further information.

Post-Terrorism/Active Shooter:

The National Apartment Association (NAA) and the entire apartment housing industry are deeply saddened by the senseless act of violence in (location). We mourn for the victims, their families and the entire (location) community as they deal with the aftermath of this tragedy.

Considering the ongoing nature of this investigation, we recommend you contact your (local law enforcement) for any further information.

Donation Guideline Policy:

Charitable contributions are an important part of the Cycle of Disaster Relief (CDR).

Phase 1: Safety, Rescue and Restoring Order

Phase 2: Recovery

Phase 3: Rebuilding

Phase 4: Mitigating Future Disasters

NAA will donate up to \$10,000 to an approved charity that focuses on disaster relief through all stages of recovery who has an existing relationship with the state affiliate where the disaster occurred. In cases where there is not an approved disaster relief related state affiliate charity, or when the disaster crosses multiple states, the donation will go to the American Red Cross, in its role as the single organization with a national infrastructure to put aid to immediate use. Once the donation is made, NAA will alert members via standard communication channels and provide the link for further industry assistance.

If forecasts are certain that a clear and present danger exists, and substantial damage is sure to occur, NAA may contribute to the American Red Cross in advance of the disaster which allows for immediate industry outreach to maximize assistance.

Affiliates may wish to contribute to the same charity as NAA or to their own endorsed charity.

The NAA G.I.V.E.S. section of the website will list all endorsed state and local affiliate charities that have been vetted and have related missions. Criteria used in the evaluation of the donation amount will include the significant impact on the industry in the affected area and one or more of these post-event factors:

- State of Emergency declared by Governor
- Federal Disaster Area declared by President
- FEMA/Red Cross mobilized

In cases of terrorism/active shooters, NAA will consult with the state (or local if no state) affiliate to determine if the affected property, victim(s) or perpetrator are members and if there is an established fund for donations. Donations will be made as appropriate up to \$10,000. Anything above that will require board approval.

Natural Disaster Communication

Pre-Disaster Plan:

Applies to: Pending disasters

Examples: Hurricanes, Blizzards,

Steps:

1. Identify the pending emergency, potentially affected areas/affiliates and notify relevant staff to fulfill their responsibilities for the below steps.

Persons responsible: SVP, Marketing & Communications; Director, Communications

2. Contact state and/or local affiliate in areas that may be affected
 - a. Determine what resources are needed
 - b. Ask what is being done to prepare
 - c. Request to be kept updated and included on any calls/status updates
 - d. Make it known NAA's resources are available
 - e. Determine when it is appropriate for NAA to act on their behalf
 - f. Provide point of contact

Person responsible for this: Director, Association Resources; Backup: Director, Communications

3. Contact all government and relief agencies NAA has already established relationship with to verify and confirm what actions will be taken if there is severe damage, who to contact, agency information, etc., and send to Editor-In-Chief, *units* Magazine for live blog

Person responsible for this: SVP, Government Affairs; Communications Manager, Government Affairs

4. Mobilize Communications Efforts
 - a. Publish/make prominent NAA Emergency Preparedness webpage containing social media feeds, NAA statement, relevant resources
Person responsible: Manager, Digital Content; Backups: Manager, Digital Media; Web Production Specialist
 - b. Create/post prepared NAA statement
Person responsible: Manager, Public Relations; Backup: Director, Communications
 - c. Send broadcast email to affected members who may be affected, reflecting the same sentiment as the prepared statement above
Person responsible: Manager, Digital Media; Backup: Manager, Digital Content
 - d. Send brief messages to NAA social media channels to direct audience to Emergency webpage
Person responsible: Manager, Digital Media; Backups: Manager, Digital Content; Director, Communications

Immediate Aftermath Plan:

Applies to: Immediate (1-5 days) recovery following a disaster. Applicable to all disasters

Examples: Post-hurricanes, tornadoes, wildfires

Steps:

1. Contact affected state and/or local affiliate
 - a. See how state and local affiliates fared

- b. Determine what needs are
- c. Make it known NAA resources are available
- d. Request to be included on status updates/calls
- e. Provide point of contact

Persons responsible: Director, Association Resources; Backup: Director, Communications

2. Contact RVPs if affiliates not reachable

Person responsible: Director, Association Resources; Backup: SVP, Affiliate & Member Engagement

3. Publish blog post that will be updated with new information from:

- a. Government agencies
- b. Red Cross donation site
- c. Industry members coordinating relief efforts
- d. Housing portal information for displaced residents

Person Responsible: Editor-in-Chief, units Magazine; Backup: Editor, Online Publications

4. Mobilize Social Media Effort

- a. If needed, email affiliate members for affiliate
- b. Update social media with ways to help, NAA is helping, reminder of resources available, etc.
- c. In the case of a large-scale disaster, like Hurricane Harvey, Superstorm Sandy, coordinate with Communications, Membership and GA departments for an update for all NAA members, including any donations to relief organizations

Person Responsible: Manager, Digital Media Backups; Manager, Digital Content; Director, Communications

5. Media Relations

- a. Updated statement if necessary
- b. Provide affiliate support for media inquiries, statements and press releases
- c. Monitor media for any news about the industry

Person Responsible: Manager, Public Relations; Backup: Director, Communications

Ongoing Recovery Plan:

Applies to: Ongoing recovery efforts that last longer than five days following a disaster, involve displaced residents and more than one apartment community is affected.

Examples: Joplin Tornado, Superstorm Sandy

Steps:

1. Stay in regular contact with affiliates to stay informed of recovery efforts.

Person responsible for this: Director, Association Resources; Backup: Director, Communications

2. Update the disaster blog with ways in which the industry and individual members or member companies can help based on the affiliates needs and organized efforts. Keep the disaster resources posted to this page, but at this point ways to help should be given greater emphasis and the resources should be given a reduced emphasis.

Person Responsible: Editor-in-Chief, units Magazine; Backup: Editor, Online Publications

3. Share these ways to help frequently on social media channels if the recovery efforts taking place necessitate help from others.

Person Responsible: Manager, Digital Media; Backups: Manager, Digital Content; Director, Communications

4. Send an all-member email updating them on what NAA is doing, what resources are available and how to contact NAA about gaps in what government agencies are doing during the recovery so that the Government Affairs team can carry that message to legislators and the appropriate agency leaders

Person Responsible: Manager, Digital Media Backups: Manager, Digital Content; Director, Communications

Terrorism/Active Shooter Communication

Post-incident:

Applies to: Terrorist Attack, Active Shooter

Steps:

1. Have holding statement ready in case of any inquiries and notify customer service that all calls regarding the incident should go to the communications department. No proactive outreach should be done

Person responsible: Director, Communications; Backups: Manager, Public Relations; SVP, Marketing & Communications

2. Contact state and/or local affiliates in the area where the incident occurred
 - a. Determine if property, victims or perpetrator are members to determine the appropriate response
 - b. Gather as much background as possible
 - c. Make it known that NAA resources are available
 - d. If at a property, have affiliate coordinate with member company to get a head count on employees
 - e. If needed, send holding statement that state or local affiliate may use
 - f. Coordinate contact with affiliate to the member (or member's corporate headquarters) involved
 - g. If perpetrator is known to be in real estate, check database for activity records (Contact Database Specialist for assistance)
 - h. Provide point of contact

Person responsible: Director, Association Resources; Backups: Director, Communications; Manager, Public Relations

3. Refer any questions about those involved in the attack to the local authorities

Person Responsible: Director, Communications; Backups: Manager, Public & Media Relations

4. Media relations (not proactive unless industry is specifically called out for being unsafe or exacerbating the situation)
 - a. Monitor news for significant developments involving the apartment industry
 - b. Field any incoming inquiries
 - c. Update statement as necessary
 - d. Develop talking points as the investigation develops

Person Responsible: *Manager, Public Relations; Backup: Director, Communications*

Summary

Following these guidelines should ensure that NAA anticipates all disasters to the best of its ability, stays on top of current developments, supports its affiliates and the NAA membership to the best of its ability through information and financial assistance and issues clear communications through all of its digital channels. As with any disaster, protocols may change, but this plan will serve as a guide for initial action.

7/2019