

DISASTER RELIEF OPERATIONS MANUAL

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INTRODUCTION

2024 KELLER WILLIAMS DIASTER RELIEF MANUAL

As soon as the affected area is safely accessible, the primary objective of the Disaster Relief Task Force is to conduct operations to provide immediate relief to the affected KW associates and their immediate families in their area.

This Keller Williams Disaster Relief manual includes the following sections:

1. Introduction
2. Market Center Preparedness
3. Task Force Preparedness
4. Response
5. Systems for closeout
6. Appendix

THE PURPOSE OF THIS MANUAL

Provide the models, systems, and tools to enable each Keller Williams Region to assemble a Disaster Relief Task Force to work with KW Cares and Market Center leadership to respond to natural disasters in their area.

The Three Phases of Emergency Management

<p>Market Center Preparedness</p> <p>Preparing KW Market Centers to handle an emergency</p>	<ul style="list-style-type: none"> ■ Includes plans and preparations made ahead of disasters to help a KW Market Center to save lives and to help response and relief operations ■ Includes necessary checklists for KW Market Centers to stay ready in event of an emergency
<p>Task Force Preparedness</p> <p>Preparing KW task forces to handle an emergency</p>	<ul style="list-style-type: none"> ■ Includes Org Chart, Task Force Lead roles and responsibilities ■ Provides guidance on best practices for resource procurement during emergencies and disasters ■ Highlights the importance of having effective communication systems in place before/during/after an emergency or disaster
<p>Response</p> <p>Responding safely and most efficiently to an emergency</p>	<ul style="list-style-type: none"> ■ Includes actions taken to save lives and prevent further property damage in an emergency situation. Response is putting your preparedness plans into action ■ Seeking shelter from a tornado or turning off gas valves in an earthquake are both response activities.

MARKET CENTER (MC) PREPAREDNESS

Be Prepared to Respond to Catastrophic Events

2.1 Market Center Preparedness Training

Preparedness training occurs on two levels:

Training for Market Center leadership

Regional leadership can help Market Centers prepare for their role by creating a disaster relief task for every market center in their region. In addition, regional leadership should require members of all Market Center disaster relief task forces to attend trainings provided by KW Cares.

Regional leadership can also leverage the **Market Center Business Continuity Toolkit** to help Market Centers ensure they can continue business operations after an event.

Training for associates

Market Center leadership can leverage the **Emergency Preparedness Workshop** and the **Business Continuity Toolkit for Associates** to help associates ensure they can continue their business operations after an event.

Note: These materials are available for download at <https://www.kwconnect.com/page/disasterrelief>

Market Centers Prepare Their Emergency Plans

Market Center leadership, if they have not already done so, will need to prepare emergency plans for their Market Center for communications, evacuation, shelter, and emergency supplies.

Resource: Ready.gov is an official website of the Department of Homeland Security that provides straightforward, editable documents that you can use to develop emergency preparedness plans.

Just visit www.ready.gov and click on the Plan Ahead tab at the top of the screen.

2.2 Market Center Communications Systems

There are several communications systems each Market Center should have operational and ready to use should an event occur.

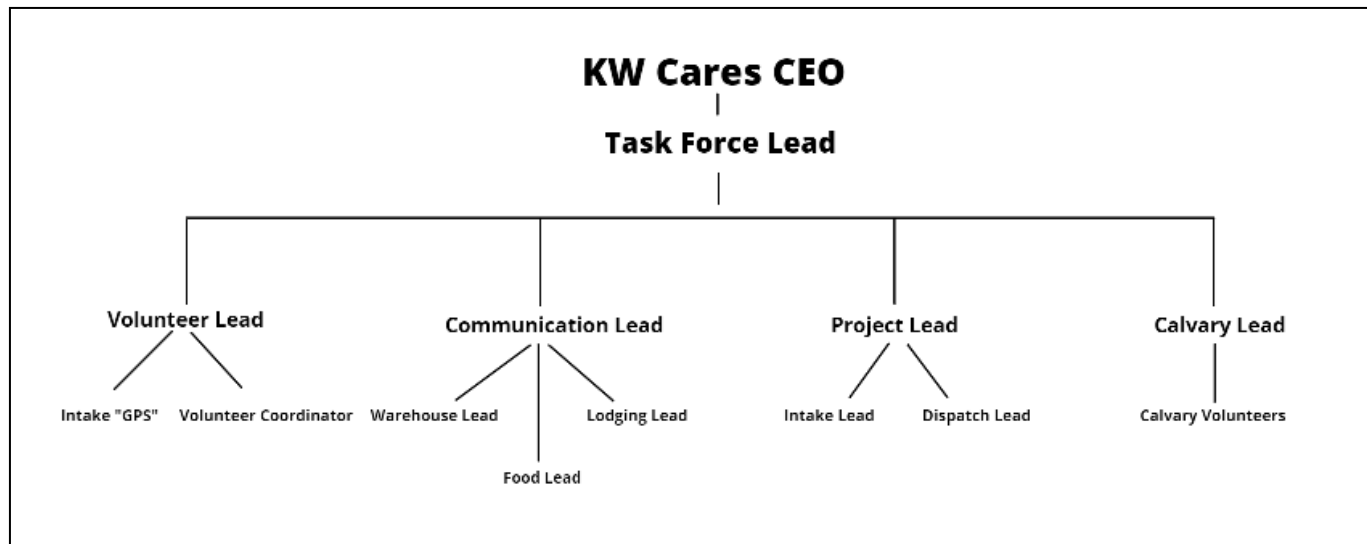
- **Private Slack Channel or Facebook Group** – Each Market Center should have a private Slack channel or Facebook group for communications related to disaster events.
 - **Purpose** – Enable Market Center leadership and all associates to quickly share information as it emerges. This group can be very effective in determining the status of associates during and after an event. If the Market Center already has a Facebook page, they may be able to utilize it for this purpose.
 - **Members** – Market Center leadership and all associates.
 - **Group Texting App** – Group texting offers the same advantages for Market Center leadership and associates to communicate with each other.
 - **Blast Emails/Voicemails** – Blast email and voicemail are excellent ways to reach out to all associates to determine the location and status of individuals the Market Center has been unable to contact by other means—someone may know where they are.
 - **Phone Trees** – It is **vital** that Market Centers update their rosters regularly and have a plan to **divide the roster up among leaders** in the Market Center who can call associates, determine their needs, and express understanding for their situation during a natural disaster.

Have multiple mass-communication channels and
test them regularly!

There is no way of knowing which communication channels will still be functional after an event. It's crucial to have multiple channels to increase the chances that at least one will still be working to allow you to inform your associates as events unfold as well as ascertain their status.

Important: Test your systems regularly to ensure they're functioning.

2.3 Market Center Disaster Relief Organizational Chart



Each Market Center can appoint one individual as an Emergency Management Coordinator (EMC) to serve as the point person to work with the Disaster Relief Task Force members for activities such as resource procurement, needs assessment, and facilitating emergency preparedness workshops for associates.

EMC should conduct Market Center Preparedness Workshop found on kw connect (<https://www.kwconnect.com/page/kwu/epw>)

2.4 MARKET CENTER CHECKLISTS FOR WEATHER ALERTS

MARKET CENTER LEADERSHIP CHECK LIST FOR WEATHER ALERTS

	Identify call tree or tribe volunteers	TL, OP, ALC
	Divide up the roster among call tree group	TL, OP
	Backup TL, MCA and Front Desk computers to a remote site (preferably cloud based storage site)	TL, MCA, DOFI
	Make a copy of the backups to external drive and have MCA, TL or OP take external drive from office	TL, MCA, DOFI
	Send out Associate check list to all associates in your Market Center	TL, MCA, DOFI

DIRECTOR OF FIRST IMPRESSIONS (DOFI) CHECK LIST FOR WEATHER ALERTS

	Maintain a roster of agent contact numbers, place in Google Drive folder from Region labeled “Disaster Preparedness” and share with all MC Leadership. Print and distribute a copy of the roster to each member of MC Leadership	DOFI
	Forward MC main phone number to a member of MC Leadership	DOFI
	Remove all contents from refrigerator, secure door in the open position and unplug	DOFI
	Ensure all other appliances are unplugged from wall outlets	DOFI
	Disconnect front desk computer, monitor, fax, etc.; seal in plastic bags; store in a secure elevated location in MC	DOFI
	Unplug copy machines	DOFI
	Pick up all outdoor signs, brochure holders, magazine boxes, plants, etc. from the exterior of the MC and secure inside	DOFI

MCA CHECK LIST FOR WEATHER ALERTS

	Immediately back-up systems and remove MCA computer and backed up files to a safe area outside of the affected area. If possible, remove MCA computer and WinMore server from the affected area	MCA
	Provide TL & OP with copy of MCA backup files	MCA
	Provide OP and TL with MCA's destination contact information	MCA
	Process all pending escrow check requests	MCA
	Make all bank deposits immediately	MCA
	Put any checks/deposits into secure pouch; take when evacuating	MCA
	Identify a secure internal location to store MC items that cannot be removed from the market center	MCA
	Place MC files in plastic floatable tubs, secure with duct tape.	MCA
	Maintain a list of vendors, banks, and account numbers, place in Google drive and share with TL & OP	MCA
	Maintain list of insurance providers, contact numbers, place in Google drive and share with TL & OP	MCA
	Maintain inventory of essential MC equipment, model & serial numbers, MCA date of purchase and cost, place in Google drive and share with OP & TL	MCA
	Maintain a file of digital photos of MC equipment and spaces/create video of your MC and store digitally in Google drive	MCA
	Provide TL & OP with data file copy, remove computers upon evacuation	MCA
	Unplug all phones and securely store in plastic bags/duct tape closed	MCA
	Disconnect all MC computers/faxes/copiers/printers, wrap in plastic bags and if possible move to secure area of MC, store off floor if possible	MCA
	Wrap all MC file cabinets with plastic drop cloths or tarps	MCA
	Wrap office furniture with plastic drop cloths or tarps	MCA
	Transport all necessary files, bank and check books in portable fire-retardant box to evacuation location	MCA
	Remove all pending files to evacuation location	MCA
	Ensure MC transmits on time even if at remote location (contact MCA Support and Region if assistance is needed)	MCA
	Return to MC as soon as possible once threat has passed	MCA

TEAM LEADER (TL) CHECK LIST FOR WEATHER ALERTS

	Get copy of MCA's MC backup files	TL
	Instruct all staff and associates to contact TL, OP or MCA for instructions as soon as threat passes	TL
	Unplug all electrical equipment and wrap and secure in plastic bags	TL
	Take TL computer upon evacuation	TL
	Ensure all agent emergency contact info is placed in Disaster Preparedness Google Drive	TL
	Assist MCA in organizing and securing MC files and computer data	TL
	Ensure that ALC members have the current telephone roster (share via Google drive)	TL
	Contact every associate as soon as possible once the threat has passed via utilization of phone tree or tribes	TL
	Partner with your Regional Disaster Relief Task Force for assistance with ascertaining incidences of damage or injury and need for assistance	TL
	Distribute KW Cares and Regional Disaster Relief Number to all associates, if applicable	TL
	Record any damage to the Market Center and/or equipment with photos or videos	TL

OP will notify the Region immediately of the status of your area, your market center, and your associates.

ASSOCIATE CHECK LIST FOR WEATHER ALERTS

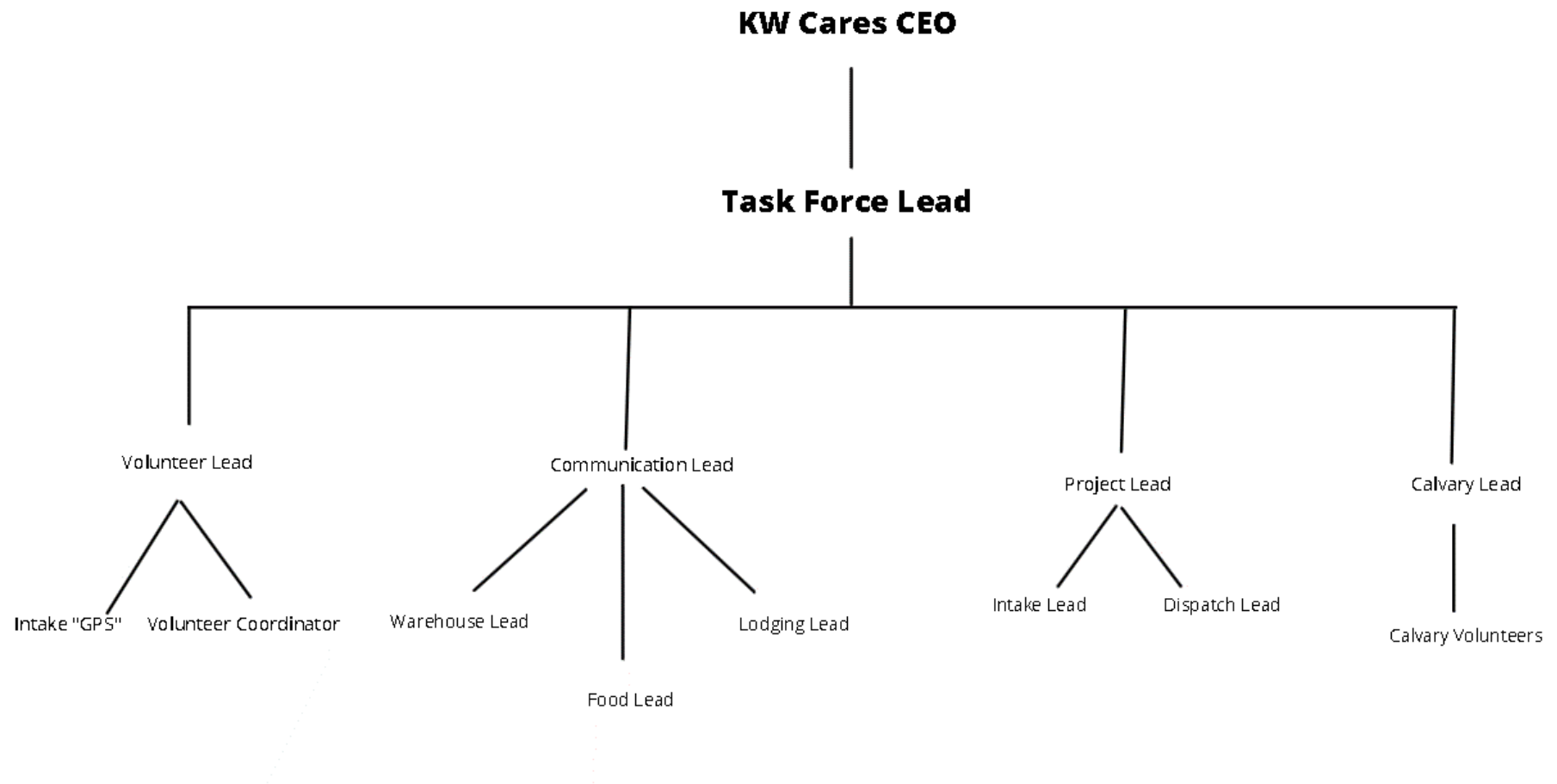
	Call buyers and sellers for emergency contact numbers	Agent
	Pick up yard signs/brochure boxes on vacant listing	Agent
	Ask sellers to put yard signs/brochure boxes inside of home or garage	Agent
	Put all important files in watertight containers and secure with duct tape. If possible, containers should be removed from the MC	Agent
	Remove personal computers, printers, etc. from the MC. These items are typically not covered by market center insurance policies	Agent
	Check homeowner's policy for riders	Agent
	Advise purchasers that closings could be postponed when a storm is named (if applicable)	Agent
	Withdraw extra cash	Agent
	Unplug office phone and secure in plastic bag	Agent
	Contact any ALC member, TL or MCA if heavy property damage or injuries are sustained	Agent
	If evacuating, remove all contents from home refrigerators and freezers. Unplug and prop doors open	Agent
	IMMEDIATELY FOLLOWING THREAT CONTACT YOUR MC LEADERSHIP BY TEXT OR PHONE AS SOON AS POSSIBLE	Agent

TASK FORCE PREPAREDNESS

Be Prepared to Respond to Catastrophic Events

3.1 Task Force Organizational Chart

Note: Depending upon the scale of an operation, the people in Lead roles may be performing all of the duties themselves or have a group of coordinators and volunteers working with them.



3.2 Task Force Roles and Responsibilities

KW Cares Representative

- Coordinates KW Cares resources
- Liaison to other Relief Organizations

Task Force Lead (RD)

- Ensures emergency preparedness of Market Centers in the Region
- Procures a storage unit in their region to store emergency preparedness items
- Ensures alignment with KW Cares policies
- Communicates with Market Center leadership to assess the scale of event impact and coordinate the appropriate response with KW Cares
- Ensures Command Center is established
- Coordinates the distribution of relief resources for affected Market Centers
- Ensures role accountability of relief team activities

- Approves supply orders for Command Center based on daily input from Department Leads

Communications Lead

- Coordinate with Market Center with how KW associates can get help and how to volunteer at the Command Center
- Coordinates information on replenishing supply resources from each Department Lead and communicates that information to the Task Force Lead
- Compiles key statistics to share with leadership on daily update calls
- Get lunch orders for all volunteers (including offsite volunteers) and provide that information to the Food Lead daily
- Communicating to KW Market Centers how KW Cares can help associates after Command Center closes.

Project Lead

- Assigns, leads, and supervises 1 Intake Lead and 1 Dispatch Lead from daily volunteers
- Intake Lead Conducts Needs Assessments with Associates from Affected Market Centers
- Dispatch Lead Uses Needs Sheets from Market Centers to create work crew instruction sheets and house diagrams
- Dispatch Lead coordinates volunteer assignment to form complete house work crews, and selection of one Work Crew Captain for each house team
- Dispatch Lead works with Project lead to determine what was completed each day
- Project Lead and/or Dispatch Lead ensure volunteers receive a safety briefing
- Dispatch Lead dispatches work crews with tool kits, cleaning kits, food, water, etc., can dispatch tools to associates who don't need a work crew sent to their home.

Warehouse Lead

- Identify Command Center
- Ensures signage is placed outside of Command Center indicating location of KW Cares relief site
- Coordinates traffic, unloading of supplies, and site access security
- Coordinates inflow/outflow of supplies and maintains an accurate inventory
- Coordinates the cleaning and restocking of work crew tool kits

Food Lead

- Coordinates food for volunteers in the affected area in conjunction with a partnership organization (such as Mercy Chefs or Operation BBQ)
- Give information on the number of volunteers to the Communications Lead in order to ensure lunch is provided daily
- Inform Communications Lead on number of people being fed daily for statistical information
- Ensure hydration needs are met for all volunteers at all locations

Lodging Lead

- As applicable per event, track storm and book hotel rooms for the Task Force in advance of the storm. Cancel rooms that are not needed depending on the path of the storm. (Try to get Task Force at the same hotel or lodging area.)
- Find lodging for volunteers as needed.
- Ensure porta potties are onsite for the Command Center and Lodging locations
- Rent a dumpster for onsite at the Command Center (coordinate w/ Warehouse Lead)
- Escalates any unresolved displaced volunteer needs to the Communications Lead

Volunteer Lead

- Determines volunteer availability from kwcares.org website
- Communicates the number of volunteers needed per Department to Task Force Lead

- Coordinates incoming volunteer and supply resources with the work crew Dispatch Lead, Logistics (Warehouse) Lead, Volunteer Food Lead, and Lodging Lead
- Coordinates schedule for incoming and exiting volunteers to the Task Force Lead
- Trains all volunteers at Command Center and conducts safety briefing

Calvary Lead

- Coordinates volunteers to buy disaster relief supplies locally (Home Depot if possible)
- Coordinates procurement of gas for distribution to kw family for generators
- Visiting service job homes before work starts

Task Force Leads will wear safety vests in the following colors:

Task Force Lead – BLACK
Communications Lead – WHITE
Project Lead – PURPLE
Warehouse Lead – YELLOW
Food Lead – GREEN
Lodging Lead – BLUE
Volunteer Lead – ORANGE
Calvary Lead – PINK

3.3 Training for the Regional Disaster Relief Task Forces

All lead Task Force members should attend a **Disaster Relief** training event provided by KW Cares and the Gulf States Region's Task Force.

- **Train new Task Force members** – These training events will allow new Task Force members to receive instruction on how KW Cares, Regional leadership, Market Center leadership, and associates all work together before, during, and after disaster events.
Note: Task Force members are selected from Market Center leadership and associate roles.
- **Update Task Force members** – Every disaster is different. These training events allow KW Cares to share the latest processes as they evolve in order to provide maximum efficiency and effectiveness for the KW relief mission.

3.4 Resource Procurement

- **Command Center Facility** – Depending on the scale of impact from an event, the size of the physical facility for a Task Force to function could range from being operated out of a Market Center to being housed in a church, community building, or a commercial warehouse. Ideally the Command Center would be greater than 1,500 sq. ft.
- When vetting a Command Center, please consider the following:
 - **Multiple options** – It’s advisable for Market Center leadership to work with their associates on a regular basis to identify all options they have for access to facilities that could house a Command Center.
 - **Geographically dispersed** – Having multiple options for facilities that are some distance from each other lessens the likelihood that all would be impacted by the same event.
 - **Forklift** – Even a relatively modest relief operation can result in a significant amount of materials being delivered via semi-trailer truck. It’s vital to identify sources of forklifts in the Market Center area.
Note: In some areas, forklift operators are required to be licensed.
 - **Loading dock** – Ideally the location will have a loading dock for ease of unloading supplies from KW Cares trucks.
 - **Fuel Availability** – Associates dispersed throughout the area can share the information they have regarding the availability of gasoline.
Note: It’s important to stress to incoming volunteers that it’s vital they top off their fuel tanks as they near the limit of fuel availability in the area and may need to bring additional containers of gasoline with them.
 - **Gasoline storage** – Only store gasoline onsite safely and with proper ventilation at the Command Center for 1 day at a time.
 - **Freeway access** – There must be an obstacle-free roadway from outside of the impact area all the way to the Command Center where semi-trucks, other vehicles with supplies, and volunteers can dependably arrive and depart.
 - **Parking** – For an event with full-scale KW Cares involvement, the Command Center may need a parking lot large enough to accommodate three semi-truck trailers.

- **Command Center Functional Support** – Market Center leadership and associates can help the Task Force identify reliable sources and vendors to support key Command Center functions. Some examples are:
 - **Ice vendor** – In most disasters, ice will be at a premium and ice chests will be in great demand for keeping water and soft drinks cold for volunteers and work crews being dispatched to homes.
 - **Sanitation** –A trash dumpster will be necessary for the site. Portable restroom facilities with hand-washing stations are also essential.
- **Lodging** – Perhaps scarcer than supplies, access to lodging is a precious resource after a disaster. Volunteers coming from far away will also need places to stay.
 - **Short term** – Local Market Center resources can help identify the nearest hotels and motels likely to have availability.
 - **Long term** – Keller Williams family members are abundantly generous in offering shelter to volunteers.
- **Emergency Services** – Identify where the nearest emergency services resources in the area are located.
 - Hospitals
 - Law Enforcement
 - Fire Stations

3.5 Communication Systems

Having effective communication systems in place is vital to counter the chaos which ensues in the wake of a disastrous event.

3.5.a Task Force Communication Systems

3.5.b Tune into Reliable Weather Sources and Governmental Agency

Resources: These sources will provide accurate traffic updates and other important news from local and state officials.

3.5.a Task Force Communication Systems

The Task Force communications systems are comprised of several major components:

- **Daily Update Conference Call** – Every Region will establish a conference call-in number with an access code. The Region will activate the number if necessary as soon as possible before, during, and after an event.
 - **Purpose** – Enable leaders involved with an event to share status updates before and during an event, if possible, and after the event to help assess the scope of impact and coordinate recovery efforts.
 - **Participants** – KW Cares, Task Force leadership, and Market Center leadership from potentially affected areas.
 - **Frequency** – At the beginning of the event, calls occur each morning at 8:00 a.m. and each afternoon at 5:00 p.m. local time. Calls may taper off to 5:00 p.m. daily. Calls may become weekly once the pace of recovery efforts has eased.
- **Slack Channel or Private Facebook Group** – Each Task Force can create their own private (closed) Disaster Relief Slack channel or Facebook group.
 - **Purpose** – Allows all leadership involved with an event to quickly share information to gain an overall perspective on a situation as it evolves.
 - **Members** – Task Force members from a specific Region can establish a Slack or Facebook group beforehand for general communication regarding Task Force activities and then, should an event occur, invite KW Cares and the leadership from affected Market Centers to join.
- **kwcares.org** – The kwcares.org website will be activated with volunteer signup capability and pertinent information should an event occur.

- **Google Voice** – A free phone service where you can get a Google phone number that can be forwarded to any phone. You can establish a single number for the Command Center and schedule people to be on call to man the phone lines.
- **Group Texting App** – Task Force members can install a group text app on their phones.
 - **Purpose** – Texting is a fast way to communicate specific details and simple information.
Note: Often texting will still function when there is insufficient bandwidth available for voice calls or internet connectivity.
 - **Examples** – Apps like WhatsApp and GroupMe have proven to be effective for communication via group text.
Note: The EZ Texting service allows you to communicate via SMS messages.

3.6.b Reliable Weather Tracking Sources

It is important for the Task Force to stay abreast of changing weather conditions. Best practices would be to tune into official and reliable sources. N.O.A.A for reliable hurricane information. Refer to local weather authority for other disasters (for example, California Wildfires = Calfire will have the most reliable information). We also recommend tuning into reliable governmental agency resources for traffic updates and other important news from local and state officials

Have multiple mass-communication channels and test them regularly!

There is no way of knowing which communication channels will still be functional after an event. It's crucial to have multiple channels to increase the chances that at least one will still be working to allow you to inform your associates as events unfold as well as ascertain their status.

Important: Test your systems regularly to ensure they're functioning.

RESPONSE

Actions the Task Force and Market Center(s) Take During an Event

Speed is key!

The sooner relief work crews can be dispatched to help those who have been impacted by an event, the sooner they can begin to rebuild their lives that may have been disrupted beyond recognition.

4.1 Activate Task Force

While steps to protect life and avoid injury are being initiated, the Task Force can be activated and begin to take action.

- **Notify Task Force Members** – The Task Force Lead (Regional Director) will contact each of the individuals who serve in a lead Task Force role and notify them of the ongoing or impending event so that they can prepare to travel to the impact site and Command Center.
- **Establish Task Force Communications** – Activate the communications channels the Task Force will be utilizing during and after the event.
 - **KW Cares Hotline** – Some associates may find themselves in dire need of shelter and humanitarian resources immediately after the onset of an event. The KW Cares Hotline will be activated to deal with such instances as rapidly as possible.
 - KW Cares phone: 512-439-8711
 - Email: kwcares@kw.com.
 - **KW Cares conference call** – The Task Force Lead will establish contact with KW Cares so that a conference call number and access code can be arranged for status update calls daily or however frequently the situation calls for.
 - **Task Force Slack or Facebook group** – The Task Force can activate a Task Force Slack channel or Facebook group so that KW Cares, lead Task Force members, and leadership from the Market Centers involved can sort out chaos and adapt solutions as the situation unfolds without unduly alarming associates in the area.
 - **Task Force group texting app** – A group texting app with the same participants as the Facebook page can share instant information among all members and will function in an environment with less connectivity.
 - **Google Voice** – Establish a Google phone number to serve as the Command Center's main number.
Note: Visit <https://www.google.com/voice> for instructions.

4.2 Monitor the Situation

Once the Task Force has been activated and communication has been established between KW Cares, the Task Force, and the Market Centers involved, the process may become a waiting game to see what develops and when first responders will grant access back into the impacted area. Some steps those involved can take are as follows:

- **Monitor Emergency Notifications** – All parties involved can monitor updates as they are provided by emergency services and news outlets.
- **Gather Information from Associates on the Ground** – Once associates and their families are safe, and only then, they may be able share specific details regarding their status, and the conditions around them or where they evacuated from.
- **Anticipate the Impacted Area** – Reports from emergency agencies will help Disaster Relief leadership form an idea about the location, size of the area, and number of Market Centers and associates that have been (or will be) impacted by the event.
- **Estimate the Extent of Damage** – In the same manner, the severity of the damage may be approximated as accurately as possible.
- **Anticipate When Access May Be Granted** – News reports and knowledge from associates with emergency authority contacts may be able to provide information on when relief resources may be able to access the affected area.

Safety First!

**It cannot be stressed enough how important it is that no associate or Disaster Relief team member puts their life or safety at risk.
Follow official safety advisories.**

4.3 Assess Needs and Determine Response

KW Cares, the Task Force, and Market Center leadership will work together to assess the severity of damage as well as identify affected associates and the nature, extent, and immediacy of their needs. This, in turn, will indicate the best course of action to take to provide the most effective assistance as soon as possible.

4.3.a Conduct a Needs Assessment – Each affected **Market Center** will contact every one of their associates to determine their status and complete a **Needs Sheet** for each associate in need of assistance.

4.3.b Determine the Appropriate Response – Once sufficient information has been gathered to assess the severity of impact to the area, KW Cares, the Task Force, and affected Market Centers will work together to determine the appropriate scale of response to begin relief operations.

Begin the Needs Assessment ASAP!

The Needs Assessment process should be initiated and completed as soon as possible after an event so that the Command Center can take action immediately once it is functional.

Note: The documents necessary to conduct Needs Assessments are available for download at <https://www.kwconnect.com/page/disasterrelief>

Grants for Hardship Due to Catastrophic Emergencies

During natural disasters, KW Cares may be able to provide emergency financial assistance to KW associates and their family members (parents, children, and siblings) for needs such as shelter, food, clothing, medical attention, and/or transportation. A needs assessment, separate from the Market Center's needs assessment, will be made with a consultation from a member of the KW Cares staff and the potential grantee.

4.3.a Market Center to Conduct a Needs Assessment

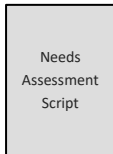
The Needs Assessment Process

1. **Identify the “call tree” group** – The Market Center identifies a “call tree” group of people who will share the task of calling every single associate in the Market Center. The call group may consist of the Team Leader, ALC members, or other leaders in the Market Center who the associates being called will recognize.
2. **Divide up the roster** – The agent roster is divided among the call group.
3. **Make calls** – The call group makes calls until all associates have been called
Note: The callers can follow the **Needs Assessment Calling Guidelines** to help them express their compassion for the situation of the people they are calling.
4. **Complete a Needs Sheet** – The callers will complete a Needs Sheet for each person they call that will record important details that will assist the Task Force in helping them with their needs. Some vital points to gather are:
 - Could they be contacted or accounted for at all?
 - Displaced from their home?
 - Water in their home? When?
 - Do they need a work crew at their house?
 - Do they need supplies delivered if they don’t need a work crew?
 - Do they have specific needs—medications, children, elderly, pets, etc.?
5. **Determine appropriate support solution:**
 - **Displaced/extreme need** – Contact KW Cares immediately
 - **Financial need** – Provide KW Cares contact information
 - **Emotional** – Get another agent or leader in the office to them immediately!
 - **Supplies** – Direct the associate to the Command Center, or Submit delivery instructions with Needs Sheet to the Agent Needs Assessment Coordinator
 - **Needs Work Crew** – Submit Needs Sheet to the Command Center
6. **Compile key statistics** – The Market Center compiles key information from all of the Needs Sheets onto a single Needs Assessment Spreadsheet so associates may be grouped by the urgency of their status: displaced, water in home, need work crew, need supplies, special conditions, etc.
7. **Needs Sheets forwarded to Task Force Intake Lead** – All Needs Sheets requiring assistance from the Task Force are forwarded to the Task Force Needs Assessment Coordinator so that work crews or supplies may be dispatched.

Needs Assessment Call Guidelines

The needs assessment callers can utilize the Needs Assessment Script while calling to ensure they show compassion while gathering the detailed information necessary to provide the maximum assistance to the associates.

1. **Demonstrate compassion** – Let them know that you’re calling to find out how they’re doing.
2. **Acknowledge their loss** – If they tell you about a specific aspect of their loss, acknowledge that you heard them by repeating back what they said while expressing your condolences – “I’m so sorry to hear that your car got flooded.” “I’m so sorry to hear that you lost your new furniture.”
3. **Things not to say** – Don’t say things such as “Everything happens for a reason,” or “Everything will be okay soon,” or “I know how you feel.”
4. **Find something positive to mention** – “I’m so happy that you and your family are safe.” “I’m so glad you were able to save your family photos.”



The **Needs Assessment Script** form, shown on the following page, is available for download at <https://www.kwconnect.com/page/disasterrelief>

Needs Assessment Script

[Directions: Someone from the Market Center, who knows the associate, should call them and follow the script below.]

1. Are you okay? We are here to help.
2. Is your family safe?
3. Do you know where they are?
4. Has anyone sustained any injuries?
5. Do you intend to stay in your home?
6. Do you have water in your house?
7. How high is the water in your house?
8. When did the water enter your house?
9. Do you have transportation?
10. Do you have food?
11. Do you have electricity?
12. Do you have cash, access to cash, or a credit card?
13. What specific needs do you have?
14. Do you need a work crew? When?

4.3.b Determine the Appropriate Response

Based on the level of need, recovery efforts may occur on one of a variation of levels.

- **Market Center driven** – Recovery efforts may be organized at the Market Center level with volunteer efforts and supplies provided by associates from the Market Center. Affected associates apply for KW Cares grants if needed.
- **Regionally driven** – The Disaster Relief Task Force in a given Region may work with Market Centers in the area to provide recovery services. A Command Center may or may not be established depending on the operations that may be conducted out of the Market Centers. Affected associates apply for KW Cares grants if needed. KW Cares may supply additional specific supplies or tools.
- **Full KW Cares involvement** – A full-scale Command Center is established, supplied by KW Cares relief semi-trailer trucks. The kwcares.org website is activated for volunteers to sign up.

KW Cares Resources

- KW Cares phone during business hours: 512-439-8711
- Email: kwcares@kw.com.
- kwcares.org – For volunteers to register to commit to work shifts.

4.4 Procure Resources

4.4.a Volunteer Lodging Resources

There is often an extreme shortage of available lodging immediately after an event due to people displaced by the event searching for shelter, and an influx of first responders and volunteers.

The **Lodging Lead** can take immediate steps once a threat has subsided to maximize lodging options for the imminent arrival of volunteers.

- **Facebook group** – The Lodging Lead coordinates with the Communications Lead to create a group where incoming volunteers can post their lodging needs so that associates near the impact area can offer them accommodation.
Note: The link to the Lodging Facebook group page can be posted on kwcares.org.
- **Find nearest lodging availability** – The Lodging Lead contacts hotels and motels in the vicinity to check availability and then expands the search outward from the impact area until available rooms are located.
Important: Availability of hotel rooms fluctuates so the Lodging Lead should check back often with hotel establishments.
Note: Nearest lodging availability can be posted on the Lodging Facebook group page.
- **Find the nearest fuel** – The Lodging Slack Channel or Facebook page can also share information being gathered regarding the nearest sources of gasoline in the area.

4.4b Disaster Relief Supplies for the Command Center

- KW Cares will ship DR supplies to the command center as soon as Command Center location is provided to KW Cares staff. The initial supplies will be shipped on a KW Cares trailer from Austin the affected area. It is important for both KW Cares staff and Task Force Lead to obtain truck drivers phone number prior to the trailer leaving Austin for the command center.
- Any further supplies needed for the command center will either be shipped again from Austin or possibly procured from local resources. KW Cares staff and the Task Force lead will work in partnership on the best strategy for obtaining further supplies.

4.4.c Volunteer Availability

As soon as sufficient Needs Assessments have been completed and the approximate date and time when the establishment of the Command Center will begin has been determined, the system to enable volunteers to commit to serving at the Command Center will be activated:

- **kwcares.org** – The website will be activated to coordinate with volunteers and communicate several factors.
 - **Shifts available** – Volunteers can sign up to commit to serve on specific days.
 - **Volunteer Preparedness** – The website provides instructions on how volunteers can prepare to work in a safe manner while volunteering.
 - **Specific donated items requested** – The site can display a list of specific tools or other supplies that are in high demand that incoming volunteers may donate personally.

Broadcast the Command Center location!

It is vital to communicate the address and directions to the Command Center through all of your communication channels as soon as possible once the location is confirmed. Relief resources and volunteers may already be en route, and associates will need supplies urgently.

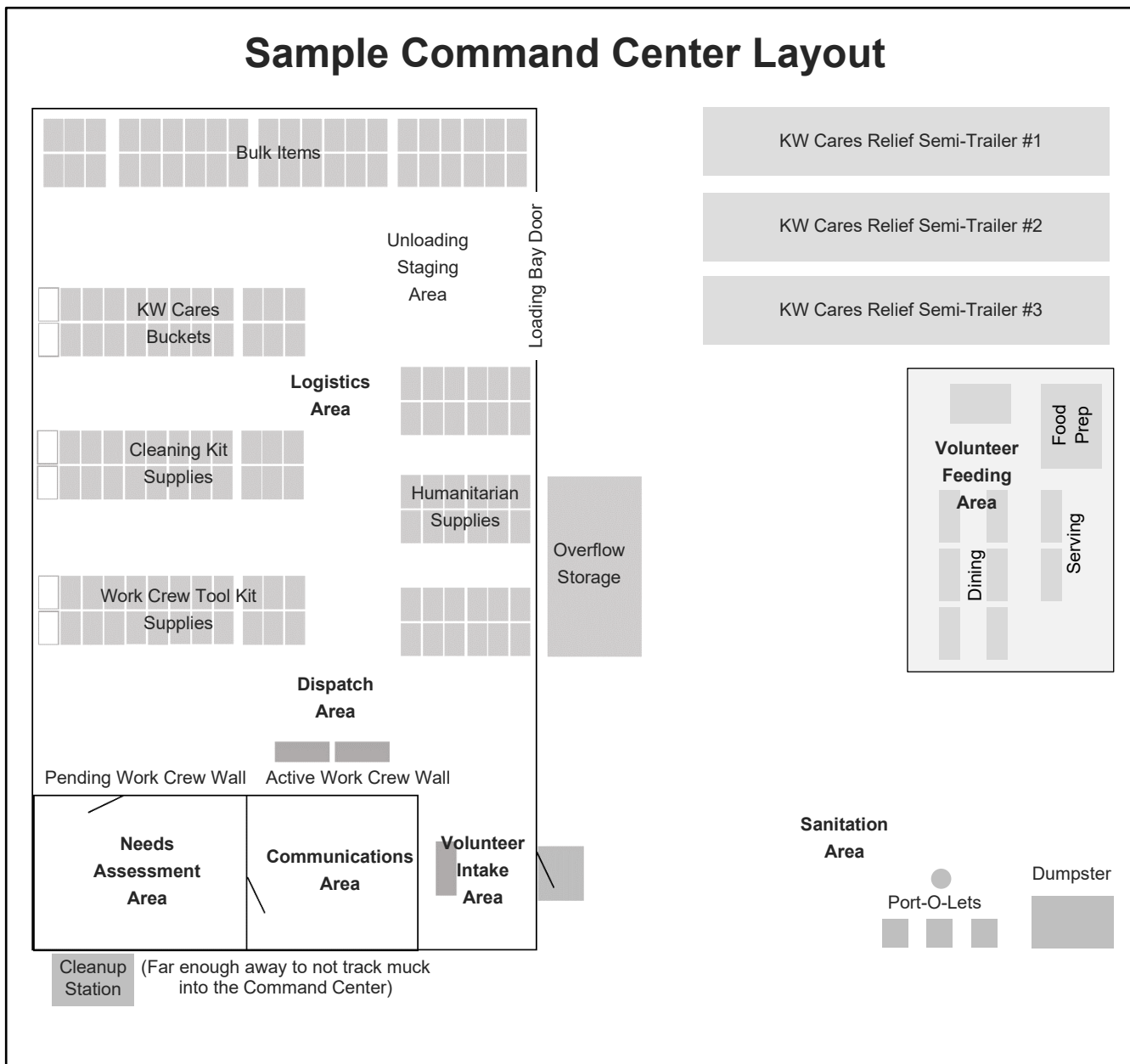
Treat each other with respect and kindness.

Everyone will be serving in an environment of sustained stress and urgency. It's imperative to maintain the focus and perspective that everyone is there to help. Practice patience and understanding with kindness.

4.5 Establish the Command Center (Warehouse)

Just as each disaster is different, each Command Center layout is different. The example below depicts the elements likely to be included for any full-scale Command Center capable of accommodating semi-trucks.

Plan and construct your Command Center to work best in the space you have.



Key Command Center Areas

Several key areas need to be established to enable Command Center operations.

- **Communications Area** – Facilitates communication necessary to conduct Command Center operations
 - **A separate room** – Ideally the Communications Area will be a separate room with a door and a long table with chairs where conference calls can occur and the Leads from the Task Force can meet.
- **Volunteer Intake Area** – Volunteers register and sign up for house work crews or are directed to other work assignments.
 - **Controlled entry** – Allows Command Center personnel to confirm that people seeking to enter the Command Center area are there to volunteer.
 - **Close to Dispatch Area** – The greatest need for volunteers will be for people to go out to work on houses on house work crews.
- **Needs Assessment Area** – The Intake Lead gathers the **Needs Sheets** completed by the Market Center(s) and provides them to Dispatch Lead who uses them to create **House Project Plans** and **Work Crew Captain Instruction Sheets**.
 - **Surface area** – The Intake Lead will need a table or desk surface to be able to sort and arrange the various forms.
 - **Near the Dispatch Area** – The Dispatch Lead will supply the Dispatch Area with the forms they need.
- **Dispatch Area** – House Project Plans are posted so work crew volunteers can sign up to work on specific houses.
 - **Active and pending wall sections**
 - **Active House Project Plans** – should be posted on a prominent section of wall convenient to incoming volunteers so they can sign up to work on houses that are ready for work crews to be dispatched to them.
 - **Pending House Project Plans** – House Project Plans for houses that, for example, are still flooded or otherwise are not ready for work crews, can be posted on a cordoned-off section of wall where they can be monitored, yet volunteers do not mistakenly sign up to work on them.

- **Logistics Area** – Tools and supplies are staged for use by house work crews, for delivery to associates, or for associates to pick up from the Command Center.
 - **Kits** – Tools and supplies, kitted according to their function, are staged so they can be conveniently dispatched. Some examples are:
 - **Tool kits** – For work crews to muck out houses, etc.
 - **Cleaning kits** – For work crews to clean houses or associates to clean their own houses.
 - **Generator kits** – For associates who are without power—generator, fuel container, oil, power cords, and splitter.
- **Volunteer Feeding Area** – Food is provided to feed volunteers.
 - **Shelter** – Pop-up canopies and larger canopies can provide shelter for food preparation and dining.
 - **Food Service** – Typically, a local volunteer organization can be found to provide large-scale feeding capability.
- **Sanitation Area** – Trash bins, portable toilets, hand-washing stations, and decontamination station.
 - **Convenient location** – Trash bins and portable toilets should be located where they can be easily accessed by service vehicles.
 - **Cleanup Station** – Create an area where returning work crews can rinse off and tools can be cleaned before they re-enter the Command Center area.

Note: In organizing the Command Center, keep in mind it is best to position heavy items to be given away or used by volunteers closest to accessible doors to outside.

4.6 Conduct Command Center Operations

The key steps for conducting Command Center operations are:

- a. Follow the Schedule
- b. Conduct Daily Communications
- c. Manage Volunteer Intake and Assignment
- d. Project Lead: Intake and Dispatch Departments
- e. Feed Volunteers
- f. Manage Warehouse

When Command Center is in operation, leaders will wear the following designated vests:

Task Force Lead – BLACK

Volunteer Lead – ORANGE

Communications Lead – WHITE

Calvary Lead - PINK

Project Lead – PURPLE

Lodging Lead – BLUE

Warehouse Lead – YELLOW

Food Lead – GREEN

4.6.a Follow the Schedule

Suggested Command Center Schedule

7:30 a.m. Task Force Huddle

8:00 a.m. Update call with MC Leadership (Ops, TLs, MCAs in affected area) and KW Cares

8:30 a.m. Work Crew Safety Briefing

9:00 a.m. Send work crews out

4:30 p.m. Task Force Huddle:

Command Center Leads meeting to report statistics (number of agents with water in their house, agents displaced from their house, agents where no contact has been made, number of volunteers, crews sent out, and houses completed) and find out what has to be done to be ready for the next day for new projects and to have accurate stats for the leadership call.

5:00 p.m. Evening Update call with KW Cares and Leadership

4.6.b Conduct Daily Communications

The main components of daily communications are:

- 4.6.b.i Daily Update Call with Leadership and KW Cares
- 4.6.b.ii Work Crew Safety and Instructions Briefing
- 4.6.b.iii Incoming Resources Coordination
- 4.6.b.iv Command Center Lead Update Meetings

4.6.b.i Daily Update Call with Leadership

At the outset of an event, the Region will activate a call-in number with an access code so that KW Cares and leadership of everyone involved can share updates.

■ Participants

- Command Center Task Force leads
- Market Center leadership from affected offices
- KW Cares representatives

■ Call Agenda

- Opening remarks – The Task Force Lead (Regional Director)
 - Quick overall status update
 - Resource requests – Volunteers and supplies
- Market Center status updates – Team Leaders of affected Market Centers
 - Quick overall status update
 - Key statistics
 - Associates contacted/not contacted
 - Associates who are okay
 - Associates who are displaced or have other urgent concerns
 - Associate homes damaged – Work crew needed/work completed
 - Associates in need of other resources
- KW Cares update – KW Cares representatives
 - KW Cares grant considerations
 - KW Cares resources being applied
- Closing Remarks
 - Plan for the day – Task Force Lead (Regional Director)
 - Inspirational closing – A spiritual message of inspiration and hope

4.6.b.ii Work Crew Safety and Instructions Briefing

The Dispatch Lead conducts a briefing every morning to provide project and safety instructions for outbound work crews.

1. **Assemble work crew volunteers** – Assemble work crew volunteers who have not received a safety/instructions briefing previously. A good assembly location may be near the volunteer dining area.
2. **Stand on a small ladder or other safe, raised surface** – The speaker stands where everyone can see and hear them.
3. **Conduct the briefing** – **Note:** The following briefing content is based on instructions for a flooding event. The briefing instructions will need to be modified to suit each disaster event.

Work Crew
Safety and
Instructions
Briefing

A Safety Briefing and Instructions Form is available at
<https://www.kwconnect.com/page/disasterrelief>.

Have a First Aid Kit

The Command Center should be equipped with a first aid kit for minor injuries. Anyone with an injury that is not extremely minor should immediately seek professional medical assistance.

Sample Briefing and Instructions

1. All crews provide name and cell number on House Project Plan on wall where they signed up for the crew.
2. Work Crew Captain has a Work Crew Instructions Sheet with specific instructions and a list of additional tools required.
3. Homeowner must be on-site for any demolition or other work to be performed.
4. Text or call with any homeowner medical issues/special circumstances you discover.
5. Use extreme compassion and understanding when talking to residents—they have lost so much.
6. Make certain electricity is switched off at the breaker panel.
7. Do not walk in standing water. It may be energized by a fallen power cable.
8. Ask the homeowner's permission before removing any debris, demolishing wall boards, etc.
9. Carpool if possible; parking may be very challenging.
10. Enter the complete address in your GPS mapping tool.
11. No open-toed shoes should be worn.
12. Wear a dust mask, gloves, and eye protection at all times while working.
13. Wear insect repellent.
14. Stay hydrated and have snacks available.
15. Avoid overheating by wearing a cooling towel.
16. Clothing may need to be discarded if exposed to contaminated substances.
17. Stay in touch with your Work Crew Captain.
18. Be conscious of where you are and what's happening around you inside the property.
19. Watch out for slippery surfaces.
20. Be careful of exposed nails, boards, sharp objects, etc.
21. Be careful of swinging tools.
22. Keep stacks of debris tightly contained outside.
23. There may not be functioning bathrooms, so plan accordingly.

4.6.b.iii Incoming Resources Coordination

Incoming resources can be divided into three areas:

- Coordinate Incoming Volunteers
- Coordinate Incoming Supplies and Equipment
- Coordinate Incoming Donations

➤ **Coordinate Incoming Volunteers**

- **Determine quantity of available volunteers** – The Volunteer Lead secures access to the kwcares.org Volunteer Report to determine the number of volunteers who have committed to work specific days.
- **Groups of volunteers** – Individual Market Centers may contact the Command Center to offer groups of volunteers.
 - The Volunteer Lead determines the number of volunteers and the exact date and time to expect their arrival.
 - Request Market Center to ask their volunteers to also register on the kwcares.org website so that their participation will be reflected in the overall numbers.
- **Communicate with other Leads** – The Volunteer Lead communicates the quantity of volunteers estimated to be available for the next day with other Lead roles on the Task Force so that they can prepare their own resources.
 - **Project Lead** – Estimates how many work crews can be sent out.
 - **Warehouse Lead** – Ensures enough work crew tool kits are prepared.
 - **Food Lead** – Plans to prepare the appropriate quantity of food.
 - **Lodging Lead** – Determines the latest lodging availability in the area so that can be communicated via the Slack channel or Facebook page and other means.

➤ **Coordinate Incoming Supplies and Equipment**

- **Arrival Schedule** – The Communications Lead informs the Warehouse Lead of all expected arrivals of supplies and equipment so they can ensure a sufficient amount of volunteers are available to help.
- **Parking and Access** – The Warehouse Lead will ensure that incoming vehicles have clear access to unload.

➤ **Coordinate Incoming Donations**

We encourage gift card donations (VISA so they can be used at any retailer and for any needed items) and online (monetary) donations to KW Cares. The Command Center is unable to facilitate any other type of donations.

Please Note: All gift cards should be provided to Task Force Lead (RD) to be used at his/her discretion. Gift cards are not tax-deductible, as they are outside the purview of KW Cares activities.

4.6.b.iv Command Center Lead Update Meetings

In addition to the daily update calls each morning, Task Force Leads should touch base throughout the day to keep everyone on the same page.

- **7:30 a.m. and 4:30 p.m. Task Force Huddle** – The team meets to assess how the day went and plan for the following day.
 - **Review of the day** – Discuss what worked great, where there's an opportunity for improvement, and the steps to take to achieve it.
 - **Plan the next day** – Coordinate resources to dispatch the maximum amount of work crews and supplies to bring as much relief as possible to associates in need.
 - **How many volunteers are anticipated?**
 - **How many Work Crew Tool Kits will need to be available?**
 - **How much food will need to be prepared?**
 - **Compile Update Call statistics** – Prepare to communicate updated status/progress of the relief provided to associates and coordinate efforts and

resources to continuing dispatching the maximum number of work crews possible each day.

4.6.c Manage Volunteer Intake and Assignment

Volunteers arriving at the Command Center can be processed in and assigned to a task very quickly with two simple processes:

4.6.c.i The Sign-In Process

4.6.c.ii The Assignment Process

Keep them busy!

Volunteers are there to work. Help them do just that!

- **Anticipate their arrival.**
- **Have work identified for them to do.**

**Volunteers with nothing to do will leave and
you won't get them back!**

4.6.d Project Lead: Intake & Dispatch Departments

The Project Lead supervises both the Intake and Dispatch departments. The primary duty of the Project Lead is to ensure the following:

- **Dispatch Work Crews** – Work crews are sent to the homes of associates where work needs to be done urgently to abate damage such as flood damage.
- **Deliver Supplies to Associates** – Supply delivery is done for associates who do not require a work crew, yet have significant needs and can't come to the Command Center to get those supplies. A prime example of this are associates who wish to remain in their homes yet don't have electricity and need a generator. (Depending on number of volunteers this may not be possible for duration of Command Center operations)

4.6.d.i Intake Department

1. **Use the Needs Sheet** – The Intake Department gathers the Needs Sheet for each associate requiring a delivery. Depending on the size of the response, the Intake Department may need to create a department of people to handle the load.
2. **Prepare Dispatch Forms** – The Intake Lead at the Command Center gathers the **Needs Sheets** completed by the call trees at the Market Center. The Intake Lead also creates **House Project Plans** that are posted on Command Center walls. These plans provide spaces for volunteers to sign up for a house project in teams of 6–8 and contains vital information such as owner contact info, Market Center affiliation, work to be done, etc.

4.6.d.ii Dispatch Department

Dispatch Work Crews - The Dispatch Lead does the following in reference to dispatching work crews:

1. **Work Crew Captain Instruction Sheet** – Given to Work Crew Captains before they depart for the house. Provides specific instructions for the Work Crew Captain to follow regarding tools to take, work to complete, and the return of tools to the Command Center.
2. **Release and Waiver of Claims Form** – Each Work Crew Captain is issued a Property Owner Release and Waiver of Claims Form for the property owner to sign before any work begins.
3. **Post Dispatch Forms** – The **House Project Plan** with the **Work Crew Captain Instruction Sheet** paper-clipped behind it are initially posted on the **Pending Wall** of the Command Center until work crew dispatch has been scheduled.
4. **Schedule Work Crew Arrival** – Once a house is accessible and sufficient volunteers are anticipated, the Agent Needs Assessment Coordinator contacts the homeowner and schedules a day for a work crew to arrive.
5. **Assemble Complete Work Crews** – The House Project Plan and Work Crew Captain Instruction Sheet are moved to the Active Wall the night before work crew dispatch is scheduled so volunteers can sign up the next day.
6. **Confirm Homeowner Present** – Once the work crew is completely assembled, the Work Crew Captain calls the homeowner to confirm they will be present at the property.
7. **Conduct Safety and Instructions Briefing** – Work crews attend the Safety and Instructions Briefing described in the Communications section of this chapter.
8. **Feed, Equip, and Dispatch Work Crews** – Work crews gather tools and water and carpool to the house.
 - **Tools** – A pre-kitted toolkit plus any additional tools specified on the Work Crew Captain Instruction Sheet.
 - **Water** – At least a case of bottled water on ice in a cooler.

9. **Recover Tool Kits and Cleanup** – At the end of the day, the Work Crew Captain returns the tools and cooler to the Command Center Cleanup Station.
 - **Cleanup** – Work crews can clean up, sanitize their boots, and change footwear before reentering the Command Center area.
 - **Tool kit recovery** – The Logistics Inventory Coordinator sanitizes the tools and allows them to air dry before rekitting them for future use.
10. **Dispatch Supplies to Associates Process** - Dispatch Work Crews - The Dispatch Lead does the following in reference to dispatching work crews:

If associates do not require a work crew, yet need tools or supplies and can't come to the Command Center, then materials can be delivered to them (if volunteers are available and a delivery is safe to do so)

1. **Assemble Delivery Packages** – The Dispatch Delivery Coordinator gathers the requested tools and supplies indicated on each Needs Sheet.
2. **Make Deliveries** – The Dispatch Delivery Coordinator determines the most efficient route for delivery and deliver the packages.
Note: For multiple requests from a widely dispersed area, delivery packages may be delivered to Market Centers for final delivery by their associates.

4.6.e Feed Volunteers

Coordinate Food Service Resources

The Food Lead is responsible for coordinating the incoming resources necessary to provide full-capability food service for volunteers. As part of their job duties, the Food Lead will establish relationships with nonprofit or relief organizations that provide all lunch meals to volunteers and task force leads daily throughout the mission. Mercy Chefs and Operation BBQ have been excellent organizations to work with during past events.

4.6.f Manage Warehouse

The Warehouse Lead is responsible for ensuring the logistics team can effectively function in four areas:

- 4.6.f.i Establish and maintain the logistics area
- 4.6.f.ii Provide supplies to work crews
- 4.6.f.iii Provide supplies to associates
- 4.6.f.iv Manage Command Center access

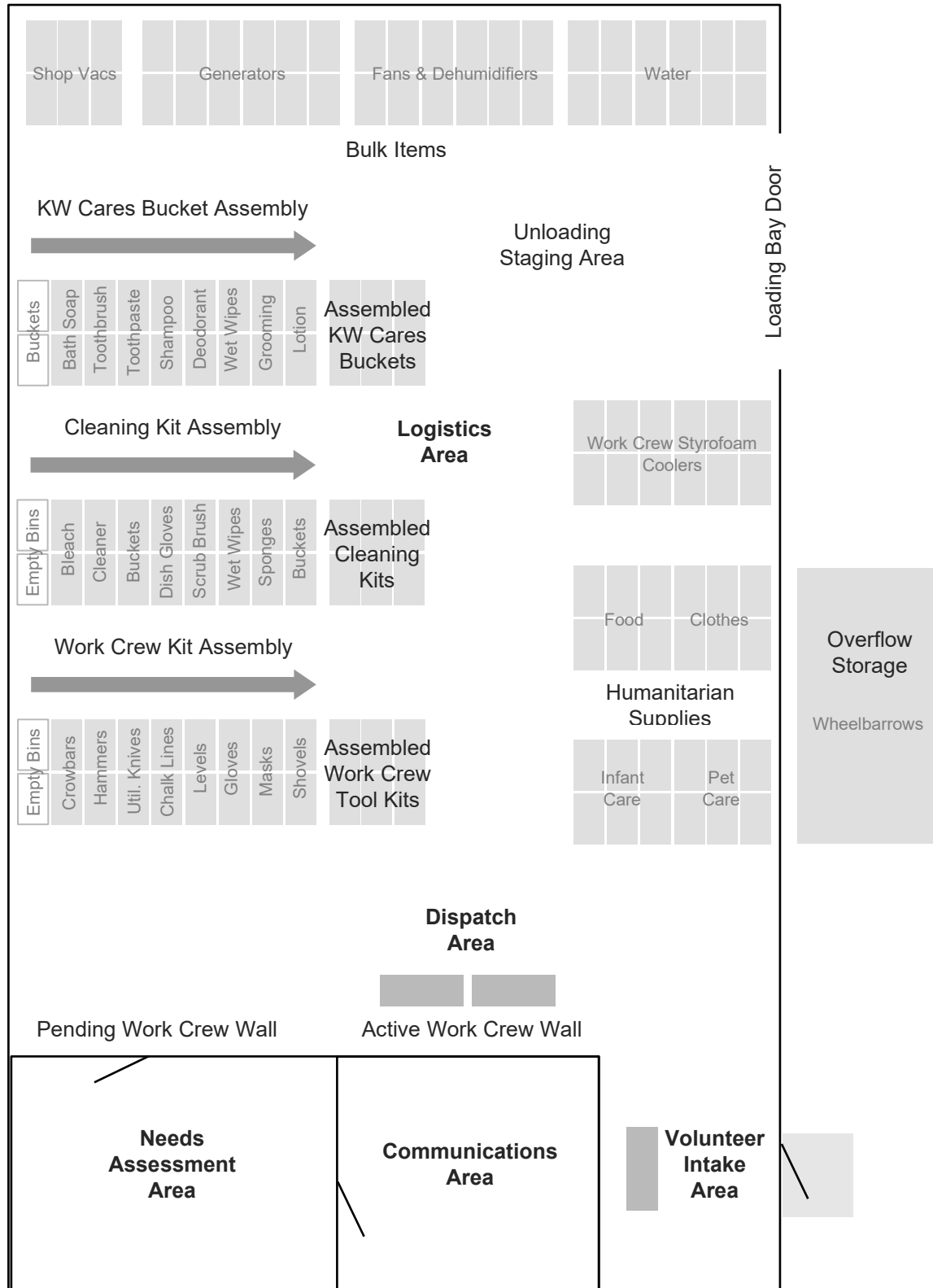
4.6.f.i Establish and maintain the logistics area

Establishing and maintaining the logistics area requires several steps:

- Logistics area layout planning
- Stocking initial supplies and equipment
- Monitoring inventory and restocking

➤ Logistics area layout planning

Each Command Center facility is different. The sample logistics area shown below depicts areas of functionality that often exist during relief operations.



Layout Guidelines

1. **Safety first!** – Frequently remind personnel in the warehouse to be aware of the movement of forklifts and the people around them. Designate a volunteer to run interference for the forklift.
2. **Everything on pallets** – Where appropriate, arrange material on pallets as much as possible so that they can be easily moved by a pallet jack or forklift.
3. **Room to move** – Leave enough room between aisles for at least a pallet jack to have access.
4. **Staging area** – Establish a staging area inside the main bay doors where there is sufficient room for a forklift or pallet jack to deposit several pallets of supplies inside the logistics area. The supplies can then be relocated to their allotted location by hand or with a pallet jack. This way the fork lift is not required to continually move throughout the entire logistics area.
5. **Bulk items** – Store bulk items that frequently enter and leave the area in high quantities frequently along a wall with easy access to the loading bay doors to minimize forklift travel.
6. **Kitting supplies** – Arrange items to be kitted in rows according to each kit type that will be used for the operation.
 - **Empty containers near the wall** – Empty containers can be pushed or rolled down the aisle as each content is added to assemble the kit.
 - **Contents in the order they are kitted** – Heavy items, or ones that will be accessed last, can be put in first. Gloves, masks, and eye protection are placed for quick accessibility.
 - **Assembled kits on the end** – Kits ready for use are staged at the end of the aisle for quick access for work crew dispatch.
7. **Overflow storage** – Bulky items such as wheelbarrows and excess supplies can be kept in an outdoor area. **Note:** Bottled water must NEVER be stored uncovered in direct sunlight.

➤ **Stocking initial supplies and equipment**

Once logistics area layout has been planned, the Command Center is ready to receive shipments.

- **Have plenty of help** – Anticipate when the first wave of relief supplies will be arriving and make sure you have plenty of volunteers to help with unloading and stocking.

Note: The Command Center will likely have homes where work crews can be dispatched the instant the crews can be equipped!

- **KW Cares relief trucks** – KW Cares trucks will be loaded with the materials most relevant to the stage of operation required.
- **Other relief deliveries** – Deliveries from smaller vehicles will likely need to be unloaded by hand.

➤ **Monitoring inventory and restocking**

- **Monitor inventory** – The Warehouse Lead monitors the levels of key supplies and communicates any anticipated shortages to the Communications Lead.
- **Work crew tool kits** – Often the need for certain tools, such as crowbars, will be higher than expected once work crews begin to be dispatched and the current state of damage is revealed.
- **Returning work crew tools** – Work crew tools will need to be returned to inventory for reissuing once they have been cleaned.

4.6.f.ii Providing Supplies to work crews

Provisioning work crews falls into three areas:

- Build kits
- Provide supplemental equipment
- Provide water for work crews

➤ **Build kits**

Preassembled kits of supplies or tools are efficient for many reasons.

- **Adaptability** – The types of kits and their contents will vary depending on the disaster. Some kit types commonly utilized are:
 - **Work Crew Tool Kits** – Optimized for remediation work needed. Tools for mucking houses and doing mold abatement due to flood damage is a very common tool kit.
 - **Cleaning Kits** – Cleaning kits may be sent with work crews or utilized by associates who want to do their own cleanup.
 - **Generator Kits** – Contains a generator, fuel can, oil, extension cord, and power strip.
- **Standardized** – Once the nature of the need has been determined, the kit contents can be standardized for rapid assembly. Since the contents are known, they can easily be supplemented with other needed items.

➤ **Provide supplemental equipment**

- **Additional equipment** – Each crew member must arrive onsite with all items in the “backpack checklist” which should be sent to each volunteer upon signup. The backpack checklist will include gloves, a mask, and eye protection. The Dispatch Lead, Warehouse Lead and Logistics Lead will work with the Work Crew Captain to provide all resources needed to ensure the work can be done safely and timely.
- **Add specialty equipment** – Chain saws, generators, etc., may be added on a case-by-case basis to address specific needs of associates and for specific types of events.

➤ **Provide water for work crews**

- **Water** – The logistics team can stage water near the work crew loading area so work crews can load the amount of water they’ll need along with ice if ice is available.

4.6.f.iii Provide Supplies to associates

- **Provision associates** – Even if a work crew is not dispatched to an associate's home, the Command Center can still provide them with resources they require.
 - **Generators** – Generators can be provided for associates who lack electricity yet wish to remain in their residence.
 - **Cleanup Supplies** – Tools and cleaning supplies can be provided for associates who choose to do the work themselves.

4.6.f.iv Manage Command Center access

Command Center access management consists of five areas.

- Parking (Warehouse Lead)
- Incoming volunteers (Volunteer Lead)
- Qualified Grantees
- Deliveries and services
- Work crew loading and unloading

➤ **Parking – Warehouse Lead**

Parking can become a scarce commodity after a disaster when curbs are piled with debris.

- **Parking directions** – The Warehouse Lead can direct those driving up to where available parking areas are located.
- **Parking management** – If someone parks their vehicle in the entrance or delivery lanes of the Command Center, the Warehouse Lead should communicate with them immediately so that they don't enter the Command Center and there's no way to locate them so they can move their vehicle if it's blocking a delivery.

➤ **Incoming volunteers (Volunteer Lead)**

- **Direct them to the Volunteer Intake Area** – The Warehouse Lead directs volunteers to the Volunteer Intake Area so they can complete the intake and assignment process discussed earlier in this manual.

➤ ***Qualified Grantees (KW associates & their immediate families)***

- **Associates** – As associates arrive onsite, they should check-in with “onsite intake” person, who is part of the Project Lead Department. This onsite intake person will have the affected market center rosters to verify affiliation of KW associates.

Note: The flow of how supplies are loaded into vehicles will depend on the logistics of the command center parking/driveway. This process may need to be determined onsite.

- **Community members** – Often, members of the community notice the activity at the Command Center and inquire about the availability of equipment and supplies.
 - **At the Task Force Lead’s Discretion** – Depending on the availability of resources, and the phase of recovery the Command Center is in, there may be a situation where providing supplies to a member of the community is the best course of action. Otherwise, the Warehouse Lead should indicate that all supplies are currently spoken for and ask for their name and contact information if supplies become available.
 - **Other relief agencies** – The Warehouse Lead should have a list of contact information for other relief agencies in the area the visitors can contact.

➤ **Deliveries and services**

The Warehouse Lead coordinates with the Communications Lead to anticipate deliveries and services scheduled for the Command Center so that appropriate preparations can be made.

- **Deliveries** – The Warehouse Lead works with the various volunteer coordinators to ensure deliveries are unloaded as efficiently as possible.
 - **Resources for unloading** – Before an anticipated arrival, the Warehouse Lead works with the Volunteer Lead to ensure the appropriate number of volunteers will be available to help.
 - **Forklift** – If needed, the Warehouse Lead ensures a forklift with an operator will be available. KW Cares has an account with United Rental, see KW Cares team for more info. **Note:** A volunteer should be assigned to run interference for the forklift to clear its path and make certain pedestrians keep safely clear.
 - **Volunteers** – A sufficient quantity of volunteers must be assigned to perform any manual unloading required as well as to move materials to their ultimate destinations at the Command Center.
 - **Clear, safe approach** – The Warehouse Lead ensures arriving vehicles have a clear, safe approach to the Command Center. A volunteer will guide vehicles to their parking locations while ensuring all pedestrians stay safely clear.
- **Services** – The Warehouse Lead ensures vehicles arriving to perform services at the Command Center such as sanitation services are provided a clear, safe approach.

➤ **Work crew loading and unloading**

- **Work crew loading** – Once work crews have received a safety briefing, the Warehouse Lead instructs them to form a line of vehicles needing to be loaded to the work crew loading point.

Important: Only vehicles needing to be loaded should enter the Command Center area. Other vehicles transporting work crew members can regroup with loaded vehicles a short distance from the Command Center for travel together to their assignment.

- **Efficient loading** – Work crew equipment and supplies should be staged for quick, convenient loading into vehicles.
 - **Work crew toolkit**
 - **Additional safety equipment (if needed)** – Work Crew Captain makes sure there are sufficient masks, gloves, and eye protection for each crew member.
 - **Specialty tools (if required)** – Dehumidifier, chain saw, etc.
 - **Other kits (if required)** – Cleaning kit, hygiene kit, etc.
 - **Water** – A cooler with at least a case of water on ice.
 - **Lunches** – The Food Lead will coordinate delivery of lunch to work sites.
- **Verify loaded contents** – The Work Crew Captain confirms the necessary equipment and supplies are loaded to be able to perform the assignment indicated on the Work Crew Captain Instruction Sheet.

Show courtesy to work crew members!

Returning work crew members will be exhausted. Be sure to designate a Logistics Coordinator to watch for returning work crews and courteously guide them to the Cleanup Area where they can wash off the muck and mud before reentering the Command Center area.

- **Work crew unloading** – Work crews should go directly to the Cleanup Area before returning to the Command Center. The Cleanup Area should have a garden hose for rinsing tools, gloves, etc. If work was performed in areas subject to floodwaters, sanitizing solutions should be available.
- **Tools** – Hand tools, wheelbarrows, etc., should be sprayed to remove any muck, soaked in or wiped with a sanitizing solution, and allowed to air dry.

- **Rubber gloves and boots** – Should be rinsed, sanitized, and allowed to air dry. Crew members should **change to other footwear** before reentering the Command Center, if they've been working in a contaminated area.
- **Work crew members** – Work crew members rinse their hands and arms with clean water or water disinfected for personal hygiene use (see below) and apply hand sanitizer.
- **Return work crew items to inventory** – The Warehouse Lead can assign a volunteer to air dry and then return tools to inventory so that they may be reassigned.

Sanitizing Solutions

Tools: A simple sanitizing solutions for tools can be made by mixing 1 cup of common 5-6% unscented household bleach with 5 gallons of water.

Hygiene Use: Mix 6 drops of 5%-6% percent bleach with 1 gallon of water.

Allow solutions to sit 30 minutes before use. Dispose of solutions after 2 hours (pour down plumbing drains, NOT storm drains or septic systems).

Never mix bleach with ammonia!

It's deadly! Bleach mixed with ammonia creates an extremely toxic, odorless gas that can cause severe lung damage and even death if inhaled!

7. System for Close Out

APPENDIX

Needs Assessment Script

Needs Assessment Script

[Directions: Someone from the Market Center, who knows the associate, should call them and follow the script below.]

1. Are you okay? We are here to help.
2. Are you safe?
3. Is your family safe?
4. Do you know where they are?
5. Has anyone sustained any injuries?
6. Do you intend to stay in your home?
7. Do you have water in your house?
8. How high is the water in your house?
9. When did the water enter your house?
10. Do you have transportation?
11. Do you have food?
12. Do you have electricity?
13. Do you have cash, access to cash, or a credit card?
14. What specific needs do you have?
15. Do you need a work crew? When?
16. Do you know the condition of any of our fellow agents?
 - [If they are displaced, contact KW Cares immediately.]
 - [If they need emotional support, let them know someone will be contacting them as soon as possible and pair them with an associate ASAP.]
 - [If they are in need of a work crew or supplies, let them know that someone from the Command Center will be contacting them.]
 - [Provide them with directions to the Command Center.]
 - [Make note on the Needs Sheet for the Command Center Dispatch Lead on any of the items below you might recommend for this person.]
 - Gift Card
 - Generator
 - Food
 - Clothing

Needs Sheet

NEEDS SHEET

Caller Name: _____

Time/Date Contact, Initials: _____ F/U Date: _____ F/U Date: _____ F/U Date: _____

HOMEOWNER NAME: _____

AGENT OR RELATIVE, IF RELATIVE—AGENT NAME, MARKET CENTER NAME:

ADDRESS & SUBDIVISION OF HOME:

BEST PHONE NUMBER: _____ ADDITIONAL CONTACT NOTES: _____

COMPLETELY OK [NO NEEDS]: Y/N	AGENT SAFE: Y/N	FAMILY SAFE: Y/N	LOCATION KNOWN Y/N:
INJURIES:	INTEND TO STAY IN HOME: Y/N	WATER IN HOME: Y/N	WATER HEIGHT:
WATER DATE:	TRANSPORTATION: Y/N	FOOD: Y/N	ELECTRICITY: Y/N
HAVE CASH OR ACCESS TO CASH/CREDIT: Y/N	SPECIFIC NEEDS:		
WORK CREW NEEDED: Y/N		REQUESTED WORK CREW ARRIVAL DATE:	SUPPLIES DELIVERY NEEDED: Y/N
KNOWLEDGE OF THE CONDITION OF OTHER AGENTS:			
KW CARES CONTACTED IMMEDIATELY: Y/N	KW CARES CONTACT INFO PROVIDED: Y/N	EMOTIONAL SUPPORT ASSIGNED: Y/N	SUPPORT PERSON ASSIGNED:
RECOMMENDATIONS FOR DISPATCH TEAM			
GIFT CARD: Y/N	GENERATOR KIT: Y/N	FOOD: Y/N	CLOTHING: Y\N

OTHER NOTES: _____

*** SPECIAL NEEDS: _____

Needs Assessment Spreadsheet

[illegible]

[illegible]

Volunteer Sign-In Sheet

[illegible]

Work Crew Captain Instruction Sheet

WORK CREW CAPTAIN – INSTRUCTION SHEET

DATE OUT: _____

ADDRESS FOR CLEAN-OUT: _____

Crew Captain: _____ Homeowner Name: _____

Lead Cell #: _____ Best Phone #: _____

Is owner KW agent or relative? If relative, how related? _____

CONFIRMED HOMEOWNER WILL BE THERE TO MEET WORK CREW? _____

DOES HOME HAVE ELECTRICITY? YES / NO (If YES, DO NOT take generator, oil, gas can.)

IF NO: Make sure you have a GENERATOR with the following: container of oil, long extension cord, and filled gas can - **NOTE: If transporting gas can in a car, please stuff open tube with paper towel (if necessary) and double-bag gas can in trash bags.

REPAIR NEEDS: _____

EXTRA EQUIPMENT NEEDS: _____

SAFETY INFO:

- 1) PLEASE TAKE TO SITE WITH YOU:
 - First Aid Kit
 - Can of Bug Spray
 - Cooling Rag
 - Styrofoam Cooler with Ice/Water Bottles
 - Safety Masks
- 2) PLEASE REMIND YOUR CREW OF THE FOLLOWING:
 - No work starts until homeowner has signed this form.
 - Double-check with homeowner. Unless they know otherwise, if you are cutting out wet drywall, you must leave 1 wall intact so that the insurance adjuster sees the waterline.
 - All of crew should wear face masks if possible.
 - Watch out for exposed nails. If you get stuck by a nail, etc., and need a tetanus shot, please call the location you are planning to go to for immunization before you go to be sure they have some of it. (Tetanus-shot supply runs low right before back-to-school.)
 - CREW LEAD – PLEASE KEEP CHECKING THAT YOUR CREW IS DRINKING PLENTY OF WATER.
- 3) OTHER NOTES
 - Before any drywall cutting or work around electrical outlets, please turn off electricity.
 - If cutting drywall, cut 4 feet up the wall to make it easier to replace. Drywall comes in four-foot wide sheets.
 - Remember that families may be very emotional or share very personal information. Please be sensitive to this and keep any confidential information private.
 - Homeowner must sign this form before work in home begins:

PLEASE RETURN THIS FORM AND WHEELBARROW TO KW CARES COMMAND CENTER. – THANKS!

Safety Briefing and Instructions Form

1. All crews provide name and cell number on House Project Plan on wall where they signed up for the crew.
2. Work Crew Captain has a Work Crew Instruction Sheet w/ specific instruction and a list of additional tools required.
3. Homeowner MUST be on-site for any demolition or other work to be performed.
4. Text or call with any homeowner medical issues/special circumstances you discover.
5. Use extreme compassion and understand when talking to residents – they have just lost so much.
6. Make certain electricity is switch off at the breaker panel.
7. Do not walk in standing water. It may be energized by a fallen power cable.
8. Ask the homeowner's permission before removing any debris, demolishing wall boards, etc.
9. Carpool if possible, parking may be very challenging.
10. Enter the complete address in your GPS tool / phone.
11. No open-toed shoes should be worn.
12. Wear a dust mask, gloves, and eye protection at all times while working.
13. Wear insect repellent.
14. Stay hydrated and have snacks available, and avoid overheating by wearing a cooling towel.
15. Clothing may need to be discarded if exposed to contaminated substances.
16. Stay in touch with your Work Crew Captain.
17. Be conscious of where you are and what's happening around you inside the property.
18. Watch out for slippery surfaces.
19. Be careful of exposed nails, boards, and sharp objects.
20. Be careful of others when tools are in use (swinging a hammer for example).
21. Keep stacks of debris tightly contained outside.
22. There may not be functioning bathrooms, so plan accordingly.

Release and Waiver of Claims Form – Volunteer

RELEASE AND WAIVER OF CLAIMS

KW CARES RELIEF CLEANUP EFFORT (PARTICIPANT)

I desire to participate in the KW Cares Relief Cleanup Effort ("Activity") sponsored by KW Cares and Keller Williams Realty, Inc. (collectively "KW"). In consideration for my participation in the Activity, I agree to all the terms and conditions set forth in this agreement (this "Agreement").

I AM AWARE AND UNDERSTAND THAT THE ACTIVITIES MAY BE DANGEROUS AND COULD INVOLVE THE RISK OF SERIOUS INJURY AND/OR DEATH AND/OR PROPERTY DAMAGE. I ACKNOWLEDGE THAT ANY INJURIES THAT I SUSTAIN MAY BE COMPOUNDED BY NEGLIGENT EMERGENCY RESPONSE OR RESCUE OPERATIONS. I ACKNOWLEDGE THAT I AM VOLUNTARILY PARTICIPATING IN THE ACTIVITIES WITH KNOWLEDGE OF THE DANGER INVOLVED AND HEREBY AGREE TO ACCEPT AND ASSUME ANY AND ALL RISKS OF INJURY, DEATH, OR PROPERTY DAMAGE.

I hereby expressly waive and release any and all claims, now known or hereafter known in any jurisdiction throughout the world, against KW, and its officers, directors, employees, agents, affiliates, successors, and assigns (collectively, "Releasees"), on account of any illness, injury, death, property damage, or other damage arising out of or attributable to my participation in the Activity, whether such claims arise out of the negligence of Releasees or otherwise. I agree not to make or bring any such claim against Releasee(s), and forever release and discharge the Releasees from liability under such claims.

I further understand that my participation in the Activity may be recorded or photographed. In consideration of my participation in the above Activity, I hereby grant permission to the rights of my image, likeness, and sound of my voice without any additional payment or any other consideration. I understand that my image may be edited, copied, exhibited, published, or distributed and waive the right to inspect or approve the finished product wherein my likeness appears. Additionally, I waive any right to royalties or other compensation arising or related to the use of my image or recording. I also understand that this material may be used for promotional and/or training purposes and is not restricted to any particular geographical area.

By signing this form I acknowledge that I have completely read and fully understand the above release and agree to be bound thereby. I hereby release any and all claims against any person, organization or volunteer affiliated with KW or the KW Cares Relief Cleanup Effort. **ENTER YOUR STATE** law applies to this release.

Full Name _____

Street Address _____

City, State, Zip Code _____

Phone _____

Email Address _____

Signature _____ Date _____

Release and Waiver of Claims Form – Property Owner

RELEASE AND WAIVER OF CLAIMS

KW CARES RELIEF CLEANUP EFFORT (PROPERTY OWNER)

I _____ understand that pictures and/or video of my property must be taken before the KW CARES volunteer crew begins to work in my home.

Signed _____ Printed _____

***Anything else that KW Cares should know about this KW agent or their relatives? _____

I acknowledge that I am the owner of the property listed below ("Property"), and I am voluntarily participating in the KW Cares Relief Cleanup Effort ("Activity") sponsored by KW Cares and Keller Williams Realty, Inc. (collectively "KW"). I agree to allow employees, associates, affiliates and any other persons designated by KW in its sole discretion (collectively "Volunteers") onto and within the Property for the purpose of providing clean-up efforts related to **ENTER STORM NAME**.

In consideration for my participation in the Activity, I hereby expressly waive and release any and all claims, now known or hereafter known in any jurisdiction throughout the world, against Volunteers, KW, and its officers, directors, employees, agents, affiliates, successors, and assigns (collectively, "Releasees"), on account of (i) any illness, injury, death, property damage, or other damage and/or (ii) any failure of my insurance carrier to cover any claim related to the Property (including claims related to **ENTER STORM NAME** damage), arising out of or attributable to my participation in the Activity, whether such claims arise out of the negligence of Releasees or otherwise. I agree not to make or bring any such claim against Releasee(s), and forever release and discharge the Releasees from liability under such claims.

I further understand that my participation in the Activity may be recorded or photographed. In consideration of my participation in the above Activity, I hereby grant permission to the rights of my image, likeness, and sound of my voice without any additional payment or any other consideration. I understand that my image may be edited, copied, exhibited, published, or distributed and waive the right to inspect or approve the finished product wherein my likeness appears. Additionally, I waive any right to royalties or other compensation arising or related to the use of my image or recording. I also understand that this material may be used for promotional and/or training purposes and is not restricted to any particular geographical area.

By signing this form I acknowledge that I have completely read and fully understand the above release and agree to be bound thereby. I hereby release any and all claims against any person or organization or volunteer affiliated with KW or the KW Cares Relief Cleanup Effort. **ENTER YOUR STATE** law applies to this release.

Full Name _____

Street Address _____

City, State, Zip Code _____

Phone _____

Email Address _____

Signature _____ Date _____

Kit Contents Lists

Toolkits

WORK CREW KIT (signed for)

(If any of the below was left with homeowner, Crew Captain had homeowner sign for and signature is returned to the Command Center staff.)

- 1/2 Crowbars**
- 1/2 Hammers**
- 1/2 Wide-face shovel**
- 1 Broom**
- 1 Dustpan**
- 1 Trash Can w/ bags**
- 1 Box Cutter**
- 1 Generator (as needed)*
- 1 Dehumidifier (as needed)*
- 1 Electric Saw/Sawzall (as needed)*
- 1 Extension Cord (as needed)*

These guidelines were put together and adapted as needed per the size of the family and the size (square footage) of the home.

Volunteer Backpack Checklist

Volunteers are asked to bring a backpack with the following comfort and safety items:

Food and Water:

- Granola Bars/Breakfast bars/Energy bars
- Nuts
- Additional Snacks of Choice
- Pre-packaged Food (individually wrapped)
- Water – bring at least 4 bottles a day while you are volunteering

Personal Protective Items:

- Sunscreen
- Mosquito repellent
- Cooling towel
- Sunglasses/eye protection
- Hard Hat or other hat
- Hand Sanitizer
- Masks –bring at least 2-3 masks per day that you are planning to volunteer.
- Face shield (optional)
- Disinfecting wipes

Additional Items:

- Utility knife – please put your name on it in case it is left by accident.
- Small personal ice chest with your drink and ice daily
- Portable chargers
- Work gloves
- Change of clothes and extra shoes (optional)
- Personal battery-operated fan (optional)
- Personal First Aid Kit

What to wear Daily?

- Closed toe shoes – a must
- Socks
- Comfortable clothing – you may want to wear jeans/pants depending on the weather.
- Rain Jacket – depending on weather

Volunteer First-Aid Kit Checklist

Each volunteer should bring a personal first aid kit. You can purchase a premade kit or make your own. If you would like to make your own, here are some suggestions by the Red Cross:

- 2 absorbent compress dressings (5x9)
- 25 adhesive bandages assorted sizes
- 1 adhesive cloth tape
- 5 antibiotic ointment packet or 1 small tube antibiotic ointment
- 1 emergency blanket
- instant cold compress
- pair nonlatex gloves (your size)
- 2 hydrocortisone packets or 1 small tube hydrocortisone cream 1 3 in. gauze roll bandage
- 1 4 in. wide roller bandage
- 5 3inx3in sterile gauze pads
- 2 triangular bandages
- Tweezers
- Include any personal items such as medications and emergency phone numbers.



RECEIPT FOR GENERATOR DURING CATASTROPHIC EVENT

Received, one power generator, serial number _____ and necessary supplies (extension cord, gas can) from _____, acting on behalf of KW Cares, a 501 (c)(3) charity.

I understand the proper use of this equipment and use it at my own risk.

Distributed to:

Name

Date

Phone

Market Center # / Association to KW

Command Center Location

Signature

Task Force Job Descriptions

Task Force Lead -Regional Director (wears black penny)

Reports To

Task Force Lead is the head of the relief operation and all Task Force Dept Leads report up to this person.

Job Overview

The Task Force Lead captains the entire disaster relief task force by coordinating KW Cares resources and being the liaison to Task Force Leads and to other Relief Organizations.

Responsibilities and Duties

- Being onsite at Command Center for the duration of its operation (1 week)
- Leads daily Disaster Relief Task Force Huddles and makes overall decisions for the Disaster Relief Task Force
- Monitors the situation and makes the call on when it is safe to open Command Center operations (has storm stabilized in the area? Can supply trucks get to Command Center?)
- Procures a storage unit in their region to store emergency preparedness items year-round (works with Warehouse Lead on this)
- Ensures task force is aligned with KW Cares policies
- Communicates with Market Center leadership to assess the scale of event impact and coordinate appropriate response with KW Cares
- Ensures Command Center is established, and orders supplies for Command Center based on daily input from Department Leads
- Ensures role accountability of relief team activities
- Works with Communication Lead to provide follow-up information to Market Centers about what resources are available for after Command Center closes.
- **Also works with KW Cares Team throughout the year to be ready for the next disaster in their Region.**

Volunteer Lead (wears orange penny)

Reports To

Task Force Lead (RD)

Job Overview

Manages the volunteer group and guides their time from signing up on KWCares.org to volunteer, their arrival to the Command Center, through the completion of their time volunteering with the relief efforts.

Responsibilities and Duties

- Maintaining a presence onsite at Command Center for the duration of its operation
- Attending both morning and evening Disaster Relief Task Force calls while Command Center is open
- Daily checking volunteer availability on KW Cares website leading up to day 1 of Command Center operations, and checking again at end of each day to prepare for the next day's scheduled work
- Every morning that the Command Center is open, the Volunteer Lead determines and coordinates the daily work schedule for incoming volunteers based on their availability and skills. Daily communication of this schedule is given to the Task Force Lead
- Training all volunteers (along w/ Dispatch Lead) to conduct daily safety briefings
- Coordinating all incoming supply resources daily and advising the following members of the task force of those supplies to help them prepare for their upcoming day (Dispatch Lead, Warehouse Lead, Food Lead, and Lodging Lead)
- Contacts each Task Force Lead daily after lunchtime to best anticipate the number of volunteers that will be needed tomorrow for each of those task force departments.

Communications Lead (wears white penny)

Reports To

Task Force Lead (RD)

Job Overview

To be the main source of Communication for relief efforts and information going to affected market centers, bringing information from affected market centers to the appropriate person on the Task Force, and to manage/route the load of information that will be going to and from the Task Force Lead.

Responsibilities and Duties

- Being onsite at Command Center for the duration of its operation (1 week)
- Attending both morning and evening Disaster Relief Task Force calls while Command Center is open
- Before storm hits, coordinates w/ likely affected Market Centers how KW associates can get help after the storm, and how associates can volunteer at the Command Center
- Coordinates incoming volunteer and supply resources w/ each of the work crew Dispatch Lead, Warehouse Lead, Volunteer Food Lead, and Lodging Lead
- Compiles daily information on replenishing supply resources from each Dept Lead, and communicates that information to the Task Force Lead at daily wrap-up calls (starts on day 1 of disaster response)
- Getting daily lunch orders for all volunteers and provide that information to the Food Lead
- Provide follow-up information to Market Center leadership in affected area about what resources are available for after Command Center closes operation (and how to access those resources)

Food Lead (wears green penny)

Reports To

Communication Lead

Job Overview

Coordinating food for volunteers and KW Family in the affected area in conjunction with a partnership organization

Responsibilities and Duties

- Being onsite at Command Center for the duration of its operation (1 week)
- Attends both morning and evening Disaster Relief Task Force calls while Command Center is open
- Works with Volunteer Lead daily to provide the number of volunteers to the Communications Lead to ensure lunch is provided for all volunteers
- Coordinates daily if lunch orders will be delivered to Command Center, or if a volunteer needs to be sent to the food organization providing lunch to pickup and bring back to Command Center
- Daily A.M. communication with Volunteer Lead to ensure hydration needs are anticipated and met for all volunteers based on number of volunteers and anticipated work conditions.
- Daily P.M communication with Task Force Leads to ensure any lunch challenges are addressed for the next day
- Builds relationships with other non-profits who go into these areas to help people with food and water. Need more than just a couple of food vendors, 4-6 strong relationship with these groups would be ideal

Warehouse Lead (wears yellow penny)

Reports To

Communication Lead

Job Overview

Identifying and securing potential Command Center location(s) as early as possible, maintaining order and safety regarding the flow and traffic in and out of the Command Center

Responsibilities and Duties

- Being onsite at Command Center for the duration of its operation (1 week)
- Attending both morning and evening Disaster Relief Task Force calls while Command Center is open
- Staying proactive throughout the year to identify potential Command Center locations throughout the Region. Think wide as storms can span across a wide area
- Once storm is imminent, narrow down the list of potential Command Centers locations to those closest to the storm's path and communicate those options to the Task Force Lead. Include the different characteristics of each potential site as that might guide the decision on what location to select
- As soon as storm hits, contacts the potential Command Center location owners to confirm if those locations are still usable now that the weather event has occurred
- Receives signage from KW Cares Disaster Relief Manager to help Volunteers, Associates, and KW Family to identify the Command Center physical location
- Once the Command Center(s) locations are approved by the Task Force Lead, provide the address and any important navigation info to the Communications Lead

- For each day of Command Center operations: this role coordinates traffic in and out of Command Center, receives and places into inventory any supplies delivered to the Command Center, and controls inflow/outflow of supplies located at the Command Center
- Coordinates the cleaning and restocking of work crew tool kits at the end of each day

Coordinates with the KW Cares Disaster Relief Manager the return of any extra supplies at the Command Center (ideally everything gets used and very little needs to be shipped back to KW Cares)

Lodging Lead (wears blue penny)

Reports To

Task Force Lead (RD)

Job Overview

Locating and securing the best possible lodging for both the Task Force members and volunteers coming in from out of town

Responsibilities and Duties

- Being onsite at Command Center for the duration of its operation
- Attending both morning and evening Disaster Relief Task Force calls while Command Center is open
- Booking hotels rooms for Task Force members in advance of the storm by tracking storm and anticipating where it will land. Cancel Rooms that are not needed depending on the path of the storm. (try to get Task Force at same hotel or lodging area.)
- Proactively looking to secure hotel rooms or lodging that has backup generator power available
- Procuring and managing delivery of porta potties to be onsite at the Command Center (work with the Warehouse Lead on best location for potties)
- Renting a dumpster to be onsite at the Command Center (work with the Warehouse lead on best dumpster location)
- Escalating any unresolved displaced associate needs to the Communications Lead everyday
- It's possible that all local hotels will be out of commission following a storm, planning for alternate locations for lodging (like a local Market Center office for example)

Project Lead (wears purple penny)

Reports To

Task Force Lead, works closely with Volunteer Lead

Job Overview

The primary duty of the Project Lead is to dispatch and oversee work crews going to KW associates and their immediate family's homes, coordinating with associates who just need to pickup work supplies and don't need a work crew, and delivery of supplies to affected KW associates and their immediate family members if delivery is possible.

Responsibilities and Duties

- Being onsite at Command Center for the duration of its operation (1 week)
- Attending both morning and evening Disaster Relief Task Force calls while Command Center is open
- On morning of day 1, designates and supervises both an **Intake Lead and Dispatch Lead** from volunteers. These will be 2 additional volunteers ideally, but it's possible for this Project Lead to also handle some of these duties depending on the size of the relief effort
- **Intake Lead** will conduct needs assessments with associates from affected market centers and provides those assessments to Dispatch and Project Leads
- **Dispatch Lead** uses the Needs Sheets from Market Centers to create work crew instruction sheets and house diagrams
- Dispatch Lead supervises volunteer assignments to form complete house work crews. Try to get as many people as possible who are willing to sign up to be on work crews. It's better to have a robust work crew roster and to go thinner on the Command Center volunteer numbers. Dispatch Lead will designate a Work Crew Captain for each work crew team
- Dispatch Lead will confirm coordination between Work Crew Captains and provide applicable safety briefings
- Dispatch Lead dispatches work crews w/ tool kits from warehouse supplies, can also dispatch tools to associates who don't need a work crew
- The Project Lead works with the Warehouse Lead towards the end of the Command Center being operational to get all tools and work kits back to the Command Center. The last day(s) of the Command Center being open may not require as many work crews to be sent out, and those crews can be plugged into the Command Center's needs for volunteers

Calvary Lead (wears pink penny)

Reports To

Task Force Lead

Job Overview

Completing special requests, 1-offs, and other disaster relief tasks at the direction of the Task Force Lead.

Responsibilities and Duties

- Being onsite at Command Center for the duration of its operation
- Attends both morning and evening Disaster Relief Task Force calls while Command Center is open
- Works with Team Lead to fill any gaps in Task Force Lead coverage
- Coordinates volunteers to buy disaster relief supplies locally where available (ideally using KW Cares' Home Depot Pro Account as an authorized buyer)
- Coordinates procurement of gasoline for distribution to kw family for generators
- Works with Task Force Lead to visit homes of KW agents schedule for service vendor work (muck outs, debris removal)