Inclusive Emergency Planning

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Purpose

- Overview of lessons observed and outcomes as The City of Los Angeles worked to strengthen its inclusion of people with disabilities and others with access and functional needs
  - Executive Directives
  - Emergency Operations Plan
  - Departmental Standard Operating Procedures (SOPs)
  - Training
  - Implementation and Sustainability
Focus

- Plan Review
- Revision and/or Development Process
- Roles and responsibilities
- Resource management
- Agreements
- Outcomes; Examples regarding communication, mass care and sheltering, evacuation, and maintaining health
- Next Steps

What does Inclusion of FNSS in Emergency Management Mean?

- The process for developing planning and response capacity to include the needs of people with disabilities and others with access and functional needs
  - Inclusionary planning, training, exercise and response
  - Modification or development of policies
  - Resource capacity building
  - Assessment and provision of equipment and services
The Process

- Review all EOPs and Annexes
- Conduct full gap analysis
- Update plans
  - Appropriate language
  - Inclusionary plans
  - Delineation of responsibilities
  - Identification of applicable resources
  - Process for executing the tasks

Applying FNSS to Emergency Management Processes

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PLANNING CAN'T BE DONE IN SILOS

Who should be involved beyond Emergency Management?

- Aging Services
- Animal Services
- Building and Safety
- Transportation
- Utilities
- ADA Oversight
- Procurement and Contracting
- Housing
- Information Technology
- Fire Department
- Police Department
- Airports
- Planning
- Port
- Public Works
- Recreations and Parks
- Voluntary Organizations Active in Disaster
- Community Based Organizations
- Private Businesses
- Faith Based Community
CPG 101 & Policy – EOPs – SOPs

Executive Directives

Jurisdiction

EOPs

Emergency Management

Operational Roles and responsibilities, tasks, integration and actions

SOPs

Developed by responsible departments

Strategic Policies, objectives, and guidance

Tactical Personnel, equipment and resource management

Planning Process

Department A Responsibilities

EM

EOP

Department B Responsibilities

Department A SOPs

Department B SOPs

Department C Responsibilities

Department C SOPs
Policies and Procedures

- Integrated not separate policies for people with disabilities
- Identified roles and responsibilities
- Actions and processes must be documented
- Procedures must follow policy (“Will or Do” not “should, could, may, will try or will consider”)
- Can’t qualify your inclusion (can’t plan for 80%)
- Identify action steps for implementation

Disability Planning Questions?

- This plan will apply/impact/effect:
  - Who?
  - How?
  - When?
  - What?
  - resources or modifications or additional information is necessary to ensure plans address the needs of the impacted population?
## Methodology

- Identification of major planning categories or,
- Identification of gaps in existing plans
  - Review plans
  - Identify where additional clarification is needed
  - Identify if clarification exists in the form of policies, procedures, processes etc.
  - If not available….develop necessary policies, procedures, processes etc.

## Sample 1: Digging Deeper

Shelter Planning

- Shelter Site Selection
- Shelter Set Up
- Shelter Operations/Logistics
- Shelter Public Notification
- Shelter Closing
- Shelter Staffing
Shelter Site Selection

- Site must be physically accessible
- Who will select the site and evaluate for accessibility?
- What criteria is used to evaluate the site?
- If previously assessed who conducts a quick check to ensure the site is still accessible prior to the meeting?
- What criteria is used for rapid assessment?

Shelter Set Up

- Site must maintain physical accessibility
- What areas should be established? I.e. Intake, first aid/medical, dining, recreation etc.
- What job aid or tool will the shelter manager use to guide accessible set up?
- Where do the resources to set up come from? Do they include necessary resources for temporary modifications?
- What resources are onsite for accommodation? I.e. DME, CMS, etc.
- Are signs in large print, high contrast or communicated in pictures?
Shelter Staffing

Is there necessary staff to adequately provide services?

Have staff been trained on communication access methods and how to assist people with disabilities?

Are Job aides available to staff?

How will Personal Assistance Services be provided?

How will medical support be provided? (that does not require hospitalization?)

How will provide mental health support be provided?

Will volunteers be used? Who is coordinating? How are background checks completed? Have they been trained?

Public Notification

How will the opening and hours be announced?

Are flyers/posters/signs printed in large font? Are they printed with picture alternatives?

Is it announced in other methods format such as the Web or details available by phone?

If there is a web posting, is the website accessible?
Shelter Operations & Logistics

Is there an accessible process for registration?

Have staff been trained on how to communicate access methods and how to assist people with disabilities?

What's the plan for line management?

How is information collected on needs of people with disabilities, access and/or functional needs?

How are resources requested?

How is transportation coordinated? Is the plan inclusive of accessible transportation?

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What is the plan for providing access to prescription medications and/or to accessing a script?

Is there a medical waste disposal plan?

Have food services been planned for? How will dietary requirements be captured and communicated? Is provider prepared?

Is there a plan for adequate power and back up power?

Is responsibility identified for conducting ongoing monitoring for accessibility?
Shelter Closing

Who will provide case management (connection to services)?

What is the plan for capturing permanent DME distribution? How will you track it?

What is the plan for coordinating transportation and reunification with pets before moving to more permanent housing?

Is there a program that is evaluating availability and accessibility of housing options?

Will a local assistance center or PODs be established to provide continued support?

Sample 2: Digging Deeper

Announcement

Requesting Accommodation

LAPD – Conduct quarterly preparedness Community Meetings

Site Accessibility

Inclusionary Information

Accessible Materials
Public Information

Announcement

- How will meeting be announced?
- Are printed announcements in large font?
- If requested, are they available in braille, audio, alternate languages etc.?
- Is the meeting announced in an additional method such as the Web or details available by phone?
- If there is a web posting, is the website accessible or 508 compliant?

LAPD – Community Meetings

Accommodation

Requesting Accommodation

- Does the announcement include language for an individual to request accommodation?
- If there is a request for accommodation, how is it met?
- Are capabilities in place?
- Who within the city do you make the resource request to? How? When?
- What agreements, contracts, vendors are in place to meet the accommodation?
Physical Accessibility

LAPD – Community Meetings

Meeting location must be physically accessible

Who will select the site and evaluate for accessibility?

What criteria will be used to evaluate the site?

If previously assessed who will conduct a quick check to ensure the site is still accessible prior to the meeting?

What criteria will be used for the rapid assessment?

Programmatic Accessibility

LAPD – Community Meetings

What information will be presented? Will there be handouts?

Are materials available in alternate formats?

Did you consider accessibility when creating handouts?

Example: If you show evacuation zones identified by color – did you also provide a pattern for people who are colorblind and narrate for people who are blind or low vision?
**Inclusionary Information**

Is the information provided inclusionary and consider needs of people with disabilities and others with access and functional needs?

Example: If discussing personal preparedness or family evacuation plans – Be sure to include… arrange to have your caregiver evacuate with you, bring necessary DME, CMS etc.

Example: Is evacuation order criteria shared? i.e. 18” water in a home before calling for evacuation

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**Flow from EOP → SOP**

- LAPD → Primary Lead
- DOT → Transportation
- EMD → Notification
- LAFD → Physical Evacuation

- Modified Communications SOP
- Modified Evac. SOPs
- Full Eval. of Inventory
- Signed MOUs/Agreements
- Developed SOPs
- Citywide Notification SOP
- Internal Notification SOP
- Modified Evac. SOPs
- Developed AFN Task Forces
Building the Plans

Developing Plans

- **Why**
  - Purpose?
- **Who**
  - Responsible for developing plan?
  - Responsible for executing plan?
- **What**
  - Process to accomplish?
  - Necessary resources, equipment and personnel?
- **Where**
  - Applicable under what circumstances?
- **When**
  - When do we execute the plan?
- **How**
  - To accomplish the task listed?
  - To carry out the plan?
Breaking it Down

- Identify areas of jurisdiction-wide application
- Determine jurisdictional roles and responsibilities for development
- Identify areas that crosswalk
- Develop templates for consistency
- Don’t reinvent the wheel

Jurisdiction-Wide Guidance

- Jurisdiction-wide Guidance
  - Inclusionary, Accessible Messaging and Effective Communication
  - Press Conference and Interpreter Checklists
  - Web Accessibility Guidance
  - Public Information Roles and Responsibilities
  - Emergency Preparedness Materials Review Process
  - CART, Sign Language and Print Shop Request Process
  - Process for Evaluating Physical Accessibility for Public Sites
  - Department Training
ADA Roles and Responsibilities – All Levels = Most Success

Emergency Operations Center

Disability, Access, Functional Needs Tech Spec

Department Operations Centers

DAFN Coordinator

Incident Command Posts

DAFN Field Officer

EOC Mass Care Branch

DAFN Group Supervisor

ADA Field Coordinator

Ensuring Plan Capability - Resource Management

- What do you need?
- Where do you get it?
- How do you get?
- How do you manage it?
- How do you track it?
- How do you request it in a disaster?
- How do you demobilize it?
Logistics - Services

- EOPs should indicate what services will be provided and should be listed under the appropriate department.
- SOPs should indicate the detail, who has it, what are the agreements, how will it be requested, how will it be mobilized etc.
- Options
  - Locate, purchase and store supplies and equipment when possible.
  - Develop provider agreements to ensure that equipment and supplies that have not been purchased will be available during an emergency or disaster.

Vendors

- Identifying appropriate vendors
- Contracts vs. MOU's
- Emergency language (24/7. POC, backup)
- Redundancy
- Geographic diversity (local, regional and national)
Outcomes

ADA Roles and Responsibilities

- Development of ADA Coordinator
- Expanded Role
- SOPs assign responsibility to ADA Coordinators
- EOC DAFN Technical Specialist
- LAFD and LAPD; DAFN Coordinators
- DOD Field ADA Coordinators
- Cross training for PIOs, Emergency Preparedness Coordinators, ADA Coordinators
Public Information

- Creation of Citywide Guidance
  - Inclusionary, Accessible Messaging and Effective Communication
  - Press Conference and Interpreter Checklist
  - LA City View 35 Guidelines
  - Web Accessibility According to Section 508
  - PIO Role and DAFN Technical Specialist
  - Process for Emergency Preparedness Materials Review
  - CART, Sign Language and Print Shop Material Request
  - City Department Training

Public Information

- SOPs
  - Each city department has SOPs that define or ensure:
    - Compliance with and include Citywide Guidance
      - Developing inclusive, accessible and effective communication
      - Process for review of messaging before released
    - Who has public information responsibilities
      - Steady State and Emergency
      - Role to coordinate with ADA Coordinator and DAFN Technical Specialist
    - How public information is released to ensure accessibility
    - Process for establishing public meetings ensuring accessibility
    - Process for ensuring materials are available in multiple formats
    - Process for requesting ASL interpreters for Press Conferences and Job Aides that prompt communication with camera operator
Public Information

- Information Technology Agency (ITA)
  - Purchased software to evaluate websites
  - Assisted City Departments in auditing all city websites for accessibility
  - Monitor progress towards 508 compliance
  - Hired a 508 compliance officer
  - City Departments developed processes and assigned accountability for ensuring information posted to the web (post audit) is accessible

Early Warning & Notification

- SOPs:
  - Standard guidance and process for departmental use of mass notification systems
- Increased Notification Capacity:
  - Memorandum of Agreement with FEMA for public alerting permissions - IPAWS and CMAS (Integrated Public Alert and Warning System (IPAWS) and Commercial Mobile Alert System (CMAS))
  - Processes to direct messenger to create inclusionary messages
Evacuation

- **Procedures**
  - LAPD, LAFD, POLA
    - Revised door to door notification process
    - Revised evacuation procedures for physically assisting in evacuation
    - Procedures ensure service animals to be evacuated with owners
  - LAFD
    - Incorporation of DWP's Life Support Equipment Discount Program
  - RAP
    - Developed notification procedures for park patrons
    - Developed a process for assisting individuals in park evacuation

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**Evacuation**

**Teams**
- LAFD - Access and Functional Needs Task Force
- LAWA - Airport Response Teams

**Resources**
- Incorporated use of:
  - Pictograms
  - Emergency Words
  - White Boards
  - Tablets

**Decontamination Process**
- LAFD modified their decontamination procedures to include processes for assisting people with disabilities through the decon process
Transportation

- **Increased Capacity**
  - Codified agreements with:
    - LA Department on Aging
    - LA Unified School District
    - California Statewide Transit Mutual Assistance Compact includes MTA and Access Services
  - Solidified definition of emergency clause and use of:
    - City’s DASH (City Public Bus Transportation) and City Ride (Paratransit)
    - Established contracts with multiple private charter bus companies
  - Coordinated with the Taxi Commission to define use during emergencies
  - DOT developed emergency transportation plan that includes communication, direction and control

- **DOT Plans Support**
  - Mass Transportation
    - Evacuation
    - Resettlement Processing to Shelter
    - To/From LAC, DRC etc.
  - Individual Transportation Requirements
    - Sheltering
      - Work, School, Recovery Assistance, Medical Appointments etc.
      - Home
  - Transportation Resource Request Process
Mass Care & Sheltering

- Development of a tiered facility matrix for RAP facilities for sheltering or other mass care services
  - Accessibility
    - Temporary Modifications
  - Capacity
  - Capability

Mass Care & Sheltering

- Processes -
  - Refined process for expediting requests for FNSS equipment
  - Development of comprehensive Health and Medical Mass Care Appendix
  - Developed SOPs for
    - Site selection
    - Activation
    - Set up
    - Logistics
Mass Care & Sheltering

- FNSS and Assistive Technology caches
  - Prepositioned with activation/mobilization plans
  - MOUs for DME, CMS, Facility Support (generators, accessible toilets, showers, etc.)
  - Contacts for PAS, Mass Feeding Services

Mass Care & Sheltering

- Updated Agreements with (inclusive of FNSS responsibilities)
  - ARC
  - LAUSD
  - Salvation Army
Mass Care & Sheltering

- Developed:
  - RAP Mass Care Sheltering Handbook
  - Inclusive Shelter Position Descriptions and Job Aides
  - Community Wellness Checks
  - Just in Time Training
  - Effective use of trained Disaster Service Workers
    - Training to all RAP Park Staff (over 400 staff)
    - Use of Aquatic Staff to support Personal Assistance Services

Recovery

- Development of Reassurance Teams to provide information to displaced individuals about the status of homes/residences
- Department of Building and Safety created procedures to post information online for building safety status
- Housing and Community Investment developed SOP on identifying and verifying short term/interim housing, accessible housing and ensuring programs are inclusive
Tools & Resources

- Toolkit
- Field Operations Guide
- Pictograms
- Emergency Words
- White boards
- Tablets
- Smart Phones Apps
- Checklists
- Forms
- Tips
- Citywide Guidance documents
- Job Descriptions/Job Action Sheets
- Training
- Stakeholder Coalition

Demonstrated Success

- May 15, 2013
- Evacuation 4 story apartment building
- 1 apartment with 17 IEDs
- Door to door notification called for
- No door bells on units and power cut off
- Sergeant on scene called for full sweep of building realizing that people with disabilities, specifically hearing loss would not have benefited from a door to door notification
**Project Complexities**

- **Departmentalized**
  - Many departments have their own set of Emergency Operations Plans and Department Operating Center
- **Size and organic capabilities actually make planning more complex**
- **Limited dedicated resources regarding disaster preparedness**
- **Compressed timeline**
- **EMD does not have any standing authority over departments regarding emergency planning**

**Lessons Observed**

- Project would not be successful without the buy in and support from top leadership
- **Interdepartmental dependency**
- **Impact of budgetary restraints**
  - Collateral duties
  - Lack of training
  - Lack of time/resource allocation
  - Doing more with less
  - Lack of interdepartmental planning
Lessons Observed

- Difficulty in conceptualizing and developing realistic response strategies for catastrophic planning without a recent event
- Last major event was North Ridge Earthquake 1994
- Most institutional knowledge has moved on

What Happens After Plan Development

- Draft a practical implementation plan for continuous:
  - Training
  - Exercise
  - Plan Revision
- Develop participation opportunities for Stakeholders
  - Planning
  - Training
  - Exercise
  - Response
  - Recovery
Implementing Plans

- Identify gaps in ADA expertise and hire/appoint individuals to fill that role
  - Ensure ADA expertise are present at all levels
  - Ensure there are appropriate resources to support their success
- Schedule regular meetings with planning task force members
- Maintain situational awareness on changing laws, regulations, definitions and modify plans appropriately
- Continuously secure FNSS resource providers
- Ensure codified relationships, agreements and expectations with NGOs
- Ensure ongoing collaboration with other governmental partners
- Explore creative ways to develop inclusive programs

Contact Information

[Images of people with their contact information]

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