PACIFIC ADA CENTER

ADA National Network/FEMA Webinar Series: "EMERGENCY MANAGEMENT AND PREPAREDNESS: INCLUDING PEOPLE WITH DISABILITIES"

Inclusive Emergency Planning –
Lessons from the City of Los Angeles Lawsuit
Kari Tatro & June Isaacson Kailes

Thursday, December 11th, 2014

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>> Lewis Kraus: Welcome to the Emergency Management and Preparedness: Including of Persons with Disabilities Webinar Series. I'm Lewis Kraus, from the Pacific ADA Center, your moderator for this series. This series of webinars is brought to you by the Pacific ADA Center as a collaborative effort between the ADA National Network and FEMA's Office of Disability Integration and Coordination.

The ADA National Network is made up of 10 regional centers that are federally funded to provide training, technical assistance and other information as needed on the Americans with Disabilities Act. You can reach your regional ADA center by dialing 1-800-949-4232. I am putting that number in the chat room if you would like that number later on.

This webinar series will share issues and promising practices in emergency management, inclusive of people with disabilities and others with access and functional needs. The webinars will provide an exciting opportunity for emergency managers, people with disabilities and others with access and functional needs, first responders, planners, community organizations and other community partners to exchange knowledge and information on promising practices in inclusive emergency preparedness and management for the whole community.

This year's topics will cover emergency preparedness and disaster response, recovery and mitigation, as well as accessibility and reasonable accommodation issues under the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, the ADA, and other relevant laws.

The series will alternate monthly between the ADA National Network Learning Sessions and FEMA Promising Practices. We encourage you to review the series website and familiarize yourself with the full array of sessions available in the series, at www.adapresentations.org/schedule.php, and that will show up in the chat room window as well.

These monthly webinars occur on the second Thursday of the month at 2:30 Eastern, 1:30 Central, 12:30 Mountain, and 11:30 a.m. Pacific Time.

By being here, you are on the list to receive notices for future webinars in the series. The notices go out 2-3 weeks before the next webinar and open that webinar to its registration.

Now, in the spirit of emergency preparedness, I do want to tell you that there is a storm in my location, which is causing power outages in certain areas. If we do lose power and the webinar stops, we will reschedule and contact you by e-mail about the rescheduling, but I don't anticipate it.

OK. For those of you who are new to the webinar series and its software, we will now review some of the features of the webinar platform before we begin the session today.

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I do want to remind you that the webinar is being recorded, and you can access it at www.adapresentations.org, at that website at the archive section, within 48-72 hours after the conclusion of the session.

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OK. In this session, only speakers will have the audio. You can follow along the web platform with slides, if you are not using the webinar platform you can download a copy of today's PowerPoint presentation at our website at adapresentations.org/schedule.php on that webpage. The session will be recorded, as I said, and will be available for review within 48 hours of conclusion of this session.

At today's conclusion, you will also have the opportunity to ask questions, and you will submit

your questions in that chat area in the web platform. Speakers and I will address those questions at the end of the session, so feel free to submit them as they come to your mind during the session.

So today's ADA National Network Learning Session is titled Inclusive Emergency Planning-- Lessons From the City Of Los Angeles Lawsuit. This webinar provides an overview of major lessons observed as the City of Los Angeles works to strengthen its inclusion of people with disabilities and others with access and functional needs in executive directives, emergency operations plan, departmental standard operating procedures, and training.

The focus today will be on planning processes, roles and responsibilities, resource management, agreements, community stakeholder integration and other tools for success. Examples will be provided regarding communication, mass care and sheltering, evacuation and maintaining health.

OK, our two speakers today are Kari Tatro, who is the Executive Vice President of Emergency Management Operations for BCFS HHS, an international system of nonprofit corporations. Ms. Tatro manages a comprehensive emergency management planning for all hazards planning, preparedness, response and recovery operations, with specific emphasis on emergency support functions 6 and 8, including mass care, medical needs operations and functional needs support services.

She has functioned as command staff for multiple catastrophic incident responses, including hurricanes Dolly, Gustav and Ike, and served as the executive manager and subject matter expert responsible for developing the FEMA document and curriculum on integrating functional needs support services, or FNSSs, into the general population sheltering, published in 2010.

Our other speaker today is June Isaacson Kailes, a disability policy consultant, and June has moved the emergency management world from a vague special needs focus to a functional needs approach, to planning, response and recovery. This includes adopting use of functional assessment service teams, FAST, which strategically link government, nonprofit and business sectors to work with people to maintain their independence, mobility, health, safety, and successfully manage in population shelters, other mass care facilities and temporary housing options.

June trains and publishes extensively on emergency issues related to people with disabilities and activity limitations. We're honored to have very well regarded people in the field with us today.

Kari, I turn it over to you today.

>> Kari Tatro: Thank you, Lewis. Thanks, everybody, for joining the call today. Thanks for that introduction. June and I, and BCFS in general, have been working on this project with the City of Los Angeles about two years now, and have recently completed the project and are excited to provide this opportunity to talk about some of those outcomes, some of the challenges and some of the direction that we took to get to the final product.

As many of you know, on this call, we were court ordered to provide assistance to the City of Los Angeles in developing inclusive emergency management plans. And I would like to say, I think both June and I feel very strongly about the fact that the city did a fantastic job with this. They opened

their arms and they welcomed the process. Frankly, without that kind of buy-in and support, this project would not have been successful. So we commend the city and recognize that the city efforts they put in, and also the support from the leadership within the city.

So, as discussed by Lewis, we will talk about some of the lessons observed, the outcomes as we evaluated and reviewed executive directives, emergency operations plans, standard operating procedures and training, and then kind of look at implementation of sustainability strategy.

The focus for today is to talk about what does that plan review look like, how did we approach that. When the city decides, whether Los Angeles, obviously, there are many contingencies, many sub plans, many subcategories. How did we really look at the plan review process?

Then how did we tackle the revision or what was the development process for where there were lack of plans in the first place?

How did we identify roles and responsibilities? What was the resource management and acquisition process? What necessary agreements came about throughout this process in order to be able to ensure executable and operational realistic plans?

Then we'll talk about the outcomes. I think that's probably of interest to many of you, to talk about what did we actually do and where did the City of Los Angeles stand? And then next steps.

So for basic background, what does including of FNSS, functional needs support services, in emergency management mean? Frankly, in the planning process, it is developing a planning and response capacity that includes the needs of people with disabilities and others with access and functional needs, which is inclusionary planning, training, exercise, response, and in many cases that just involves modification of existing policies. It could involve developing new policies and procedures. And when you are developing these new policies and procedures they are emergency management wide. They are general population wide. They include all, the whole community policy, procedure, development.

So we didn't just develop plans specific to people with disabilities and others with access and functional needs. We had to really take a look at resource capacity building so that we made sure these plans are executable, then an assessment and provision of equipment and services.

So generally speaking, the process started by review of all of the EOPs and annexes. Frankly, if you're doing this in your own jurisdiction, as everybody is working to update their plans to make them inclusionary, that initial review really is critical in finding out where we stand and where do we need to go. So that full gap analysis of identifying where the gaps are lead to a strategy and work plan of how you can go about tackling this project of updating your plan to make sure they include appropriate language, that they're inclusionary, that they really identify responsibility for the plan. As many of you have heard, if it's everybody's job, it's nobody's job. So without specific delineation of responsibility, we have a lack of ability to understand exactly who will execute these, and frankly, to hold people accountable.

Identifying existing resources, what do we have and what do we need? Then how exactly do we go about executing these tasks?

So as we're looking at applying functional needs support services to the emergency management process, we look at key things, like the key nondiscrimination concept. You can see some of those listed as inclusion, equal access, effective communication. So the thought process in reviewing plans are how do these apply to the plans, and are we ensuring these things as we review the plans?

The application piece, I think, a lot of times we have a tendency to look at those areas that are the most common related to people with disabilities and others with access and functional needs, like early warning and notification, public information, evacuation, transportation, mass care/sheltering and recovery. While these are some of those key plans that really stand out to us, I think that the broader approach in really reviewing all of your plans, policies and procedures and ensuring all of them are inclusionary is the approach to take. But this is kind of a visual picture of what are the core areas that we generally look at.

When talking about planning considerations, everybody is familiar with the national response framework, or most are familiar with the national response framework and CMAS. As we start to look at those categories for planning, we have a tendency to silo or isolate responsibilities by specific departments or specific agencies, specific organizations according to those categories of communication, maintaining health, independence, safety and supports, and transportation.

If you take a look at your jurisdiction and think about who has the primary responsibility, I think in each of these categories you will identify that there are multiple offices that they apply to or departments that they apply to. So one of the things we want to make sure we're not doing is siloing our approach. We need to have all the correct people at the table that have a role, that have a responsibility to develop these plans together.

So what exactly does that mean? With the City of Los Angeles, originally the project started out working just with the emergency management department. In moving away from that concept, we very quickly realized the necessary involvement and further involvement of all of the other city departments that had roles and responsibilities, as opposed to going through the emergency management department.

So instead of accessing the other departments through emergency management, we brought them into the fold and we expanded the scope of the project. The original project had us reviewing emergency operations plans, and we realized we needed to go beyond that.

So who should you involve? You need to think about your Department of Aging services, animal services, building and safety, transportation, utilities, ADA oversight office, procurement and contracting, housing, IT, fire, police, your airports, your planning department. If you have a port you might want to bring them in. Public works, Recreation and Parks, your VOAD organizations, Voluntary Organizations Active in Disaster, your community-based organizations, private businesses and faith-based community.

It goes well beyond what we think of traditionally perhaps, and if you have these folks in your planning fold and you are doing a good job at being inclusive and bringing the right people to the table. It might be confusing as you dial into this process with some partners on exactly their roles and responsibilities and why they would be brought into this project, but you should be able to quickly identify their roles and responsibilities.

So as we look at planning, the City of Los Angeles was in compliance with CPG 101 as many jurisdictions are, and we have a tendency to focus on the EOP level of emergency planning. If we look at the hierarchy of plans we really start with executive directives or administrative policies that are created at that jurisdictional leadership level, the mayor's office, the county judge office, the governor's office depending on what level of government we might be at.

So executive directives really set the strategic policies, objectives and guidance. So they say, frankly, this is what needs to be done, and these are the policies which you must abide by.

The EOPs then take that information and assign roles and responsibilities and tasks to specific departments, agencies, organizations that then have to carry out those responsibilities.

So what we quickly realized with the Los Angeles project is that the SOPs were really where the rubber meets the road, and that was really the area that was necessary to focus on to ensure that we had adequate and integrated planning for people with disabilities and others with access and functional needs.

So as a previous slide showed, all of those city departments and other players, that's really where the SOP piece came into play with the City of Los Angeles. And in that planning process, as you all probably know, each department has their own responsibilities as identified in their daily operations. They essentially, in most cases, those city departments will talk to their emergency management group and let them know what it is that they are responsible for, and that is really what goes into the emergency operations plan and builds that basic plan. The result or necessary actions from the EOP are the SOPs, which basically say how are we going to do what it is that we said our responsibilities are.

And at this point, I'm going to turn it over to June to kind of go through the next step of the process.

>> June Kailes: OK. Thanks, Kari. So in terms of policies and procedures, this involves integrated the details of the anticipated needs, and these needs are not based on guesses, but they're based on lessons observed from many past events from all over the country.

We looked to develop SOPs that detail specific steps, roles, responsibilities and processes, and that contain no shoulds, coulds or mays, or will tries or will considers, but we will do and will do inclusive of the whole population.

So next slide. So plans must address the details, the who, what, when, where and how.

Next slide. And the methods should carefully and systematically address the gaps by thorough

plan reviews that identify all areas of vagueness, those coulds and will considers that is the gaps. Where clarity is needed to develop new or existing policies or procedures.

Next slide, 14. This is a shelter planning example of the processes for creating the detail needed to fill the gaps related to shelter site selection, setup, staffing, public information, operations and closing.

Next slide. Selecting which shelters to open. How are these decisions made? By who? And based on what? Are they based on pre-event accessibility surveys that are thorough and accurate and that include elements in the DOJ sheltered checklist? As well as a critical detail often overlooked, and that is the need for a one additional quick check, to make sure that the site is still accessible and hasn't changed or deteriorated since the completion of the full accessibility survey.

So we developed an additional shorter tool for this quality control rapid assessment.

Slide 16, the shelter setup, again, a checklist here helps to avoid problems, to maintain accessibility, signage, aisle width in all areas used by the public. It's just too much to store all of this in memory, too much to remember. So a checklist is really critical.

If the original accessibility survey data documents the need for additional items to achieve access, then we need to know how these items are gotten quickly, like accessible cots, you know, those are the cots that are higher, wider, accommodate greater weight capacity than standard cots. How to access additional portable restrooms, showers, and portable ramps. And knowing what items are onsite in the cache, like wheelchairs, walkers, canes, etc., and what items need to be requested and delivered.

Next slide. So in terms of shelter staffing attention is necessary and really needed through training, through steady state, nonemergency times, as well as just in time refresher training during the emergency, as well as use of checklists and job aides. So attention to understanding what is communication accessibility, and working with people who may need accommodations or assistance, because of vision, hearing, understanding or memory issues.

For example, orientation to the site for people with vision loss, where messages that are announced are posted. That's especially important for people who are hard of hearing. And where and when sign language interpreters will be available and where, for example where service animal relief areas are, and important to also remember to always turn on the TV captioning.

What resources can be used for personal assistance services, and health issue supports. And of course, volunteer management coordination, training and supervision.

Next slide.

In terms of shelter -- let's see. Hang on here. In terms of public notification regarding shelters, is the information communicated in multiple accessible methods by media, use of captioning, accessible websites and social media, paper copies that include large print and incorporating clear pictures with text for those who don't read or don't speak English or read English?

Slide 19, operations and logistics, the registration process needs to incorporate communication access methods and identification of needs and services and supports needed to help people maintain their safety, their health and independence. Documenting of these needs and following up on delivery to address needs, and not just during registration process but ongoing as needs change over time.

Online management to help people who can't wait in line, have alternate way to expedite the process. And meeting accessible transportation needs. For example, people needing to get to work, to an assisted center, to retrieve items when possible from their home or medications from a pharmacy.

And talking about medications, slide 20, this is a huge issue which must be planned for as the need affects probably 50% of the population and we need to plan for how to get these medications, and more challenging how to replace prescriptions, the script. You plan for dietary needs, low or no salt, sugar, gluten or pureed food. Power, everyone needs it, everyone wants it, but who gets first priority? Processes need to be established that give priority to people who need to charge essential equipment, ventilators, mobility devices, augmentative communication devices, etc.

Also, a critical task at the shelters is maintaining access which does and will degrade considerably over time. For example, when families who huddle together by pushing their cots close to each other, this results in deteriorating of access aisles in the dormitory area of shelters. And also in eating areas, when people push tables together, or temporary signs indicating accessibility disappear over time.

So use of a daily checklist is incorporated so that review is done at least once a day, or no less than once a day. It helps reduce these barriers.

Slide 21, closing the shelter, connecting people with ongoing services is critical during recovery, and critically documents who leaves with what equipment. For example, who leaves with a wheelchair. And again, accessible transportation for those returning to their homes, temporary housing or going to another shelter, or going to a point of distribution for food, supplies, water, and these need also to be accessible.

Slide 22. The next series of slides, this is just one additional example of providing public information. I'll go through these much faster now that you have the idea. This occurs in steady state times and during emergencies and throughout recovery. The critical issues again are site accessibility and the need for accessible materials, as well as inclusionary information.

Just to highlight a few points. Next slide. The focus on accessibility here actually contributes to a much broader reinforcing of these elements for all government meetings, events, and it goes way beyond emergencies.

Next slide. If an accommodation is needed, how is it requested and met? Again, the details of who, what, where, when, how.

25, site access. Again, similar to the principles discussed in sheltering.

Slide 26 drills down to the handouts accessibility. For example, if a mat is provided, is there an adequate description to accommodate people who are colorblind or have no vision? And are presenters and speakers oriented regarding presenting information available to people who can't see, or rely on microphones, or use sign language interpreters?

Slide 27 details the need for inclusionary information. For example, living here in earthquake country we always talk about duck, cover and hold. But what makes this information more inclusionary is when we also include context that talks about if you can't duck, cover and hold, what do you do?

Another example, in an evacuation, because of a storm or flood, and people are told to evacuate when the water reaches 18 inches, that won't work for people who are dependent on electricity or, for example, mobility devices.

Next slide. So again, one more example by a summary of digging deeper. In terms of looking at the evacuation annex, this needed to contain again the operational roles, responsibilities, tasks and actions. The focus on, again, the SOP development by the responsible departments that include the tactical details of the plans, the personnel, the equipment, and the resources needed.

In our work with the SOPs, we needed review and revision, for example, the fire department being the lead, I needed the focus on communication access and evacuation and policies. The Department of Transportation focus was needed on inventory of accessible transportation and signed agreements and MOUs with different providers. You will hear more from Kari about that in a minute.

For the emergency management department, focus was needed on accessibility features of the cities, the citywide and internal notification processes. And for fire department, on physical evacuation methods and on also convening an ongoing, working access and functional needs task forces.

So for more on building these plans, back to you, Kari.

>> Kari Tatro: OK, thank you, June. So what was the process? In building on what June has just presented to you, we really asked the very detailed, very lowest common denominator questions, if you will, to get to the level of detail necessary to build those plans. Really and truly, when building plans, and specifically standard operating procedures which direct how we execute our tactics, we need to ask the who, what, where, when, why and how. Why? What is the purpose? What's the purpose of this plan? Who is responsible for developing it, maintaining it, and for executing it? Who has these roles and responsibilities?

Also, in assigning the who is what is the necessary training? What is the necessary background? What is the necessary qualifications of those individuals? What are we trying to accomplish? What resources, equipment or personnel are necessary to accomplish this?

Where? Under what circumstances would we actually execute these plans?

Then how do we accomplish it? What are the steps we take to accomplish the purpose of this plan? And what does it take?

So really, the standard operating procedure level of plan is much more detailed than that of the emergency operations level, and that's where we are finding the majority of the work that needs to be done to have inclusionary and effective and adequate plans that accommodate the needs of -- or that include the needs of people with disabilities and others with access and functional needs.

So basic, keeping it simple, who, what, where, when, why and how.

If we break that down further, we want to take a look jurisdiction-wide. What can we do to make this the most functional plan so that we are, as a jurisdiction, on the same page? The first thing is crosswalk things, figure out what areas have jurisdiction-wide applications. As June talked about, the public meetings, really, we know that most organizations, departments, agencies, whatever you're a part of, have a role with some kind of public interface. If you do, then you have the same requirements.

In a city, it is likely that the majority of the city departments will have some kind of public interface. So we really looked at those kinds of areas that apply across the board and said at a jurisdictional level who can develop these plans, and what does that look like? So that we don't have each separate entity, organization, agency or department doing their own thing. Then determine the jurisdictional roles and responsibilities, identify all of those areas that crosswalk, develop templates. One of the things we worked through with developing a standard template in many jurisdictions, many departments have a standard operating procedures or policies or directives or training bulletins that are already their current structure.

We didn't want to redo any of that, but where departments didn't have any of those things we wanted to develop a template so that everything looked consistent in order to maintain some semblance of continuity across the organization.

In all cases, we didn't want to reinvent the wheel. That's really where the jurisdiction-wide application came in play. It was not reinventing the wheel each time we looked at a city department.

So relative to those areas that we really found are kind of overarching included things-jurisdiction-wide guidance was developed for inclusionary and accessible messaging and effective communication. A document that was created that provided all of the city departments a manual, if you will, or a document that they could then place elements of or attach the full document to their existing standard operating procedures, because in most cases the inclusionary accessible messaging and effective communication had applications.

Press conference and interpreter checklists, regardless of your affiliation with any specific department. If you do a press conference you have some of the same standard needs regardless of what your particular agency is.

Web accessibility guidance. Citywide what was that going to look like, how are they going to implement that?

Public information roles and responsibilities.

Determining a process to review emergency preparedness materials, and looking across the city and within your own jurisdictions, I think you will find that many departments kind of do this preparedness piece for the clients that they serve. So whatever particular population they provide services to on a daily basis, there's some kind of emergency management element to that that we kind of discovered. Bringing that into one process for review, to ensure it was inclusionary and accessible, we developed a process for that.

Request processes for support, for sign language, for printing materials, for CART services, and a process for evaluating physical accessibility and public sites. That could be for public meetings. It could be for shelters. It could for assistance centers. Any kind of congregate site where the public was brought in by government. How are you going to evaluate that site?   So developing a process citywide for that.

Then taking a look at departmental training and how you can integrate this across the board with modules that address the needs of people with disabilities, that can be integrated into existing training.

We also took a look at the expertise really that is needed across the city. In many cases, jurisdictions, city departments have ADA coordinators, or they have individuals that are responsible for the HR side, the employment accommodation piece. But many city departments and/or jurisdictions don't have ADA officers who are looking across the board at the services they provide to ensure they're accessible, have equal access and are inclusionary.

So in breaking it down in the emergency management structure, we took a look at the emergency operations center and created a disability access and functional needs technical specialist. They really have the ability to provide support to each of the sections, to the operations section, logistics, finance, and planning across the board in leaving them in that technical specialist role.

Also, it was necessary to identify roles and responsibilities of who would provide that same level of expertise, at the department operations center level and at the incident command posts level. We really wanted to look at all of the levels of emergency response, from the field to the coordinating bodies, and decide and determine where that expertise was necessary.

Additionally, we took a look at daily operations. So this is kind of response oriented when we start to think about emergency operations centers and department operations centers and incident command posts. But when we look at daily operations, and building plans and developing policies and procedures, we wanted to make sure that expertise was also there. We'll talk a little more about how the city did that as well.

Then one of the things that was critical was if we're going to put it on paper, how can we make sure we do it? It is necessary to have the resources necessary to support the plan. Identifying what do I need, how do I get it, where do I get it, how do I manage it, how do I track it, how do I request it, how do I demobilize it?

All these are very important, especially in emergency response situations, because you need resources quickly. So identifying them and having them ready to deploy doesn't necessarily mean that you need a cache of resources that you're managing in a warehouse, but the ability to reach out to vendors who know their roles and responsibilities, who know what it's going to take to get things to you in a disaster, and who you know and have a relationship with so that they will provide those services.

Managing it, tracking it, requesting it are critical for cost reimbursement, frankly, and if jurisdictions don't have a process for that they will find themselves holding a project worksheet from FEMA at the end of the day, and inability to get reimbursed for their services. It really is critical to have those things in place, identified and determining how you will get them, track them, and manage them.

In general, identifying the logistics requirements. Obviously, the EOPs are going to indicate who has that responsibility, what services will be provided, but without going to that next level of SOP, we really don't know how that's going to occur. So those SOPs provide that detail that we talked about on the last slide. And again, determine whether you're going to locate, purchase, store supplies, how you're going to mobilize them, and what agreements you have in place. Who are those contact people? What is their 24-hour contact information? Have it listed out there.

With vendors, of course, you want to identify appropriate vendors. You want to take a look at your ability to have a contract versus MOU. It might be easier to get an MOU, and you can still have redundancy in your MOUs to back that up. Emergency language. It's very important, we identified in the city that there were many vendors already in their system that provided FNSS type resources, and with that we took a look at the existing contracts, and there was nothing that discussed emergency provision or provision of services during an emergency.

So you want to make sure that even in your day-to-day operations if you're drafting contracts it's nice to put an emergency clause in there that says, During times of disaster are you willing to provide services? If so, what is that contact information?

Ensuring redundancy is very important with your vendors, especially if you go into -- in many cases in emergency management we have contingency contracts or MOUs. If the first provider that you call can't provide that service for whatever reason, you want to be able to go deeper.

The other very important thing, of course, is geographic diversity. If your local area is impacted, then you want to have the ability to go to the region or to national private vendors to get the resources that you need. Of course, you want to maintain local agreements so that you have some capability in fast response capacity if they are not impacted.

So these are kind of the precursor elements that were the result of drafting a template of how are we going to build the plans, what are the elements that we need.

So I think what everybody is excited to hear about, what are the outcomes? What did City of Los Angeles do? What outcomes did they have? The City of Los Angeles did a fantastic job; they did a lot of work in two years. The court order came out in 2011, and the contract and the services provided actually didn't start until about a year later, August of 2012.

If you think about that time period and these next slides of what was accomplished in that time period, they really did a lot of work and a lot of people involved in that.

So let's get to that. First of all, identifying those roles and responsibilities. We looked at the organizational chart a few slide ago and talked about the importance of having expertise at those levels. So what they did in the city, they did have that employment ADA coordinator role that was established, and they looked at expanding that role and ensuring, starting to look at the inclusionary planning for policies, procedures, and day-to-day operations even. The SOPs now assign responsibility to those ADA coordinators. So then again, you have the accountability factor we talked about earlier.

The EOC has established the disability access and functional needs technical specialist position. Two major players, the Los Angeles fire department and police department, both placed disability access and functional needs coordinators in their department operations centers.

And DOD established, Department on Disability, established field ADA coordinators, to go into shelters, do daily checks and provide support to first responders in making sure that they are inclusionary in their response.

Then cross-training. We wanted to make sure, especially in public information, that if you don't have time to have an ADA coordinator review a message, that you've got the cross-training and inclusionary accessible and effective communication. So that's what that last item is.

Relative to the public information, like we talked about jurisdiction-wide, they created some citywide guidance that was on the inclusionary, accessible and effective communication, which applied to all areas of public are information and interface.

Developed a press conference and interpreter checklist, to include something that reminds the PIO to talk to the camera operator to include the interpreter, the ASL interpreter, in the frame of the camera. We don't have a lot of control over the camera operators, and we can't directly tell them what to do. If they have somebody in their ear bud saying, "Zoom in on the person speaking," they may still do that. But there's something that prompts the PIO, public information officer, to say, "Hey, can you make sure that you get a wide frame that includes the interpreter?"

They created guidelines for their public television stations. They created web accessibility. We'll talk about that a little bit more. Identified the PIO role and discussed in detail that interaction between the PIO and the disability access functional needs technical specialist.

Again, they developed their process for emergency preparedness materials review, their requests for support in sign language, print shop, and developed city department training that was the integrated and crosswalk city department training.

In those SOPs, I won't read all of this, it really assigned responsibility to the PIOs for accountability and gave them a process for ensuring their messages were reviewed before release, and released in multiple formats, and were accessible.

So those processes in the SOP are similar to a checklist to make sure that all of these things are done before the information goes out to the public.

The information technology agency really had a big job. As you can imagine, the City of Los Angeles has hundreds and hundreds of websites. Evaluating those websites for compliance, for web accessibility, was a very big job in itself. They worked with the city departments to audit their websites and track that. They focused on their emergency management websites for the purpose of this project, and in their sustainability and implementation plan going forward they'll be looking at a broader scope citywide.

They monitored the progress towards 508 compliance. They actually hired a 508 compliance officer who is overseeing that process now for the city.

Then within the departments they developed a process and assigned accountability and responsibility for how to post information on the web that is accessible and that will be continuous post audit.

We all know we've got different individuals in our organizations that post things to the web that may not have that information. There's now a process to reference and ensure what they're uploading continues to be accessible.

Relative to early warning and notification, they developed a standard guidance process for all city departments to request from the emergency management department use of their mass notification system, allowing for a more broad scope of individuals to request a mass notification.

There, of course, are parameters under which they would release that information or provide a notification, but the city is now informed on the process for that.

They also assigned an MOU with FEMA, or MOA with FEMA for use of the Commercial Mobile Alert System, IPAWS, so they now have the mobile technology integrated for notification within the city. The process also directs the messenger to create inclusionary messages. That's where the cross-training comes in as well.

Relative to evacuation, they did a lot of work on the evacuation. Some of the work they did applied to a broader scope than just evacuations. But some of the major players, police department, fire, the port, all revised their door-to-door notification processes.

Typically and historically, door-to-door notification, you knock, if nobody answers, you move to the next door. In this case, they revised it to include ringing door bells, shining flashlights, making some kind of vibration, for further alert and notifications.

Then also included in their procedures tips for physically assisting individuals with disabilities in the evacuation process and communicating with those individuals.

They also have incorporated the use of the Department of Water and Power's Life Support Equipment Discount Program. Many jurisdictions across the US have a discount program for individuals that use life support equipment. In this case, having that data is still protected. It is shared with LAFD in a protected manner, and LAFD can then use that information to prioritize their response to an area, or prior to cutting off utilities for search and rescue operation they'll know who will be most impacted disproportionately based on that information that they have.

The Recreation and Parks department developed notification procedures for park patrons, beyond just a bullhorn and kind of yelling. There's a process now to go person to person within the park and ensure all individuals receive the message of an evacuation.

They've created teams, LAFD created access and functional needs task force, which includes pickup trucks that have the ability with the lift gate, the ability to carry heavier equipment with an individual.

The airport developed airport response teams. These teams are trained volunteers who are assigned a rotation to be on. If there is a crisis within the airport, these teams deploy, they have backpacks, they have communication tools, they have pictograms, emergency words, whiteboards, tablets, to communicate with airport patrons.

The airport has a communications plan for 2015-2017 in developing greater electronic capacity for effective communications, but the ART, the airport response team, were a stopgap to help disseminate information and provide support.

Relative to decontamination, the fire department modified their decontamination procedures that includes processes for assisting people with disabilities through the process. Also how to communicate what is occurring in the decon process. As you can imagine, that can be a quite stressful situation.

Relative to transportation, June touched on this, they increased capacity, they codified agreements with both internally and externally with their Department on Aging, looking at internal resource and capability, how they would use those. With school districts, they signed agreements with the Statewide Transit Mutual Assistance Compact, and also solidified their definition of the emergency clause in their existing city public transportation.

So they have their city DASH and City Ride, their public bus transportation and Para transit. They looked at emergency clause and worked with contractors who provide those services on how to effectively deal with the disaster.

They established with the taxi commission for use during emergencies: What will that look like? How can taxicab commission be reimbursed, be requested? Who you do they know where to go? How will they be communicated with? Etc.

In that, they expanded their roles beyond evacuation to look at mass transportation for providing transportation to resettlement processing centers, to shelters, or to and from the local assistance center, to a disaster recovery center, etc. To make sure they were providing accessible and equal access to transportation, to any area that an individual impacted by disaster may need to go. Including things like work, school, recovery assistance, medical appointments, etc.

Relative to mass care and sheltering, obviously this is a huge one. They developed a matrix of their recreation and park facilities, which are used for mass care services. In that matrix they've identified by site the level of accessibility and tiered matrix. Tier A is fully accessible. Tier B is accessible with temporary modifications. Identified what modifications are in to make that shelter operational. They've looked at capacity, capability and developed a matrix, so now they have a place to go to say here is geographically the closest shelter that is accessible.

In ensuring this image here of the Rubik's Cube, then a Rubik's Cube with Braille, that's just equal access. If you provide for one, you must provide for all. They have refined their processes for ensuring that that can occur, through refining and expedited process for requesting FNSS equipment or resources or assets, developed comprehensive Health and Medical Mass Care Appendix, and they're continuing to work on this. The County of Los Angeles has responsibility for health in the City of Los Angeles, so they're working closely with the county to continuously update that.

Then they've developed SOPs for site selection, activation, setup and logistics. It's all codified in nice plans that direct people on how to make this occur.

They have purchased and stored caches. They have assistive technology, durable medical equipment, durable medical supplies, community assistance tools, and established MOUs for additional resources, and also facility support resources, like generators, accessible toilets and showers. They're continuously updating and establishing contracts for personal assistance services and mass feeding services.

They reevaluated their agreements with the American Red Cross, with their LA Unified School District and Salvation Army. And those looked at their existing agreements and looked at any necessary language changes that should occur in order to make sure that they are covering the ability to provide resources and services to people with disabilities and others with access and functional needs. They've updated those agreements to reflect that.

They've developed a full sheltering handbook. The City of Los Angeles is dependent on the American Red Cross to respond first, but they also recognize there may be a critical mass in which they have to provide additional sheltering support. So in that the Recreation and Parks developed their sheltering handbook, which is reflective of the American Red Cross, but customized to include policies and procedures that the city has specific to the city, including physicians descriptions and job aides.

They've also developed a community wellness check SOP on how to address the needs of people in their homes or not in congregate care settings, that have needs. An additional call line to call in and request assistance, then teams to go assist those individuals.

Developed a just in time training for effective use of their disaster service workers. In the City of Los Angeles if you are a city employee that is not assigned a direct responsibility as a first responder or in emergency management, you are a disaster service worker and can be plugged into any of the roles and responsibilities in to fill during a disaster.

They have also provided training to their recreation and park staff for shelter management. And they've identified an incredibly creative use of their aquatics staff to support personal assistance services. The aquatics staff are trained similar to that of an EMT and will provide a very large capability of personal assistance services before they go into private industry or to the county for additional support.

Then in recovery, they've developed reassurance teams. Historically, the City of Los Angeles has partnered with the county, and the county provided reassurance teams. City has now provided standard operating procedure and assignment to departments for reassurance teams who are individuals that go out into the community and provide information relative to statuses of homes and residences and reoccupying their homes and residences throughout the community.

Department of Building and Safety have created procedures to post information online for building safety status. Again, historically, in many jurisdictions you will see colored placards and those will dictate the safety status of the building. But there's not a way to communicate to people with disabilities that same information. So now there's an online program that you can put in an address and determine the building safety status.

Housing and community investment developed SOPs for identifying and verifying short-term or interim housing programs that are inclusive of accessible housing. So they've expanded that role and determined how they will work with all of their partners to ensure that temporary housing programs that are set are also accessible. So think Katrina, mobile homes, think Hurricane Rita, rental assistance that was provided that were government programs, ensuring equal access to those programs through accessible housing optioning for people with disabilities.

Some of the tools and resources that came out of this project was a full toolkit was developed that is used, can be used citywide by all first responders or any disaster service worker. A field operations guide, which is pocket size; it's a toolkit, essentially. They've standardized their pictograms for use in the city. They have an emergency words document that is -- they're pictures for sign language.

Whiteboards, tablets and use of Smartphone apps. So for city-issued Smartphones they have downloaded apps on their phones for assisting in the communication process.

There are checklists, forms, tips created, citywide guidance documents that direct citywide how people will incorporate into their plans, adequate planning for the needs of people with disabilities.

Job descriptions, job action sheets, and they've developed a stakeholder coalition for how they will better and more accurately and wider scope integrate stakeholders, community-based stakeholders, private industry providers who provide FNSS type services or services for people with disabilities on a day-to-day basis into the community management program.

I want to share this story with you that demonstrated success. Sometimes we get overwhelmed, we're putting all of this on paper, it's not going to catch on, people won't understand what they need to do with it.

In the middle of this project, not long into it at all, about seven months, May 15, 2013, there was an evacuation of a four-story apartment building. There was an individual in that building who had over 17 IEDs. So the swat team was called out. LAPD swat team called out, they evacuated the building. They called for door-to-door notification.

After that, they assumed the building was cleared, and the incident commander onsite kept seeing people come out of the building, and thought, thinking about this project we're doing, there might be people who have disabilities that couldn't have made it out. There might have been -- they cut the power to the building. There might be people who didn't hear the knock or the doorbell, etc.

They went back, did a full sweep of the building. That was really a result of this project and this being on his radar of, Oh, gosh, I need to go one step further. It is possible to have impact. It is possible to have success, even to the boots on the ground, in a jurisdiction that is as large as the City of Los Angeles.

We were seeing results on the ground, people whose lives will be impacted in a very positive way, in a very short order. I put this slide here to talk about that it is doable, and people do understand and they do get it. This was a real proud moment for all of us working within the city.

That said, some of the complexities that we dealt with, very departmentalized, as with many large cities. Many departments have their own emergency operations plans, department operations centers, cross walking those things made it pretty complex.

Frankly, smaller jurisdictions are sometimes easier because their organic capability is not as great as a larger city. So trying to decide what do we have, what do we need, almost can be a little more difficult with a city the size of Los Angeles. That made it a little complex.

Limited dedicated resources regarding disaster preparedness. I think we see this nationwide. Everybody has more to do with less, less money, less resources. So dedicating resources to disaster preparedness within every city department is a struggle.

There was a very compressed timeline, as you can see. What I just gave you was a snapshot of the outcomes. It's not near everything that was created. It's just a small representation. So a compressed timeline for doing all these things really was one of the complexities. EMD doesn't have the direct standing authority over the other managers to force them into doing anything.

Then I want to again reiterate that the project would not have been successful without buy-in and support from top leadership. If you are looking at doing a project like this, because everything is asked to do more with less, it is very difficult to get other folks to buy in. So your leadership really needs to support this.

The interdepartmental dependency was very apparent. You can't plan in silos, like we said early on.

We felt the impact of budgetary restraints, collateral duties, the picture of the T-shirt on the slide that says "I love other duties as assigned!" We all live by that, because if we don't love them, we don't keep our jobs, frankly, because we all have other duties as assigned. It really put the strain on a project like this.

Then there were difficulties in conceptualizing and developing realistic response strategies without a major catastrophic incidents. The last major event was Northridge earthquake in 1994. A lot of that institutional knowledge had moved on. That created its own difficulty. If you look in the northeast impacted by major hurricanes, or the gulf coast that were impacted, they've got things to build on. They've have lessons learned. So trying to re-create that has its own set of struggles.

Where are we now? The next two slides we'll talk about where we're headed, and from there we'll go into questions. So what happens now? They're drafting a practical implementation plan for continuous training, exercise and plan revision, which of course you see across emergency management.

They're developing participation opportunities for stakeholders in planning, training, exercise, response, recovery. Fully, across the board.

Identifying gaps in ADA expertise. So continuing to identify where do we need extra expertise to ensure that we can be successful in implementing and carrying this out.

Schedule regular meetings for planning task force members.

Maintaining situational awareness on changing laws, regulations, definitions and modifying plans appropriately.

Continuously securing FNSS resource providers.

Making sure there are relationships, agreements, and expectations that are codified. Making sure everybody knows their roles and responsibility when they're called on game day.

Then exploring creative ways to develop inclusive programs. A lot of the stakeholder involvement is where we get into those really creative ways on how we can actually have better inclusive programs and really creative ways.

So this last slide again is our contact information. And Lewis, I turn it back over to you for the questions.

>> Lewis Kraus: Thank you so much, Kari and June. That was an incredible presentation, and just full of information. And really, like you said, Kari, the amount of information, even if it was just a portion of what LA did, looks pretty extraordinary.

OK, let's go to some of the questions now. The first couple of questions refer to the parts that June went over, but I believe they might have been answered somewhat by what Kari followed up with.

The first question was, is this, the section June had, was that a section -- was that a sample of the process the reviews went through?

>> Kari Tatro: Absolutely. When we did our gap analysis on the emergency operations plan, we identified those areas where we needed additional information and the subsequent questions that would need to be answered to determine if there was compliance and inclusionary planning.

If you think about the second example, the statement was that the LA Police Department will provide quarterly community meetings. That one statement in the tsunami annex led to 25 questions that we needed answers to to determine compliance, which then led to the development of SOPs.

>> Lewis Kraus: OK. Let me remind everybody that if you do have questions, please type them into the chat window and I will read them off as we're doing now. Kari and June will answer. That way it will show up in our closed captioning.

All right. The next question then, a couple people asked whether the checklist that you both were referring to are published or available for others to get and to have.

>> Kari Tatro: So any of the results of this project are the property of the City of Los Angeles, and you would have to reach out to them. There may be some instances where they provide some redacted version, where they take out phone numbers. But you would have to go to the city for that.

>> Lewis Kraus: OK. One question that I do think got solved was how was the work driven by the actual lawsuit, and do they have to demonstrate to the courts their progress, things like that?

>> Kari Tatro: Well, so the process was that we provided the experts, June and BCFS provided biannual reports to the court of the status and the work product, and that went to the court and to the plaintiffs for their review to look through that stuff. So the court was informed the whole time.

>> Lewis Kraus: One person wanted to clarify when June was talking about the drop, duck and cover, that in the northwest earthquake instructions have actually been changed to drop, cover and hold, due to making sure it's clear for translations and those are more literal. "Duck" apparently translates to a bird, not to get down. So a little side note there.

>> June Kailes: Let me comment on that. That meant, we actually went deeper, so that if somebody was not able to get under a table or chair, that it was information that said protect your head, put a book over your head, or a pillow, or lock your wheels if you're a wheelchair user. So just a few more examples of alternative-based type of positions that people could think about getting into. So there was some specificity, rather than just saying figure out on your own. Really it goes a little further in making those specific suggestions.

>> Lewis Kraus: OK. And the next question was what is the estimated cost that Los Angeles will have expended to meet the settlement agreement?

>> Kari Tatro: You would have to get with the City of Los Angeles on that.

>> Lewis Kraus: OK. Next question was, first acknowledgment that it was great stuff. Were there any outcomes, changes or parts of the lawsuit that addressed behavioral, emotional or mental health based FNSS?

>> Kari Tatro: Yes. When we say inclusionary planning, we did not -- that was not restricted to any particular type of disability. It was not restricted to mobility disability or to sensory disability. So there were inclusionary across the board. Tips for communicating with people with cognitive or intellectual disabilities. Tips for assisting people with intellectual or cognitive disabilities. It was inclusive across the board.

June, did you want to add anything to that answer?

>> June Kailes: Yes. For example, in the sheltered issues, there was focus on coordinating work with the county in terms of voc health services and mental health services, so there was the ability to access that assistance that we know will be needed.

>> Lewis Kraus: OK. Next question. Ray Perini wanted to have an answer for the question, and myself here, you're asking if the City of Los Angeles is willing to share the toolkit with others who might want to repurpose or use for their own uses. Kari is saying neither Kari nor June are employees of Los Angeles, and you would have to contact LA to get the answer to that. Kari is that true?

>> Kari Tatro: That's accurate, yes.

>> Lewis Kraus: OK. All right. The next question -- well this is going to get us into an interesting discussion. In the presentation there wasn't any mention of a special needs registry. Did the City of Los Angeles consider this? It sounds like the life support discount program supplements a registry somewhat. Can you comment on this?

>> Kari Tatro: June, I'm sure you will want to add to this, but the focus was on identifying gaps in the emergency operations plans, and part of the special needs assistance registry, of course, we wouldn't call it that anymore, and in the county they have that program, we did not focus on building any kind of registry. The city is building an ERIS, emergency response information systems, where it will

collect information, but it will be relative to using for planning purposes, not as a registry tool for individuals to get assistance.

Again, by making our plans inclusionary across the board, it included how we will respond to and assist and support the needs of people with disabilities throughout response, as opposed to a specific registry.

June, I don't know if you want to add onto that.

>> **June Kailes**: Yeah, I do. For example, the focus was on using the city's existing assets and resources. So with, for example, the Department of Water and Power, they have a list of people who are indeed -- who, if they choose to register for that discount program you mentioned, they are listed as people who are dependent on essential devices and power, and that in working on this, that list goes, I believe, to the fire and police department once a week. It's continually updated. So it's not essential. It's an existing processes that the city uses as defined in our work together.

But again, it's not a special needs registry, and the ERIS project, again, that as Kari said is a mainstream project where anybody can list some of their issues or needs that they project in an emergency. It's not just for people with disabilities; it's for the entire population. So no focus on special needs registry.

>> **Lewis Kraus**: Let me just add to that that if you want a further discussion of registries, we did have a webinar on that a couple of months ago. If you go to the adapresentations.org website in the archive, you can go and listen to that for a deeper discussion about registries.

OK, the next question is: Is accessibility measured, talking about shelters now, at the time of the shelter opening or at the time of a facility survey assessment?

>> **Kari Tatro**: Both. So the processes that are in place now, and what is identified on the matrix is based on the Department of Justice emergency shelter checklist, and that is the determination of accessibility. However, before a shelter can open to become operational there is an ADA checklist that the city has developed, that the site must be reevaluated by an individual onsite to ensure that it is still accessible, that there are no barriers that have been put in place, etc. So the answer is both.

>> **Lewis Kraus**: OK. Next question is: In New Mexico they have some counties who are not under the state EOP. What recommendation do you have regarding checking their plans for ADA compliance, and what if they don't have plans?

>> **Kari Tatro**: Those jurisdictions need to determine their jurisdictional responsibility for ensuring the ability to support disaster survivors in their own jurisdiction, first of all, and what their requirements are for ensuring that capability. That's not relative to planning for people with disabilities. That's relative for planning for the whole community, your entire population. And as such, they would need to develop an independent set of plans that are relative to their jurisdictional requirements based on those existing authorities.

Does that make sense?

>> Lewis Kraus: Yeah, I think so. Next question: Since there are so many people and processes involved in emergency management and people with disabilities, is there one agency that coordinates all of the parts?

>> Kari Tatro: Say that one more -- ask that one more time for me, please.

>> Lewis Kraus: Sure. Since there are so many people and processes involved with emergency management and people with disabilities, is there one agency that is coordinating all of the parts?

>> Kari Tatro: In terms of the City of Los Angeles, they do have a Department on Disability, and they provide support to all of the city departments, but they are coordinating internally as well within their city departments.

June, do you want to add anything to that?

>> June Kailes: Yes. I think we also, a lesson observed here was the tremendous support we had from the mayor's office that really helped us to get great cooperation from all the departments we mentioned early on in the presentation. So that that overarching message that this is a critical project that we're working on and need to sustain. EMD played a major part, but the mayor's office was really helpful with reinforcing the importance of all departments cooperating and collaborating together to make this work.

So yes, the Department on Disability will be a major sustainer, as will many other departments, given what Kari mentioned, the expanded role of the ADA coordinators and the access and functional needs technical specialists. So there are a lot of parts here that answer that question.

>> Lewis Kraus: OK. We're getting near the top of the hour, and so I think we're going to stop the questions now. We realize that many of you still have questions and there are some questions in the queue for speakers, and we apologize if you did not get a chance to ask your questions. Obviously, it raised lots of good discussion for everyone. But you can ask your question at your regional ADA center, if you want, at 1-800-949-4232. I'm putting that in the window now, in case you need that number.

Now, you will receive an e-mail with a link to an online session evaluation after the conclusion here today. Please complete that evaluation for today's program, as we really value your input and want to make sure our funder understands the value of this.

We want to really thank Kari and June today for sharing their time and knowledge with us. It was a really incredible presentation.

And I want to remind everybody that the session was recorded and it will be available for viewing within 48 hours at adapresentations.org/archive. Don't forget to go to that website. That's where you have all of your information about this, including the slides for those of you asking about the slides.

Thank you so much for attending today's session, and we look forward to seeing you on January 8, in the new year of 2015, for our next webinar, which is the FEMA Promising Practice entitled "Whole Community Inclusion: Emergency Preparedness Planning at the State Level."

OK. Thank you so much for attending today, and have a good rest of your day.