City *of* Los Angeles

EMERGENCY OPERATIONS PLAN

MASS CARE AND SHELTERING ANNEX

Non-Traditional Sheltering Appendix

June 2018

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APPENDIX DEVELOPMENT AND MAINTENANCE

This Appendix is developed in support of the City of Los Angeles Emergency Operations Plan (EOP) to facilitate response during incidents requiring non-traditional sheltering (NTS).

This Appendix is developed in cooperation and with input from the City departments with primary response or support activities, as well as input from appropriate non-City agencies with identified activities related to NTS.

This Appendix is developed to describe the overall citywide response function and capabilities, and is to be used by each department identified within this Appendix to develop their own standardized operating procedures (SOPs) specifically for their department to direct tactical operations. When developing SOPs, each department is to take into consideration how all of the activities identified in this plan directly related to their own department, as well as how those activities interact with, support, or require support from other departments identified within this plan. Departments must ensure that their SOPs are inclusive of planning for people with disabilities and others with access and functional needs. If, at any time, any department identifies a conflict in how their field response or support activities are performed in comparison to what is described in this Appendix, and/or identifies a conflict between their listed activities within this Appendix and how they relate to or support another department's listed activities, such conflict is to be immediately reported to the Emergency Management Department– Planning Division.

If, at any time, a department, agency, or stakeholder to this plan changes, develops, or amends any policy, procedure, or operation that will change or affect the contents of this plan, that entity is to immediately notify the Emergency Management Department–Planning Division.

This Appendix is to be corrected immediately upon notification or observation of any operational errors or conflicts. Such corrections are to be reflected within the Record of Changes.

Every other year, a formal review of this Appendix will be conducted by departments and agencies that are identified within the Appendix, as well as any other departments or agencies that may need to be part of the review process. The Emergency Management Department – Planning Division will lead such an effort. Upon completion of such formal review, all corrections to the plan will be reflected within the Record of Changes.

APPROVAL AND IMPLEMENTATION

This document is a Functional Support Appendix to the Mass Care and Sheltering Annex. It serves only as a companion document to the Mass Care and Sheltering Annex when the need to activate a non-traditional shelter arises. This Appendix was developed with input from all applicable City of Los Angeles departments and allied stakeholders. Upon completion, it is reviewed by the City's Emergency Management Committee (EMC). When approved by the EMC, it presents the document to the Emergency Operations Board (EOB) with a recommendation for approval. Upon review and approval by the EOB, the document goes to the Mayor of the City of Los Angeles with a recommendation to approve and forward to the City Council for adoption.

Upon formal approval by the Mayor and adoption by the City Council, this document becomes an official Appendix to the City of Los Angeles EOP.

This Appendix was developed with input from all applicable Los Angeles City Departments. This Appendix is compliant with the Federal Emergency Management Agency (FEMA) *Comprehensive Preparedness Guide (CPG) 101, Developing and Maintaining Emergency Operations Plans,* Version 2.0 (CPG 101 V.2)[1].

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[1] *Developing and Maintaining Emergency Operations Plans. Comprehensive Preparedness Guide (CPG) 101*, version 2.0 ed. (n.p.: U.S. Department of Homeland Security, Federal Emergency Management Agency, 2010).

RECORD OF CHANGES

Each revision or correction to this Appendix must be recorded. The record contains the date, location, and brief description of change, as well as who requested or performed such change.

Table 1: Record of Changes

Date	Section/Page	Description of Change	Changed By
April, 2018	Various	Biennial Update	EMD & other depts.

CITY EMERGENCY OPERATIONS PLAN/ANNEX CROSS REFERENCE

During the response, the following functional support shall be used as deemed necessary:

- All general principals, roles and actions set forth in the Mass Care and Sheltering Annex shall apply to the activation of a non-traditional shelter except as specifically outlined in this supplementary Appendix.

- Throughout this document, where public information and communication with the public is referenced, see the **Emergency Public Information Annex.**

- Where internal communications systems is referenced, see the **Communications Annex.**

- Where early warning and notification is referenced, see the **Early Warning and Notification Annex.**

- Where sheltering, mass care, mass feeding and the provision of functional needs support services (FNSS) is referenced, see the **Mass Care and Sheltering Annex; Resettlement Processing Center Annex;** and the **Logistics Annex.**

- Where reference is made to evacuations, see the **Evacuation Annex.**

- Where reference is made to Federal, State, Local or Non-Governmental Organizations providing recovery information, see the **Local Assistance Center Annex** and **Recovery Annex.**

- Where reference is made to response and restoration of critical infrastructure, see the **Critical Infrastructure Annex.**

- Hazard Specific Annexes include the **Tsunami Annex**, **Earthquake Annex, Adverse Weather Annex, Brushfire Annex, Urban Flooding Annex, Off-Airport Major Aircraft Response Annex, Debris Flow Annex, Civil Disturbance Annex**, **Terrorism Annex** and the **CBRN Annex (Chemical, Biological, Radiological, and Nuclear).**

- Where reference is made to Shelter Activation, see the **Shelter Activation SOP.**

- Where reference is made to Shelter Selection see the **Shelter Selection SOP.**

- All actions related to fulfilling the purpose of this Appendix will adhere to the City of Los Angeles Citywide American with Disabilities Act (ADA) guides, documents, and checklists.

Where City departments have tasks assigned relative to this Appendix, please refer to that specific department's SOPs.

BACKGROUND

It is difficult to accurately predict the location, frequency, and scale of an emergency or disaster. It is also difficult to accurately determine the number of individuals that will need sheltering assistance before, during, and after an emergency incident. It is possible, however, to plan and manage the mass care support and procedures needed to reduce the adverse impact of a threatened or actual event on the City.

Any natural or human-made disaster may cause the displacement of people. This appendix of the Mass Care and Sheltering Annex provides guidance on supporting sheltering operations during the response and recovery phase of an emergency incident. The Appendix identifies the needed and available mass care capabilities and resources for caring and sheltering large displaced populations. It also describes how these resources are mobilized.

I. PURPOSE, SCOPE, SITUATION, AND ASSUMPTIONS

A. Purpose

This Appendix details government's responsibilities for the managed and communicated non-traditional shelter activation response. This Appendix can be used in conjunction with other plans designed for the protection of the population. Organizations, operational concepts, responsibilities, and procedures described in this appendix are applicable to all locations and to all agencies, organizations, and personnel with non-traditional sheltering responsibilities.

The purpose of this NTS Appendix is to provide additional measures that supplement those presented in the Mass Care and Sheltering Annex to address non-traditional shelter activations. This Appendix establishes strategies and procedures for providing mass, non-traditional sheltering services to persons affected by an emergency, disaster, or precautionary evacuation.

The Appendix has been developed to meet the following objectives:
- Provide a concept of operations and identify roles and responsibilities for each appropriate department within the City of Los Angeles.
- Define communication, coordination and evacuation procedures for rapid notification and response of City departments, stakeholders, and the public in the event of a NTS being set up. Identify actions that can realistically be accomplished within a few hours to a few days to mitigate any adverse impact.
- Ensure consistency with Federal, State of California, the Los Angeles County Operational Area (OA), and other local governments' emergency response plans and operations.

FEMA defines an emergency shelter as "a safe, sanitary, and secure environment and life-sustaining services to disaster survivors displaced from their primary residences due to natural or man-made disasters."[2] If an incident/event displaces a significant number of people, often for extended periods, the capacity of traditional shelters and their support services may be exceeded. In these instances, the local government may open an NTS with the support of non-governmental organizations (NGOs) and other resources. An NTS is a location, generally in a large structure or open space shelter, where a significantly large number of shelter clients can take refuge and be sheltered for short or longer periods of time. These locations require an expanded amount and diversity of internal infrastructure and support services which may include infrastructure operations such as logistics, utilities, security, traffic control, and services such as laundry, medical care, and recovery support. The International Association of Venue Managers (IAVM) and the American Red Cross Los Angeles Region (Red Cross) created the *IAVM/Red Cross Mega-Shelter Planning Guide* to provide guidance for the

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[2] FEMA. https://www.fema.gov/pdf/emergency/disasterhousing/mspg.pdf .

use of large facilities/venues (e.g., stadiums and arenas) as mega-shelters when necessary during large-scale disasters. This guidance characterizes mega-shelters as:[3]

- Shelters of this size and magnitude function as small cities and demand the elements of governmental and community support that keep such "cities" safe and well. Typically, no one agency or organization opens and operates these sites on its own.
- Mega-shelters require the coordination and cooperation of multiple Local and State agencies, including those of law enforcement, public health, social and human services, food service, and facility management. These governmental agencies can run unified command systems and suggest specific tasks appropriate to the various agencies, vendors, and organizations that contribute to the overall mission.

Mega-shelters provide alternatives to the operation of multiple, traditional emergency shelters when they are able to:
- Centralize communication and services
- Improve span of control
- Streamline logistics
- Consolidate smaller shelters that may have challenges in sustaining operations
- Shelter a large volume of individuals and households
- Control costs

This Appendix focuses on two NTS models:
1. Large facilities used as mega-shelters (e.g., stadiums or conference centers)

2. Large, open spaces used as shelters (e.g., fairgrounds or parks)

Non-Traditional Shelter operations differ significantly from those in general congregate shelters, which are usually operated in smaller facilities with a limited but sufficient internal facility infrastructure and an external resource support structure. An NTS requires a full-scale operational system similar to that needed to manage a small town or city. Full-scale operations will require an expanded infrastructure and additional resources within the selected site, which may have never been designed to accommodate the habitation needs of a large population. These operations may include bulk distribution; health services and medical services; and a myriad of support services such as childcare, adult care, laundry, family reunification, and recovery services.

To support day-to-day operations, an NTS will require a full Incident Command System (ICS) organizational structure; reception and registration; and expansive integrated logistics to support the site, the NTS-sheltered Shelter clients, and other co-located operations.
In some situations, displaced people may spontaneously congregate in an area independently of local government sheltering assistance. This site may become an NTS if

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[3] *Mega-Shelter Planning Guide*. International Association of Venue Managers, Inc./American Red Cross. https://www.fema.gov/pdf/emergency/disasterhousing/mspg.pdf

Local or State government determines the location is safe and can be supported with adequate services and resources. An NTS is a controlled-access environment providing services to its resident population.

Services and support for an NTS requires a multi-agency effort with all its functions reporting to and through a Unified Command (UC)/Incident Command (IC) that follows the ICS design. This differs from traditional shelter models, which are generally designed to be managed by one organization using its own internal structure. In addition, the agency with overall responsibility for an NTS will likely be different than the agency that is responsible for the mass care function. While an NTS design does not negate any individual agencies or organization's internal authorities, requirements, and reporting structures, it does require an integrated operation.

B. Scope
This Appendix is applicable to NTS activations that will exceed the scope of the Mass Care and Sheltering Annex. The Appendix provides additional information specific to NTS activations and is to be used in conjunction with all information contained within the Mass Care and Sheltering Annex.

Effective incident management begins with a host of preparedness activities conducted well in advance of any potential incident. Preparedness involves an integrated combination of: planning; training; exercises; personnel qualification and certification standards; equipment acquisition and certification standards; and publication management processes and activities.

This Appendix is applicable to Los Angeles City departments with Emergency Operations Organization (EOO) responsibilities and other departments with essential resources. Of particular importance to this document are:
- City departments with emergency public safety functions
- City departments having routine interaction with the public
- City departments performing emergency public safety or other critical services

C. Situation Overview
1. Characteristics
   a) Location
      The City of Los Angeles covers 498 square miles with approximately 468 square miles of land (214 square miles of which are hills and mountains) and approximately 29 square miles of water. The San Gabriel and Santa Susana Mountains bound the City on the north and the Santa Monica Mountains extend across the middle of the City. The Palos Verdes Hills and Pacific Ocean bound the City on the south and west.

   b) Demographics

According to the California Department of Demographic Research Unit's "*E-1 Population Estimates for Cities, Counties, and the State[4]*", the 2016 population estimate for the City of Los Angeles is 4,030,904. This breaks down to approximately 8094 persons per square mile.

The City of Los Angeles is one of the most diverse cities in the world. Angelinos speak nearly 200 languages and are part of many different religious and belief systems. Community members who live, work, and play in Los Angeles include people with disabilities and others with access and functional needs.

This plan will use the phrase *people with disabilities and others with access and functional needs* to describe both those that meet the definition of disability as well as people who may or may not meet the definitions of civil rights laws or some of the 60 plus diverse definitions of disability[5]. The definitions for people with disabilities as well as others with access and functional needs are provided below:

People with Disabilities
"Disability" in this context is a legal term rather than a medical one. It refers to a federally protected class under the 1990 ADA. Nationally, people with disabilities make up about 20% of the population. To be in compliance with the law, emergency managers must apply the concepts of accessibility, inclusion, and nondiscrimination in providing services to the general public which includes communication of public information and warnings, transportation, mass care and sheltering, and evacuations.

Others with Access and Functional Needs
"Others with Access and Functional Needs" is a broad definition that includes anyone who might have additional needs before, during, or after a disaster in accessing services. This includes individuals that may or may not meet the definitions of disability under existing civil rights laws, such as people with limited or no English language proficiency, individuals that are institutionalized, women in late-term pregnancy, or those with limited or no access to transportation. With this broader definition, about 50% of the population is considered to have an access or functional need. Anyone with a disability has an access and functional need, but not everyone with an access and functional need has a disability.

2. Vulnerabilities
   The City of Los Angeles has multiple, accessible, redundant warning and notification systems that it will utilize to reach the public for warnings, notification, and support.

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[4] California Department of Finance, E-1 Population Estimates for Cities, Counties, and the State, January 1, 2015 and 2016
[5] Los Angeles Department of Public Health, "Adult Disability in Los Angeles County." LA Health. Sept. 2006

The primary mode of notification will be the NotifyLA application. Other modes will include news releases and public service announcements to the media and directly through social media. Factors to consider are the type of disaster, the population density, and the terrain in areas of Los Angeles. In some instances, the consequences of a disaster along with terrain, and the geographical area, may impact the effectiveness of notification systems.

The City of Los Angeles recognizes that disasters may exhaust local resources. The City continues to develop, update and/or maintain memorandum of understandings (MOUs), memorandums of agreement (MOAs), and contract amendments with private vendors to increase response capability and available resources. In addition, the City of Los Angeles' Business Operations Center (BOC) maintains communication channels with the private sector who may provide donations in an emergency.

Due to the population density and terrain of the City of Los Angeles, the City recognizes that, despite a good faith effort, it may not have the capabilities or resources to reach every individual in terms of public warnings, notification and/or support.

D. **Assumptions**

This Appendix was created to integrate the concepts and structure defined by the National Incident Management System (NIMS), the California Standardized Emergency Management system (SEMS), and ICS.

- All City, State, and Federal processes, procedures, and protocols reflected or referenced were current as of the date of approval of this Appendix. Before implementing this Appendix, confirm that the processes, procedures, and protocols are unchanged. If necessary, before implementing, modify the Appendix to reflect the updated processes, procedures, and protocols.
- Only departments that have a role in non-traditional sheltering functional support are included in this plan. The departmental roles listed are limited to those applicable to the functional support.
- In any disaster, primary consideration is given to the preservation of life, then incident stabilization, and property preservation. Additionally, time and effort must be given to providing critical life-sustaining needs.
- In a catastrophic incident, damage control and disaster relief will be required from the State, Federal, and other local governments, as well as private organizations.
- Electronic communications utilizing information technology systems will be compliant with Section 508 of the Rehabilitation Act.
- All printed public education material produced to support this Appendix for distribution to the general public shall be available in accessible formats.
- Many residential, commercial and institutional structures could be damaged; requiring a large Urban Search & Rescue/Heavy Rescue mobilization.

- Residents could be displaced; requiring shelter and social services needs. Sheltering activities could be short term or long term depending on the severity of the incident.
- Vital infrastructure such as potable water supplies, electrical power, natural gas, and sewer services could be compromised. Re-establishment of these vital resources will be critical.
- Transportation infrastructure could be damaged and in limited operation. Vital vehicle and rail corridors could be damaged and impassible. Re-establishment of transportation infrastructure will be critical.
- Communications infrastructure could be damaged; causing disruption in land-line telephone, cellular telephone, radio, microwave, computer, and other communication services. Re-establishment of communications infrastructure will be critical.

In the event of a NTS activation, in addition to the Planning Assumptions outlined within the Mass Care and Sheltering Annex, the following assumptions will also be considered:
- The NTS plan will be activated at the discretion of the Emergency Operations Center (EOC) or UC if an incident/event is large enough that traditional congregate shelters will not be able to adequately provide sheltering.
- Activation of an NTS plan and an NTS is a significant and complex operation and will require multi-agency cooperation and coordination.
- If an event receives a State or a Federal Presidential disaster declaration, the event will include State and Federal partners and resources in addition to Local agencies and resources.
- An NTS will require expansion of existing site infrastructure based on the size or complexity of the incident/event.
- At the onset of a large-scale disaster or emergency, NTS operations will be heavily reliant on local resources—human and material—and mutual aid agreements. State or Federal support may take several days to arrive at an NTS.
- The City of Los Angeles Department of Recreation and Parks (RAP) will serve as the lead agency responsible for City of Los Angeles NTS operations.
- The Red Cross will serve as the primary support agency responsible for operating Mass Care at an NTS.
- The City of Los Angeles will have trained staff and volunteers to manage and support RAP operations at a NTS.
- NGOs, Private Non-Profit Organizations (PNPs), Faith-Based Organizations (FBOs) and Community-Based Organizations (CBOs) that normally respond to disaster situations will do so.
- The private sector will seek ways to participate in the provision of NTS support services.
- CBOs and faith-based organizations that provide social services and serve disproportionately impacted populations will initially be overwhelmed with requests for service.

- Neighborhood organizations and local groups, some without training, will emerge to provide mass care and assistance independent of local government.
- Spontaneous sheltering will arise outside the response system by persons in the community seeking to help.
- The duration and scope of Local, State, and Federal involvement will be proportional to the situation's severity and the assistance needed.
- The percentage of the displaced population that seeks congregate care is dependent on the size, scope, and nature of the incident/event.
- A portion of those seeking shelter can be expected to bring their pets with them.
- A percentage of the population seeking shelter will be people with disabilities and others with access and functional needs. Individuals may need assistance with activities of daily living such as:
  - Eating
  - Taking medication
  - Dressing and undressing
  - Transferring to and from a wheelchair or other mobility aid
  - Walking
  - Stabilization
  - Bathing
  - Toileting
  - Communicating
- Heavily populated areas or segments of an area may need to be evacuated or relocated in the event of a disaster, creating a demand for mass care services.[6]
- Specific types of incidents, such as bioterrorism or nuclear incident, will require sheltering away from the impact area for an extensive period. NTSs may be more readily adaptable to such longevity than traditional shelters.
- If multiple NTSs are opened in the City of Los Angeles, this will add to the complexity of NTS operations that will impact the availability of resources.
- Mutual aid assistance from unaffected jurisdictions and from State and Federal emergency agencies will not be immediately available.
- State, Federal, and Emergency Management Assistance Compact (EMAC) resources may be limited during the first few days following a disaster, if there are multiple areas requiring support and/or there has been widespread damage to access/transportation infrastructure and to suppliers.
- Some displaced residents will spontaneously converge on public parks and open spaces as an alternative to using indoor congregate shelters after incidents/events that have potentially affected the structural integrity of buildings.
- When multiple and concurrent NTSs are activated, resources (e.g., medical, transportation) will be exponentially impacted by competing demands, needs, and

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[6] Los Angeles County Operational Area Emergency Response Plan (ERP), February 17, 1998, Part One, Section Seven: "Threat Summary and Assessments For The County Of Los Angeles."

priorities, therefore coordinated resource management for all NTS operations will be necessary.

II. CONCEPT OF OPERATIONS

RAP is the lead department for NTS for the City of Los Angeles. The Red Cross serves as the primary support agency responsible for operating shelter facilities according to the roles stipulated in the MOU between the City of Los Angeles and the Red Cross (see Memorandums and Understandings – A: Memorandum of Understanding).

This Appendix addresses catastrophic events requiring mass care support and NTS activation. In the case of a major or catastrophic event requiring NTS activation, the EOC will be activated and the Mass Care Branch must be prepared to expand beyond standard operations. If an NTS activation should occur, the roles and responsibilities outlined in the Mass Care and Sheltering Annex, Concept of Operations section will be applied.

A. Terminology

Access and Functional Needs – Access and functional needs as defined by the National Response Framework may be present before, during, or after an incident in one or more areas and may include, but are not limited to, maintaining independence, communication, transportation, supervision, and medical care. Utilize Emergency Support Function (ESF) #6 to coordinate assistance without regard to race, ethnicity, religion, nationality, gender, age, disability, English proficiency, or economic status of those who are seeking assistance as a result of a disaster.

Disability – A physical or mental impairment that substantially limits one or more of the major life activities of such individual. Major life activities include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working. A major life activity also includes the operation of a major bodily function, including but not limited to, functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.

For a list of acronyms, see Attachment B-1.

B. NTS Activation
1. Roles and Responsibilities
   - The Mass Care and Sheltering Annex and Non-Traditional Shelter Appendix will be activated by the City in collaboration and communication with local political leaders, Emergency Management Department (EMD), RAP, Red Cross, and the Mayor's Office.
   - The Mass Care and Sheltering Branch will advise all responsible agencies under this plan to respond in their assigned function.
   - When the City determines the need to activate an NTS, the Mass Care Branch at the City EOC will coordinate the activation of the NTS as predetermined in any

agreement with the site owner/manager. If no MOU or contract exists, one will be created.

- If the NTS site is owned by the City, the Red Cross will coordinate the shelter's activation with RAP.
- If the site is privately owned, RAP will coordinate with the site owner/management, the Red Cross, and the Logistics Branch to create or implement an MOU or contract.

2. Multiple Non-Traditional Shelter Activations
   - If multiple NTSs are needed in the City throughout the Operational Area, the Area Command procedures for the City will be adapted to establish an Area Command Shelter Coordinator or a multi-agency coordination group to integrate and coordinate with the Los Angeles Operational Area command structure.

3. Activation Process
   - Monitor and evaluate incidents/events that may trigger an activation.
   - Assess the City's capability to open a NTS in consultation with the EOC.
   - Determine if the City's existing internal support infrastructure can support an NTS and at what capacity. Request additional resources—material and human—as needed.
   - Advise responsible agencies of imminent NTS Plan activation.
   - Activate NTS plan.
   - Specific to the incident/event, ensure all necessary agreements, contracts, and other applicable documents for an NTS are fully executed.
   - Activate and assemble the NTS UC.
   - Determine the NTS's organizational structure.
   - Set up the NTS prior to opening for service (e.g., signage, layout, bringing in ramps, testing sanitation, emergency exits).
   - Open and operate the NTS.

C. Site Selection

A potential NTS will be identified and assessed on a number of elements, including location and interior and exterior features. As with traditional shelters, an NTS will be surveyed by an agency assigned by RAP, EMD, or their designee to determine whether the site can and will be used. The site's owner and/or Management Company will be present during the surveying process.

There are two types of potential NTS:
- Mega-Shelters: Large facilities (e.g., stadiums or conference centers) that can accommodate large groups of shelter clients. A mega-shelter provides safety and security for shelter occupants provided the building is structurally sound; however, it may have limited capacity for expanded infrastructure and has a fixed maximum occupancy.

- Open Space Shelters: Large outdoor shelters (e.g., fairgrounds or parks) that use soft-sided or temporarily constructed structures. Open space shelters may be beneficial when mega-shelter facilities are damaged or impractical. However, open space shelters require more resources to establish an operational shelter and leave shelter occupants vulnerable to weather and other hazards.

RAP has identified City-owned and privately owned locations that can potentially serve as NTSs. If additional NTSs are needed during a disaster, a site will be sought based on the following criteria:

1. Considerations for Type of Shelter

   a) Mega-Shelter
   The following should be taken into consideration when choosing to open mega-shelters:
   - The internal and external perimeters can be controlled more easily because of existing infrastructure such as barriers and doors.
   - The facility has at basic infrastructure (e.g., toilets, potable water, and electricity).
   - The facility has existing resources and vendors to support NTS operations.
   -
   - The facility is publicly known and has accessible transportation routes as well as a capability for logistical support (e.g. loading docks).
   - If the facility has public functions (e.g., conferences, sporting events) or existing contractual agreements for other use, the facility may only be available for a short period of time due to potential cost to the facility's owner/management (e.g., loss of event revenue, event cancellation fees).

   b) Open Space Shelter
   The following should be taken into consideration when choosing to use open-space shelters:
   - Resources (e.g., fencing) are available to ensure internal and external perimeter control.
   - The site can be used for an extended period of time.
   - If the site has public functions (e.g., county fairs, public campgrounds), the site may only be available for a short period of time due to potential cost to the site's owner/management (e.g., loss of event revenue, event cancellation fees).
   - Due to the lack of existing structure, site design can be more flexible.
   - The site can accommodate additional resources, especially in inclement weather (e.g., leveling a gradient, providing flooring).
   - The site can be temporarily expanded if the infrastructure does not have the capacity required to support NTS operations.

2. General Site Criteria

   NTS are unique in their size and scope of mass care activities, and certain criteria should be taken into account when choosing the location for a NTS. The following should be evaluated and taken into consideration when choosing a site:

   - Availability of site.
   - ADA accessibility
   - Size of site.
   - Capacity.
   - Availability of appropriate staff.
   - Current time required for site to be operational for an NTS.
   - Ability to receive and pass a site inspection (e.g., building safety, surrounding secondary hazards (e.g., nuclear safety zone, flood plain)) and fire inspection.
   - Agreements in place (MOUs or contracts).
   - Potential conflict with site selection of other agency operations (e.g., staging areas, base camps, incident support bases).
   - Cost and schedule considerations for site owner/management (e.g., lost revenue, event cancellation fees, annual event schedule, and future event bookings).
   - Geographic location in relation to:
     - Impact area and additional threats (e.g., air quality, flood zone).
     - Other response support facilities (e.g., medical triage).
     - Community infrastructure (e.g., hospitals, emergency services, transportation).
     - Infrastructure such as functional sewer, potable water, power, and gas systems.
     - Evacuation transportation routes and/or modes of evacuation transportation (e.g. roadway, railway, airports, waterways).
     - Proximity to transport hubs for the supply of resources.

   a) Exterior site features

      NTS house large and diverse shelter resident groups. The following needs will be accounted for in shelter operations when assessing the exterior of a site:

      - Ingress and egress capabilities, including adequate access and paved surfaces for tractor trailers.
      - Traffic flow design, transport parking needs, and embarkation and debarkation plans.
      - Security and access control (e.g., perimeter and security).
      - Parking for staff and shelter clients.
      - ADA requirements as indicated in the ADA Checklist for Emergency Shelters to ensure that people with disabilities and others with access and functional needs have access to all services and activities made available to all members of the shelter population. Exterior site features for shelter accessibility include:
        - Entrance surfaces

- o Passenger drop off and pick up areas
- o Parking
- o Sidewalks and walkways
- o Shelter building entrances
b) Interior site features
NTS house large and diverse shelter resident groups. The following needs will be accounted for in shelter operations when assessing the interior of a site:
- Size (e.g., usable floor footage)
- Floor plan (e.g., open space, hallways, accessible pathways, multi-story; if outdoor)
- Fire safety systems (e.g., fire alarms, fire extinguishers, and sprinklers).
- Waste management (e.g., dumpsters and trash service)
- On-site or portable showers, toilets and hand washing stations in quantities appropriate to anticipated population. Showers, toilets and hand washing stations must be ADA accessible and in appropriate ratios (see Section G, #5)
- Network connectivity and communications capability
- Power and backup power
- Heating, ventilation, and air conditioning (HVAC)
- ADA requirements as indicated in the City of Los Angeles Shelter Survey to ensure that people with disabilities and others with access and functional needs have access to all services and activities made available to all members of the shelter population. Interior site features for shelter accessibility include:
  - o Routes to all services/activity areas
  - o Routes within toilet rooms
  - o Shelter entrances and exits, hallways, and corridors
  - o Check-in/information areas
  - o Sleeping areas
  - o Restrooms, showers, and toilet stalls, including portable toilets
  - o Public telephones
  - o Drinking fountains
  - o Eating areas
  - o Medical first aid areas
  - o Recreation areas

3. Additional Considerations
a) Mega-Shelter
- Structural integrity
- Building and safety inspection (pre-incident/event and ongoing)
- Multiple rooms or ability to partition space

b) Open Space Shelter
Open space shelters are large outdoor sheltering facilities with a number of special

- Site gradient.[7]
- Covered and uncovered floor areas.
- Site water drainage: Depending on the site, areas may need to be graded and graveled for streets, tent pads, and walkways. Utility lines for water, sewer, power, and area lighting may need to be installed.

5. Creating and Activating Agreements

   Before creating a new agreement for the use of a site as an NTS, verify if there are existing agreements for the use of the site.
   - For City-owned sites or facilities, the site will be activated according to the authority of the responsible department through the Mass Care Branch. An MOU will be created or activated.
   - For privately owned sites or facilities, an MOU will be created or activated.
   - The City will activate the agreement through the EOC

   Once an NTS site has been selected, the City may need to create and activate facility agreements for the use of the site. The following should be taken into account if there is no pre-existing agreement and an agreement is being created:
   - Include how cost sharing, documentation, and reimbursement processes will work when the NTS is multi-agency managed and supported.
   - The use of the site cannot be transferred to another entity.
   - If pre-designated sites are unavailable (e.g., damaged, in use) an additional site will be assessed and an agreement created.
   - Establish arrangements and notifications for the use of the site.
   - Confirm how these actions will be relayed to the Mass Care Branch when completed.
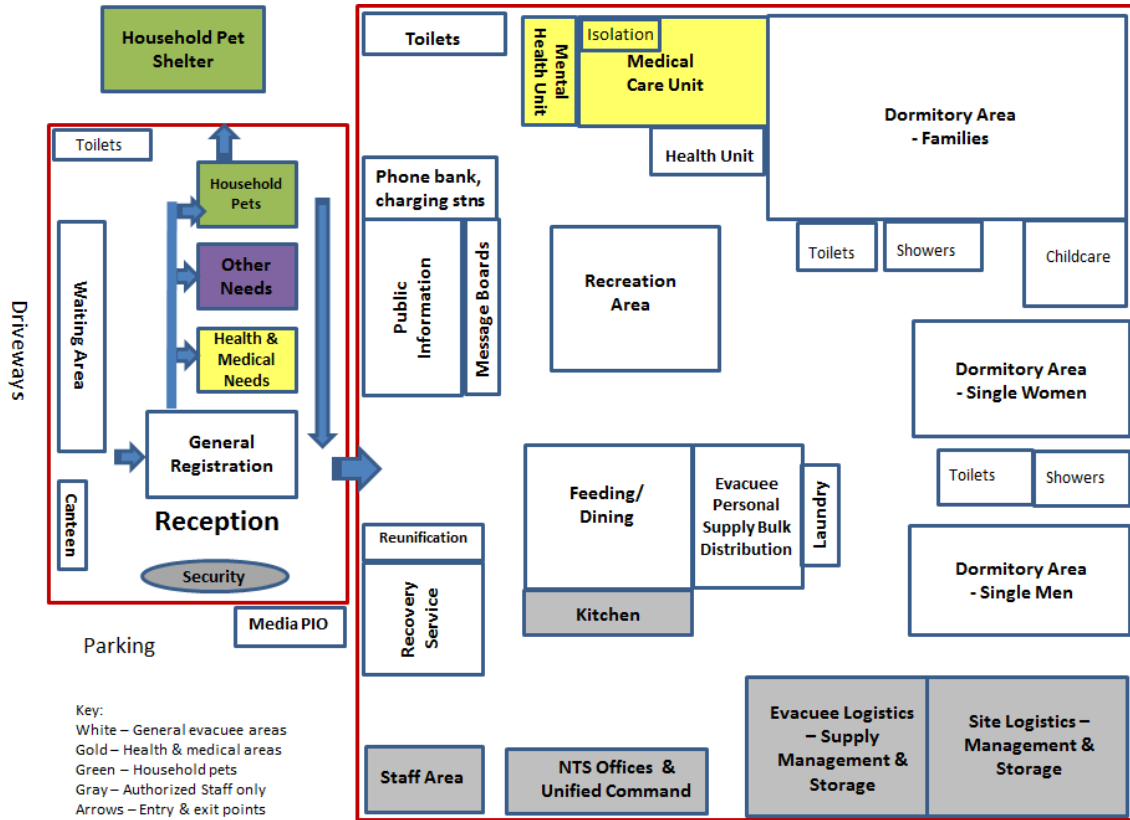
D. Shelter Design and Layout

A NTS is designed to provide Shelter clients with an environment inclusive of infrastructure and support services normally found in a community or supported by other areas of a disaster response.

An NTS operation will be scalable to expand and contract as needed based on the circumstances of the incident/event, needs of the displaced population, and resources available. Figure 1 provides a general layout scheme for reference that may be adapted as needed for the specifics of either a mega-shelter or an open space shelter. The layout below is conceptual only to identify what features and functions will be included in the NTS, but the jurisdiction's actual NTS layout will be adapted to the specific structure and needs of each NTS (e.g., move bulk distribution location to perimeter location for easier access by supply vehicles).

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[7] *Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response*. The Sphere Project (2011). Practical Action Publishing. http://www.sphereproject.org/.

Figure 1: Sample NTS Layout

E. Staffing

Staff levels and functions at a NTS will depend on factors such as the shelter's size, layout, staff availability, and shelter resident needs. Core functions will be required as soon as an NTS opens as well as the staff necessary to operate them. Additional expanded functions and staff to support these core functions will be provided as soon as qualified staff and other resources become available.[8]

Functions will submit staffing requests to their Branch directors in the EOC, unless directed otherwise by those directors. The directors will submit all requests for staffing to the Operations Sections Resource Status Unit Leader, which will coordinate with the EOC to fulfill staffing needs. Individual response agencies and organizations (e.g., Red Cross, Salvation Army, and CBOs) will process their staffing resources through their own internal SOPs. These procedures will include processes to ensure background checks are completed and staff has the appropriate credentials, as required by the City's guidelines for working in an NTS or emergency setting. These agencies and organizations will work with the Operations Section Resource Status Unit Leader to fulfill staffing requests as needed. When positions are filled, the agency will notify the Operations Section

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[8] International Association of Venue Managers/ Red Cross Mega-Shelter Guide, Staffing Matrix: https://www.fema.gov/pdf/emergency/disasterhousing/mspg.pdf

Resource Status Unit Leader for staff deployment, schedules, and estimated time of fulfillment. If local staffing resource capacity is exceeded, requests for additional staff resources will be made to the EOC. Resources provided may include support from State agencies, national NGOs, EMAC requests, and Federal resources (e.g., government agency personnel, contracted personnel) if a State and/or Federal disaster declaration has been received.

1. Staffing Functions
   The important and essential functions of an NTS are included below. Core functions are the functions that are essential to open the shelter initially. Expanded functions and operations are those that will be added as soon as resources become available. While expanded functions are necessary for the effectively support of the NTS population, the resources are not essential requirements to open an NTS and allow entry to Shelter clients.

   An expanded organizational structure can be found in Attachment B-4: Non-Traditional Shelter Organization Chart.

   a) Core Functions
      - Site Management
      - Registration
      - Functional assessment services
      - Mass Care (feeding, sleeping)
      - Personal assistance services
      - Public Information
      - Interpreters and/or other communication support
      - Site Maintenance
      - Public Safety and Security
      - Logistics
      - Health and Medical
      - Assistance providers for people with disabilities and others with access and functional needs
      - Family Reunification
      - Disease surveillance
      - Environmental health and vector control (with Site Maintenance)
      - Case Management

   b) Expanded Functions
      - Child care
      - Expanded Reception, Registration, and Tracking
      - Expanded Feeding or canteen staff and kitchen staff, if an on-site kitchen is available
      - Expanded Public Safety and Security

- Spiritual Care
- Entertainment and Recreation
- Laundry Service
- Record Keeping
- Cost Accounting
- Information Technology
- Transportation
- Bulk Distribution
- Parking and Traffic Control
- Recovery Assistance (e.g., representatives from FEMA, local NGOs) to provide Shelter clients with help for recovery

2. Activation of Staffing
- The EOC Operations Section will advise all appropriate NTS support functions of the activation of an NTS, with site-specific information. All functions will coordinate staffing requirements and resources with EOC Operations Section and the NTS Unified Command.
- All functions will coordinate staffing requests through the Planning & Intelligence Resource Unit. (For more information on staffing at an NTS, see the Non-Traditional Shelter Staffing section and the Speed-to-Scale Considerations subsection under the NTS Operations – Prior to Opening of NTS section.)
- All NTS staff will be briefed on their roles and responsibilities in providing assistance to people with disabilities and others with access and functional needs. This information will include:
  o The support and care they are authorized to provide according to their training and credentials
  o How to request support from on-site personal assistance providers

F. Beginning Shelter Operations
1. Decision to Open
- In any situation requiring the activation of an NTS, the City EOC will be activated. The decision to open an NTS will be made by the EOC Director in collaboration with the Mass Care Branch Director. For more information on NTS shelter operations, see Attachment B-2: NTS Shelter Set-up Checklist.
  o The IC will provide estimates of the potential number of Shelter clients who may need to be sheltered, as well as provide rationale for its use.
  o The EOC will advise the requesting entity of the location and information regarding its use (e.g., estimated time to opening, access).
- Once an activation order has been received by the EOC Mass Care Branch, the Mass Care Branch Director will consult with the Shelter Operations Unit.
- The Mass Care Branch Director and Shelter Operations Unit will work in concert with the Red Cross to determine which site will be used as an NTS. If possible,

coordination will also be conducted with a Mega-Shelter Assistance Team (MAT) member to determine the feasibility of the site.[9]

2. Speed-to-Scale Considerations
    A speed-to-scale analysis will be conducted at the EOC level prior to opening an NTS to determine availability of resources. The following will be determined during the analysis:
    -   Local resource (human and material) requirements, availability, quantity, and deployment time immediately and over time.
    -   External (non-local) resource availability, quantity, and estimated time of arrival for a scaled operation.
    -   Resource requirements versus availability to determine the scalable time frames for opening and supporting an NTS.

3. Inspection
    a) General Considerations for Shelter Inspection
        -   The NTS Incident Commander or his/her designee will conduct a preliminary assessment before opening an NTS in coordination with standard protocols and accompanied by support agencies (e.g., fire marshal, Public Health) and the site's owner/ management. This inspection may be conducted with a representative of the Logistics Branch – Supply Unit.
    b) Additional Consideration for a Mega-Shelter
        -   If structural integrity is in question due to possible damage, the Safety Assessment Unit at the EOC will facilitate a structural inspection and assessment of the building prior to occupancy.
    c) Additional Considerations for an Open Space Shelter
        -   If the integrity of an open space shelter is in question as a result of the incident/event, the Safety Assessment Unit will facilitate an environmental inspection and assessment prior to occupancy.
        -   Special care will be taken to inspect power, water, and other utility resources if critical infrastructure has been impacted by the incident/event, or if there is a risk for secondary hazards that may impact the infrastructure supporting the NTS.
        -   If significant construction is needed to make an NTS habitable, a safety inspection after construction is concluded will be conducted by the Safety Officer.
    d) Site Safety Plan
        -   A Site Safety Plan will be completed by the Site Safety Officer and coordinated with the Planning Section Chief to ensure the safety of people

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[9]Mega-shelter Assistance Team (MAT) volunteers are individuals with expertise in operating large venues, such as stadiums and conference centers, and are trained in shelter operations by the Red Cross to assist in NTS. MAT volunteers can be requested through the Red Cross.

within an NTS. The Site Safety Plan will be forwarded to the EOC Planning Section Chief and may be incorporated into the Incident Action Plan.

G. Dormitory Management

In any disaster shelter, the dormitory area is the primary sleeping and living area for Shelter clients. As the place in which Shelter clients spend the greatest amount of time, providing a safe and secure environment in dormitory areas is a priority in an NTS.

1. Roles and Responsibilities
   - Dormitory Management will be in frequent communication and coordination with the NTS Dormitory & Feeding Branch Director, the NTS Operations Section Chief (Ops Chief), and the NTS Unified Command.
   - The Operations Section Chief, in coordination with the dormitory management group, will spend a significant amount of time in the dorm area to maintain situational awareness.
   - Staff for the NTS dormitory areas will include those listed in Table 1 below.

Table 1: Dormitory Management Roles and Responsibilities

Function/Position	Primary Responsibility	Support Responsibility	Actions
Dormitory (Dorm) Management	Red Cross and/or RAP	RAP, DPW, DOD, , GSD, DPSS, State and Federal resources	1. Oversee all dorm operations. 2. Liaise with NTS UC/IC. 3. Communicate staffing needs to NTS on-site Logistics. 4. Coordinate with other functions for support services (e.g., resources). 5. Coordinate with other functions for support services (e.g., custodial, resources). 6. Brief incoming dorm staff on roles and responsibilities provided by specific staff.
Dormitory (Dorm) Support	Red Cross and/or RAP	RAP, DPSS, State and Federal resources	1. Set up dorm areas of NTS. 2. Collect shelter resident data, input into database system or provide to NTS UC/IC. 3. Provide information to Shelter clients regarding other services in an NTS.

Function/Position	Primary Responsibility	Support Responsibility	Actions
Personal Assistance Provision	EMD, RAP, LA County Department of Public Social Services	MRC, approved NGOs, Department on Disability, Department of Aging, Animal Services,	1. Provide personal care giving assistance to Shelter clients who require it. 2. Assist Shelter clients with service animals and emotional support animals in maintaining their animals (e.g., feeding, walking) if they are unable to do so themselves.
Health & Medical	LA County Department of Health Services	Disaster Healthcare Volunteers, MRC, EMS	1. Support ongoing health needs of Shelter clients and staff. 2. Provide resources to support medical sheltering. 3. Coordinate with Sanitation for vector control.
Mental Health Services	LA County Department of Mental Health	Disaster Healthcare Volunteers, Red Cross, MRC	1. Monitor shelter resident population and staff for mental health needs. 2. Provide crisis counseling as needed. 3. Refer Shelter clients with mental health needs beyond the capabilities of an NTS to external resources.
Public Safety/ Security	LAPD	LAPD Public Safety, private contracted security, National Guard	1. Provide appropriate security in and access to the dorm area.

Function/Position	Primary Responsibility	Support Responsibility	Actions
Community Relations	Mayor's Office, PIO, EOC	CBOs, NGOs, Mayor's Crisis Response Team, CERT	2. Provide general information to Shelter clients (e.g., where to get services). 3. Provide situational awareness and information to dorm management.
Sanitation	Red Cross and/or RAP	GSD, Logistics Branch, Facilities Unit, Contracted maintenance/ janitorial vendor	1. Clean dorm common areas and relief/hygiene areas (e.g., toilets, showers). 2. Coordinate with Health & Medical for vector control. 3. Dispose of trash and clean trash receptacles. 4. Ensure proper sanitation practices by staff and residents

2. Dormitory Staff Management
   - Appropriate ICS staff span-of-control ratios will be incorporated into the staffing structure.
     - The quantity of staff will depend on the size of the dorm population and will vary during different shifts (e.g., a day shift requires higher numbers of staff).
     - For more information on span-of-control ratios, refer to the Incident Command System.[10]
   - Establish an NTS dormitory management group comprised of the following:
     - Dormitory Supervisor.
     - Dormitory Unit Leader per area (e.g., single men dormitory unit, family dormitory unit).
   - Establish an NTS dormitory staff structure:
     - Dormitory Supervisor.
     - Dormitory Unit Leader.
     - Dormitory staff, including staffing for the following activities:
       - Administration and reporting.
       - General shelter resident support and daily operations.

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[10]*The Incident Command System (ICS)*. FEMA. https://www.fema.gov/incident-command-system-resources

- Personal assistance provision (see *Health and Medical Support* section for more details on this staff position).
- Basic health care (see *Health and Medical Support s*ection for more details on this staff position and expanded health support).
- A staffing ratio of six dorm workers per 100 shelter clients (6:100) in the dorm is recommended per shift, if available.

3. Staffing Plan and Schedule
- Establish standard shift schedules for dorm staff based on speed-to-scale considerations. Initially staff may need to work 12-hour shifts (additional crossover time during shift transitions will be needed to facilitate debrief from one shift to the next). With the arrival of additional or relief staff, shifts may be reduced to 8 hours.
- Determine what information (e.g., population demographics, roles and responsibilities, layout and functional areas of the NTS) needs to be provided in a job induction for each dorm responsibility and who can provide that information.
- Coordinate with the personal assistive services to provide support (e.g., help with self-feeding and showering) to people with disabilities and others with access and functional needs.
- Coordinate with the Resource Status Unit for additional staff needs.

4. Layout and Design
Strategic considerations for the layout and design of the dorm areas should include distances and accessibility issues that can arise given the size and scope of the NTS and size of the population. While specific dorm layouts will be determined based on specific NTS locations, structures, and needs, the IAVM/Red Cross Mega-Shelter Planning Guide provides samples of layouts which may be adapted for use in an NTS.
- If available, request team members who can provide guidance on the NTS layout. These teams may include:
  - Functional Assessment and Service Teams (FAST)[11] have experience in working with people with disabilities and others with access and functional needs and can provide guidance on how to support these Shelter clients. FAST members can be requested through the Mass Care Branch.
  - MAT volunteers[12] have expertise in operating large venues, such as stadiums and conference centers, and are trained by the Red Cross to assist in an NTS. MAT volunteers can be requested through the Red Cross.
  - City planners can support the design and layout.
- In coordination with Security, determine what control mechanisms will be needed to allow people into the dorm area (e.g., security posts, wrist bands).

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[11]*Functional Assessment and Service Team (FAST)*. California Department of Social Services disaster response plan, Appendix B. http://www.cdss.ca.gov/inforesources/Mass-Care-and-Shelter/FAST

[12] Non-Traditional Shelter Concepts of Operations (2011). http://www.nationalmasscarestrategy.org/wp-content/uploads/2014/07/non-traditional-shelter-concept-of-operations-template-final-29dec2011.pdf

- Separate dorm space will be set up for single men, single women, families, and NTS staff.
  - The space allocation needed for each group will be determined based on demographic information of the inbound shelter resident population. Requests for this information will be made to the Planning and Intelligence Branch.
  - In addition, the needs of individuals subject to judicial and/or legislative orders restricting their freedom of movement (e.g., sex offenders, parolees) will be considered.
- The shelter layout will be ADA compliant. If the infrastructure of the NTS site does not facilitate universal access, modifications will be made for the NTS to be in compliance with ADA requirements for accessibility to ensure that people with disabilities and others with access and functional needs have equal access to all services and activities. The following will be maintained in the shelter:
  - Prioritized allocation of the most accessible space.
  - Cots and other furniture items are placed in such a way that routes are accessible to people who use wheelchairs, crutches, or walkers
  - Spacing of cots to allow 80 to 100 square feet for people with disabilities and others with access and functional needs.
  - Elimination of protruding objects in any area where people walk throughout the shelter.
  - Connection of accessible routes between the sleeping quarters, food distribution and dining quarters, drinking foundations, bathrooms, showering areas, hand-washing station, power stations, entrances/exits, and activity areas.
- Given the size, population, and extended duration of operating an NTS, a dorm layout will be created with "addresses" similar to that of a neighborhood community environment within the dorm space/living area. This will allow dorm management and other assistance services operating within the dorm to more easily locate Shelter clients and will help Shelter clients locate their cot area or, in an open space shelter, their household lots.
  - Addresses and family lots will be applied to each shelter resident's location by creating a grid pattern of the dorm layout and assigning a numerical sequence to each sector of the grid and a numerical sequence to each cot/tent within each sector. Specific locations will be identified with posted numbers.
  - Figure 2 is an example of this sector design. An shelter client would be identified as being in 3.1 (i.e., Sector 3, Cot/Lot 1).

Figure 2: NTS Dormitory Sector Design

- Additional Space Considerations for Open Space Shelters
  - Space will be needed for sleeping, washing, dressing, infants, storage, and for gathering of family members. If Shelter clients are cooking their own meals, space is needed for kitchen appliances, cookware and cooking utensils, dish and flatware storage, meal preparation, and cooking.
  - The area will need access space for footpaths, external household cooking areas, fire breaks, and accessible pathways for people with disabilities and others wsith access and functional needs.
  - Opportunities for family units to create a level of subdivision within their area of the dorm will be provided, as long as they do not impede the layout (e.g., security, blocking pathways, creating confusion in the address location system).

5. Resources
   An NTS may have existing infrastructure, such as restroom facilities and power, which can be used to support sheltering operations. If an NTS does not have essential resources, or if the existing resources do not support the population, additional resources will be requested from the on-site Logistical Support Team.
   a) All portable resources accessed by Shelter clients will be made accessible to people with disabilities and others with access and functional needs.
   b) Resources include the following:
      - Power Supply
        - Power for general lighting, emergency lighting, and support for people with disabilities and others with access and functional needs (ex. Life sustaining equipment, durable medical equipment (DME), assistive technology (AT)).
        - If available in a sufficient capacity to support the entire dorm area, power for heating or air conditioning will be provided to all dorm areas depending on need. If the power supply is limited, heating and air conditioning will be provided in the medical area and in limited locations supporting people with disabilities or medical conditions.
      - Toilets
        - One toilet will be provided for every 20 Shelter clients (1:20); toilet needs will be calculated separately for women and men.[13]
        - At each cluster of toilets, there will be an ADA compliant toilet to support people with disabilities and others with access and functional needs.14

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[13]*Mega –Shelter Planning Guide: A Resource and Best Practices Reference Guide.* IAVM and the Red Cross. https://www.fema.gov/pdf/emergency/disasterhousing/mspg.pdf.

- o Separate toilet facilities will be made available for each gender and will be well lit to ensure security.
- o Separate toilet facilities, if resources are available, will be made available in the medical area.
- o Cleaning and sanitation will be coordinated with the Site Maintenance function, if available.
- Hand-washing stations
  - o Adequate hand-washing stations will be available to meet the health and sanitation needs of the NTS. Existing hand-washing stations should be supplemented with portable units if needed.
  - o One hand-washing station will be provided for every 20 Shelter clients (1:20).
  - o Hand-washing stations equipped with anti-bacterial soap, disposable towels, and, if possible, warm water will be located in close proximity to the restrooms.
  - o Hand-washing stations will be height accessible for people utilizing mobility devices (no more than 34 inches above the floor)
- Showers
  - o One shower stall will be needed for every 25 Shelter clients (1:25).
  - o Showering schedules and use times will be determined by Mass Care based on specific NTS circumstances (e.g., population, available shower resources).
  - o Adequate facilities will be maintained to meet the demand, and shower times will be extended to 24/7 if necessary to provide convenient access to residents.
  - o If existing showers are not available, portable showers will be provided or transportation will be made available to another facility with adequate showering capability to support the required population.
  - o Separate shower facilities will be made available for each gender and will be well lit to ensure security.
  - o There will be sufficient ADA accessible showers for the population of the NTS. (5% of the shower cluster)
  - o Separate showers, if resources are available, will be used in the medical area.
  - o Privacy allowances (e.g. shower curtains) and changing rooms will be available if space and resources are available.
  - o Basins and supplies for bathing infants will be provided as soon as possible after needs are identified.

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[14] *ADA Accessibility Guidelines for Buildings and Facilities (ADAAG).* United States Access Board. https://www.access-board.gov/guidelines-and-standards/buildings-and-sites/about-the-ada-standards/background/adaag Accessed online on December 27, 2011 at http://www.access-board.gov/adaag/html/adaag.htm#4.17.3

6. Support Services for Dormitory Area

All additional resources and services will be placed in areas that enable access for all Shelter clients including people with disabilities and others with access and functional needs. If needed, additional resources will be requested from the on-site Logistical Support Team.

a) Laundry Services or Resources
- As resources become available, Shelter clients at a NTS will have access to laundry facilities. These services may be located off site until on-site resources become available.
- The Logistics function will coordinate with the EOC or on-site vendor for scheduling and capacity and work with the Dormitory Management function to create a rotation schedule for Shelter clients.

b) Laundry by Shelter clients
- Laundry detergent, plastic bags, and, if available, plastic laundry baskets will be provided to the Shelter clients.
- Shelter clients will handle their own laundry as much as possible.
- If laundry is being washed by a vendor, Shelter clients will be notified via posts in the dorm areas and during daily Public Information Officer (PIO) updates of rotation schedules, identification procedures (e.g., labeling clothes and bags, receipt), where to drop off dirty laundry and collect clean laundry, and, if applicable, transportation schedules.

c) Laundry by staff

If possible, Shelter clients will handle their own laundry; however, if required, some Shelter clients' bedding may be cleaned by NTS staff. On-site housed staff will also have their own personal laundry facilities or services. To address health and safety issues, the following will need to be considered:
- Personal safety equipment (e.g., gloves and gowns) for staff handling dirty laundry.
- Processes for washing staff laundry separately from shelter resident laundry.
- Separate areas for washing, sorting, folding, and storage.

d) Housekeeping and trash collection
- Coordinate with the Facilities function for housekeeping/trash collection schedules and plan for the dorms.
- A rotation schedule for Shelter clients to exchange their dirty linens for clean ones will be implemented by dormitory management and posted in dorms.
- A timetable will be implemented for when each dorm area will be cleaned and serviced (e.g., floor cleaning, trash collection). This schedule will be posted in the dorms. Additional cleaning supplies will be provided so Shelter clients can keep areas clean between cleaning cycles.
- An adequate number and size of garbage bins, trash cans, and trash bags will be placed in the dorms for use by Shelter clients and staff.

7. Dormitory Rules and Routines
   - Dormitory management will establish traditional rules and routines for the dorm.
   - Rules, routines, and consequences of violating them will be communicated to Shelter clients through visibly posted signage, written handouts (if possible), and PIO updates.
   - All information regarding rules and routines will be provided in alternate formats to support people with disabilities and others with access and functional needs.
   - Dorm staff will be advised of rules and routines at orientation and staff meetings and will be advised how to respond to issues and rule violations by Shelter clients (e.g., advises Dorm Supervisor, contact Security).
   - Visitors making social visits to Shelter clients will enter through designated secure NTS entry points, be credentialed by Registration as a visitor, and will only be allowed in designated areas.

8. Biohazard Waste Disposal by Shelter clients
   Particular attention will be given to the proper disposal of biohazard waste, such as needles, syringes, and items that contain bodily fluids, due to the potential health and environmental health hazards.
   - Shelter clients will be advised of proper disposal of biohazard waste.
   - Appropriate biohazard disposal bins (sharps containers and biohazard bags) will be placed in medical areas to ensure proper disposal.

9. Reporting
   - Collect significant data, including:
     - Shelter resident count.
     - Individuals with disabilities and others with access and functional needs requiring assistance.
     - Reported illnesses.
     - Shelter clients aged group categorization: 2 and under, 3-7 years, 8-12 years, and 13-18 years and adults aged 19-65 years and +65 years.
     - Unaccompanied minors. (For information on protocols and procedures for assisting unaccompanied minors, refer to the *Unaccompanied Minors* sub-section under the Mass Care and Sheltering Annex).
     - Lost and found items.
     - Repairs/Maintenance requests.
   - At noon and at midnight, the Red Cross will ensure all appropriate data is accurately entered into the National Shelter System (NSS) and provided in a Situation Report (SitRep). SitReps will be provided daily to the UC.
   - Ensure other activities are reported to their relevant function and City SOPs or other reporting protocols set by the EOC (e.g., disease surveillance statistics to the Mass Care Branch or Public Health Liaison.

- Maintain log books for all functions within the dorm to record significant information, problems, solutions, and actions taken; report significant events, incidents, and issues in daily SitRep.
- Conduct a dorm staff meeting at least once per shift. Include updates on the following:
  o Emergency/disaster response operation.
  o Dorm operations.
  o Direction and advice from the Mass Care Branch and NTS Incident Commander.
  o Status and identification of problems and resolutions.
  o Needs of shelter clients, staff, and resources.
- Maintain a record of NTS activities on Red Cross Mass Care Activity Report (#5975).
- Maintain continued interaction with the NTS Incident Commander for updates on dorm conditions, staff requirements, and other dorm-related information.
- Ensure appropriate records (e.g., name, contact information, shift, agency, identification number) on all dorm staff are kept and provided to Red Cross Staff Services at the Red Cross Emergency Operations Center (Red Cross EOC) Headquarters.

H. Mass Feeding On-Site

For a detailed plan for Mass Feeding operations, see the Mass Feeding Appendix of the Mass Care and Sheltering Annex. The Mass Feeding Appendix describes the scalable mass feeding strategy to feed displaced or stationary populations after a natural or human caused disaster. Mass feeding is defined as the provision of food to the survivors of a disaster through a combination of fixed and mobile feeding units, and bulk distribution of food.

Mass feeding services at an NTS may be provided by pre-positioned resources, on-site kitchens, mobile kitchens brought to the shelter, food transported from other locations to the NTS, the bulk distribution of food supplies, or a combination of these options.
- Coordinate with the City's Mass Feeding Appendix to implement NTS feeding plans as needed with the City's operation.
- A variety of feeding resources may be engaged to support the NTS operation including the following:
  o Pre-positioned resources.
  o NGOs with disaster feeding operation missions (e.g., Salvation Army and Southern Baptists).
  o Private vendors.

1. Implementation of NTS Feeding Operations Plan
   - Any feeding operations will be coordinated in reference to the City's Mass Care and Sheltering Annex - Mass Feeding Appendix.

- The Mass Care Branch Director, in coordination with Red Cross, will designate a Feeding Supervisor and lead agency for NTS Food Services (e.g., Red Cross, Salvation Army, and Southern Baptists).
- The Feeding Operations Plan will include:
  - Speed-to-scale considerations for providing immediate, sustained, and long-term feeding.
  - An assessment of available resources (e.g., food stockpile, kitchens) at the NTS and from other agencies and organizations (i.e., government agencies, voluntary organizations, and the private sector).
  - Existing infrastructure capabilities to provide feeding at the shelter.
  - Methods of feeding operations, such as catered feeding, mobile delivery vehicles, or field kitchens.
  - Consideration, through consultation with the Health and Medical Team, of the food and food preparation restrictions, guidelines, and needs of:
    - People with disabilities and others with access and functional needs.
    - People with medically necessary dietary requirements.
    - People with allergies and food sensitivities.
    - Children and infants (e.g., formulas and foods).
- If personal assistance providers are needed to provide feeding assistance to people with disabilities or others with access and functional needs, the Feeding function will coordinate with the personal assistive services staff support.
- When possible, consideration will be given to cultural and religious dietary preferences.
- If prepared food services cannot be offered at the NTS, bulk distribution of food supplies will be provided onsite if resources are available.
- All feeding operations, whether the food is prepared onsite or delivered, will follow standard food safety practices.
- The Feeding function will request health inspections as needed.
- The Feeding function will coordinate with on-site Security to address any food distribution security and safety concerns at food preparation and serving sites.

2. Other Feeding Resources
- If the capacity of initially activated feeding resources is exceeded, requests for additional or expanded feeding services will be made to the EOC Mass Care Branch. Additional resources may include the following:
  - On-site meal preparation, food supplies, and vendor support provided by CBOs or FBOs.
  - Private sector vendors, including caterers and restaurant and hotel associations.
  - Resources from government or NGO stockpiles outside the City. These resources include shelf-stable meals-ready-to-eat and/or field kitchens.
  - Meals from Los Angeles Unified School District's (LAUSD's) Neumann Nutrition Center.

I. Family Reunification

Families often become separated as a result of parents being at work while children at school during a disaster. Families may also become separated during the evacuation process. Every effort will be made to assist family members in the reunification process.

1. Los Angeles County Department of Public Social Services (DPSS), as the lead agency for human services, has overall responsibility for family reunification during disasters. DPSS will assign a Family Reunification Supervisor at the NTS.

2. DPSS will compile a list of all vetted and recommended agencies, organizations, and resources (e.g., Salvation Army, Red Cross) providing family reunification services and ensure coordination between the authorized groups.

3. DPSS will determine and implement the reunification systems to be used. One or all of the following systems may be used:
   - Red Cross *Safe and Well*.[15]
   - Coordination with the City's missing person procedures, usually through the EOC Law Branch.
   - The Federal Department of Health and Human Services National Emergency Family Registry Locator System (NEFRLS).[16]
   - The National Center for Missing and Exploited Children (NCMEC) National Emergency Child Locator Center (NECLC).[17]
   - Google Person Finder.[18]

4. In a mass casualty and missing person's incident/event, Family Reunification will coordinate with the EOC for access to a Family Assistance Center if activated and, as necessary, implement transportation through Logistics Section Transportation Unit to the centerforcenter for NTS shelter clients who are seeking missing persons.

5. A designated area in the NTS will be established for family reunification services. This area will include, if possible:
   - Laptops and internet access. The Family Reunification Unit will coordinate with the site Information Technology (IT) to communicate family reunification system needs.
   - Support staff to assist with family reunification needs ans computer access.
   - A meeting point for families who have been separated.
   - Phone banks for shelter clients. The phones will be set up in a private area, if possible, to enable the shelter clients to make calls in confidence and privacy.

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[15]*Red Cross Safe and Well*. American Red Cross. Accessed online on December 28, 2011 at https://safeandwell.communityos.org/cms/index.php.

[16]*National Emergency Family Registry Locator System (NEFRLS)*. The Federal Department of Health and Human Services. http://www.dhs.gov/xlibrary/assets/privacy/privacy_pia_fema_nefrls_update.pdf.

[17]*National Emergency Child Locator Center (NECLC)*. The National Center for Missing and Exploited Children (NCMEC). https://www.fema.gov/individual-assistance-national-emergency-child-locator-center .

[18]*Google Person Finder*. Google. https://google.org/personfinder .

Phones will be ADA accessable and provide adaptive or assistive devices as needed for people with sensory disabilities. This will include use of the AT caches and a request will be made to phone companies to furnish a variety of mobile devices for communication access for people with disabilities and others with access and functional needs.

- Mobile cellular repeaters.

6. Unaccompanied Minors

   Children may have been separated from their parents or guardians before or during a disaster.

   - The Mass Care Director will designate an area at the NTS for minors who have been separated from their parents or guardians. This location will follow the protocols listed in the Public Safety & Security section of the City's Mass Care and Sheltering Annex.
   - Protocols and processes:
     - If an unaccompanied minor arrives at an NTS, staff should immediately attempt to contact the minor's legal parent(s) or guardian(s).
     - If an unaccompanied minor cannot be reunited with a parent or guardian immediately, designated authorized shelter staff will notify the Los Angeles Police Department (LAPD) and supervise the minor in an access-controlled, highly visible NTS location for ongoing monitoring and safeguarding until reunification with a parent or guardian or transfer to the appropriate authorities.

J. **Health and Medical**

   Due to the population size of a NTS, on-site health and medical services will need to range from the basic (e.g., basic health assessment during registration) to advanced (e.g., services in an infirmary). Both physical and mental health support will need to be provided. In addition, processes for disease surveillance and fatality management will need to be implemented.

   - Agencies and organizations providing health and medical assistance include:
     - American Red Cross Disaster Health Services (Red Cross DHS).
     - Medical Reserve Corps (MRC).
     - Federal health and medical resources: may be
       - Disaster Medical Assistance Team (DMAT[19])
       - Disaster Mortuary Operational Response Team (DMORT[20])
       - National Disaster Medical System (NDMS[21])

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[19]U.S. Department of Health and Human Services. https://www.phe.gov/Preparedness/responders/ndms/ndms-teams/Pages/dmat.aspx Accessed online on December 28, 2011 at http://www.phe.gov/Preparedness/responders/ndms/teams/Pages/dmat.aspx

[20]Disaster Mortuary Operational Response Team. https://www.phe.gov/Preparedness/responders/ndms/ndms-teams/Pages/dmort.aspx Ibid.

- o NGOs with health-specific missions.
- o Local partners such as pharmacies and medical/nursing schools and universities.
- o Disaster Healthcare volunteers (DHV).
- o Los Angeles County Department of Public Health (LACDPH).
- o Los Angeles County Department of Public Social Services (DPSS).
- o Los Angeles Fire Department (LAFD)/ Emergency Medical Services (EMS) assets to provide basic life support services (BLS) and advanced life support services (ALS).

1. General Operations

   Due to the population size and nature of disasters, robust health and medical capabilities may be required at an NTS. To ensure that all medical and ethical standards and the needs of the NTS population are met:

   - The Health and Medical Branch, in coordination with the EOC - Mass Care Branch, will be responsible for coordinating and providing health and medical care at an NTS.
   - Red Cross will provide basic health services (including medical health and mental health support) at an NTS, if personnel are available.
   - Health and Medical will communicate with the Health and Medical Branch as needed.
   - Requests for medical personnel or resources will be prioritized and directed to the EOC.
   - Health and Medical will coordinate through the EOC with other agencies, organizations, and sites to de-conflict multiple requests or plans for use of the same medical personnel and resources.
   - The NTS Health and Medical Team will coordinate necessary staff support for people with disabilities or others with access and functional needs, in coordination with the NTS ADA Compliance Officer or designee.
   - LACDPH will be responsible for license verification and credentials checks of medical professionals.

K. **Health and Medical Support Services**

   A range of health and medical support services will be provided to shelter clients as resources are available, ranging from a health assessment at reception to expanded medical care and pharmaceutical services. All of these support services will take into consideration the needs of people with disabilities and others with access and functional needs.

   1. Health assessment
      - During the initial registration of shelter clients, an assessment will include the Red Cross/United States Department of Health and Human Services (HHS) Initial Intake and Assessment Tool. This initial assessment is for health needs (including

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[21]U.S. Department of Health and Human Services. Accessed online on December 28, 2011 at
http://www.phe.gov/preparedness/responders/ndms/Pages/default.aspx

medical and maintenance prescription needs) as well as mental health needs and will abide by all privacy laws and protocols. In City operated shelters, the City Intake and Accommodation Request Form will be used (See Attachment B-3: City of Los Angeles Shelter Registration Form Sample).

- If additional health assessment is needed, shelter clients will be referred to Health and Medical and directed to appropriate assistance.
- Requests for additional staffing assistance to provide assessments will be made to the Health and Medical Branch.

2. Health services
   - If additional basic health care support is needed, requests will be made to the Health and Medical Branch.
   - If substance abuse, addiction, or addiction recovery support services are needed, Health and Medical will coordinate with health, medical, NGO, and private sector service providers for assistance.If services are located off site, transportation will be provided to the location(s) whenever possible.

3. Medical Services
   - The level and type of health and medical services offered will be dependant on available staff and material resources. As additional resources are obtained, the level and types of health and medical services will expand. Levels of care beyond health assessments and basic first aid include:
     - Medical clinic
       A healthcare delivery site for care that goes beyond first aid treatment.
     - Medical Unit
       A sheltering area for people who require continuous medical care beyond the capabilities of personal assistance providers and general shelter staff, but who do not reach the admission criteria to enter a hospital. Shelter clients in the medical sheltering unit typically require assistance with medical care (e.g., routine injections, IV therapy, wound care, feeding). This could also include an intermediate non acute health care unit for shelter clients requiring short-term rest, monitoring, and recovery prior to returning to the general dormitory population.
   - Pharmaceutical Services (pharmacy or pharmacy cache): A limited supply of on-site medications for emergency short-term use by trained and credentialed medical personnel. Planning will be in place for use of local pharmacies to refill necessary medications. Transportation may be provided for transporting residents to pharmacies or to provide services for prescription delivery.
   - Isolation Area: A separate space within the facility for shelter clients who have seriously weakened immune systems or are susceptible to germs in the environment or those with contagious conditions.
   - Decontamination follow-up: In an incident/event in which shelter clients or staff potentially have been contaminated (e.g., chemical, biological, radiological, or

nuclear hazardous materials or environments), Health and Medical will initially assess for health concerns any shelter clients who have or may have been contaminated following decontamination. Health and Medical will also provide ongoing monitoring and observation for signs of deteriorating health conditions or worsening symptoms and take appropriate action.

Medical Transportation

For information on medical transportation support, see the Mass Care and Sheltering Annex.

Mental Health Support Services

Basic mental health in the form of crisis care will be provided by Health and Medical personnel. If additional mental health resources are needed, Health and Medical will request assistance from the Health and Medical Branch. Additional assistance if needed and available may be provided by:

- CBO's
- American Red Cross Disaster Mental Health Services.
- Los Angeles County Department of Mental Health.
- Mobile clinics.
- Teams coordinated by the states or Federal ESF #8 Public Health and Medical Services.
- Requests for expanded mental health treatment, due to pre-disaster mental health issues or disaster-related trauma, will be made to the Mental Health Unit at the EOC.

Personal Assistance Providers and Care Services

While most shelter clients will be able to care for themselves, some people with disabilities and others with access and functional needs may require assistance in performing daily tasks or safety and support for their safety. Personal Assistance Providers will be requested to assist this population.

- Personal assistance providers will coordinate their roles and responsibilities to designated shelter clients under the direction of the Health and Medical function.
- Red Cross staff and Disaster Service Workers (DSW's), supervised by the Health and Medical Team, may serve as personal assistance providers if they have appropriate training or credentials.
- Shelter clients with disabilities and others with access and functional needs may be supported at the NTS by their own personal assistance providers.
- If additional personal assistance providers are needed, requests will be sent to the Health and Medical Branch (for more information, see Non-Traditional Shelter Staffing section).

Infection Control and Disease Surveillance

LACDPH will be responsible for the implementation of systems for disease surveillance, epidemiology, and other public health measures at a Non-Traditional Shelter. This includes the following:

- Conduct environmental surveys, assessment, and treatment, as needed.
- Vector control (coordinated with Site Maintenance, Sanitation).
- Implement isolation or quarantine, if necessary.
- Coordinate with decontamination function and hospitals, in the event shelter clients have potentially been contaminated, for contaminant information and necessary follow-up surveillance.
- Ensure infection control practices are followed, with reference to the City's existing SOPs and plans, which includes:
  o Develop and implement a routine infection control plan by a Registered Nurse (RN), infection control professional, or designee.
  o Develop and implement a disease surveillance plan.
  o Train staff to identify issues and infection control measures.
  o Monitor and implement sanitation practices and hand-washing practices throughout the NTS.
  o Post, in coordination with the Public Information Team, infection control information (e.g., hand-washing) for shelter clients and staff.
  o Intervene during potential outbreaks of communicable diseases.
- Develop and implement a prevention plan, which includes, for example, environmental cleaning, isolation, Personal Protective Equipment (PPE) use, and medical waste cleanup.[22]

Biohazard Waste Disposal

Particular attention will be given to the proper disposal of biohazard waste, such as medical supply waste and needles or syringes, due to the potential health and environmental health hazards.

a) For shelter clients:
- Shelter clients will be advised using posted signage and distributed NTS and dorm rules of proper disposal of biohazard waste.
- Appropriate disposal bins will be placed in medical areas to ensure proper disposal.

b) For health and medical staff:
- Train all staff in procedures for proper disposal of biohazard waste.
- Coordinate with the Logistics team on proper disposal of biohazard waste (e.g., handling, location, waste management resources).
- Follow all Public Health and City rules, regulations, laws, and statutes regarding disposal of biohazard waste.

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[22] For more information, see *Infection Prevention for Alternate Care Sites* guidance published by the Association for Professionals in Infection Control and Epidemiology, Inc. (APIC).

- Appropriate biohazard disposal bins will be placed in medical areas by Logistics.
- Logistics will create contracts/agreements that direct the disposal of biohazard waste, as needed.

Fatality Management
- If a fatality occurs in the NTS, procedures outlined in the Mass Care and Sheltering Annex shall be followed.
- If of the number of fatalities occur that overwhelms the ability of the NTS to manage those fatalities, or are anticipated to occur at an NTS due to deteriorated health, Public Safety and Health and Medical will coordinate as directed by the EOC with Public Health and/or the LA County Coroner, for implementation of fatality management plans, as appropriate. Requests for assistance will be made through the EOC.

L. **Public Safety and Security**
Ensuring the safety and security of the displaced population and Non-Traditional Shelter personnel is essential. Public safety and security personnel are responsible for ensuring the safety and security of shelter clients and staff in and around an NTS. In addition to the traditional law enforcement issues that arise during a traditional Mass Care and Sheltering situation, NTS safety and security personnel will face additional issues.

1. Shelter Security
- On-site Security will coordinate all public safety aspects to ensure the security needs at the NTS are met. On-site Security may utilize the services of the LAPD, Park Rangers, Explorers, Los Angeles School Police Department (LASPD), National Guard, private or contract security and, in some instances, volunteers.
- To fulfill its responsibilities for public safety, the Law Branch will:
  - Implement and oversee NTS public safety and security operations and shelter assets and supplies stored at other locations.
- The Mass Care Branch will inform the Public Safety Branch of the location of an NTS and any general concerns, such as specific security needs. The Law Branch will assign personnel to provide security and will inform any local law enforcement officers in the area that an NTS is opening.
- If additional public safety resources are needed at the NTS, requests will be made by Security to the Law Branch in coordination with Planning & Logistics Resource Unit.
- Internal and external security will be provided by Security based on plans they determine appropriate for the site.
- Law enforcement will coordinate the implementation of safety/security related NTS policies, including:
  - Criminal Justice.
  - Sex offenders.
  - Drug enforcement.

- o Prohibited Items.
- o Unaccompanied minors (for information on protocols and procedures for assisting unaccompanied minors, refer to the Unaccompanied Minors sub-section in the Family Reunification section.)
- Physical screening methods for initial entry and reentry (e.g., bag screening stations, metal detectors, magnetometers, and other security procedures or devices) will be used as necessary and if available. Security will coordinate with Registration and Mass Care to implement these procedures.

2. Traffic Management
   - In addition to the traffic management plans for a traditional shelter, NTS traffic management plans will include information regarding the following:
     - o Spontaneous volunteer redirection to a Volunteer Reception Center (VRC) or designated NGOs.
     - o Access to public transportation.

Emergency response and medical transportation.

3. Decontamination Support
   - In an incident/event in which shelter clients or staff potentially have been contaminated (e.g., chemical, biological, radiological, or nuclear hazardous material or environments), Site Safety will coordinate with the EOC regarding decontamination processes and plans for shelter access and safety including:
     - o Shelter clients will be decontaminated and assessed prior to being allowed entry into the NTS.
     - o If shelter clients on-site are identified as requiring decontamination, NTS Operations will coordinate support through the EOC.

4. Perimeter Control
   - Security posts will be established in the outermost areas of the NTS, including areas for parking and reception.
   - Security will coordinate with the Traffic Management Branch to control streets surrounding the NTS.

5. Access Control
   - Public Safety Branch will coordinate with the Unified Command to determine entrance points and controls for shelter clients and non-shelter clients (e.g., staff, logistics, media, visiting guests).
   - Security will redirect unregistered spontaneous volunteers and donations to the appropriate locations.
   - Security will coordinate with the off-site Volunteer Reception Center (VRC) to determine what credentials and identification will be needed for Spontaneous Volunteers to access the NTS.
   - Security will provide and implement an identification system to ensure only authorized non-shelter clients (e.g., guests, media, staff) have access to the NTS.

- Security will be at each ingress and egress point to the NTS. If security personnel are available, all entrances to the NTS that are not declared to be ingress or egress points will also be staffed to ensure re-direction through the authorized security checkpoint.
- If possible, a secured area will be designated for smoking that allows shelter clients to re-enter the NTS without re-screening.

6. Weapons Collection Management
- Weapons will only be allowed into an NTS when in possession of law enforcement or authorized personnel and entrance into an NTS by shelter clients and staff will be conditional on the voluntary and temporary surrender of any weapons coordinated by the Public Safety Branch.

7. Considerations for Unique Populations
- A percentage of the population will be subject to judicial and/or legislative orders restricting their freedom of movement geographically or in proximity to specific individuals (e.g., sex offenders or people under court orders).
- When a shelter resident from a unique population registers at an NTS, all NTS registration protocols will be followed. The sheltering organization and on-site security will follow all applicable laws and request additional guidance from the EOC if needed.

8. Site Emergency Evacuation
- The Site Safety Officer will create a site emergency evacuation plan in the event the NTS needs to be evacuated at short notice. Possible alternate sites (whether temporary or long-term) and setup and transportation requirements will be identified in coordination with the Unified Command, as well as consideration given to the needs of people with disabilities and others with access and functional needs. This plan will be posted publicly in order for shelter clients and staff to become familiar with its details.

M. Transportation Management

A Non-Traditional Shelter will require daily support from transportation resources during the course of an incident/event. The range of transportation needs will cover coordination with inbound evacuation transportation, local transportation, urgent medical transportation support, non-urgent medical transportation, off-site recovery services, and local transportation for public education. The Transportation Branch will be responsible for any shelter transportation activities and will communicate relevant information to the Public Information Team or other functions at the NTS.

1. Local Transportation for Daily Activities
   a) Provide various types of dedicated transportation (e.g., buses, golf carts, para-transit); based at the NTS, to support shelter resident transportation, including

accessible transportation, needs to and from support services. These services may include:

- On-site locations (e.g., from registration to the dormitory area for people with disabilities and others with access and functional needs.)
- Health and medical appointments.
- Recovery services (e.g., local assistance, Disaster Recovery Center [DRC].)[23]
- Employment.
- Laundry and showers.
- Schools, child and adult care. (NTS Unified Command will coordinate with the EOC and the Department of Education for transportation support of school children to and from educational facilities.
- Household pet shelters.
- Faith-based organizational facilities.
- Hospitals for visitation of family or household members.
- Recreational activities.
- Retail outlets.
- Banks.
- Postal services.

b) Public transportation
- Provide information to shelter clients regarding possible public transportation modes to and from the NTS.
- Coordinate with Transportation Branch for possible rerouting of existing public transportation routes or creating a new route to accommodate the NTS clients.
- Coordinate with ENLA, NGOs, CBOs, and FBOs for support transportation services.

c) Support for transportation
- Accessories (e.g., car seats, booster seats) will be provided for children and infants, as needed. Requests will be submitted to the Logistics Management and Resource Support Branch for required resources.
- The transportation waiting area will be equipped with benches and weather protective covering (e.g., portico).
- Assessment of the NTS population demographics data will be conducted to determine an estimate of the number of NTS clients that are likely to need transportation assistance.
- The Mass Care Branch, in coordination with the Transportation Branch, will coordinate inbound evacuation transportation with on-site Traffic Control.

2. Urgent Medical Transportation Support
- Request on-site EMT or on-site stand-by medical vehicle support from the EOC.

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[23] A Disaster Recovery Center (DRC) is a site/location where shelter clients go for information about FEMA or other disaster assistance programs.

- If there is an acute medical issue that requires immediate transportation to a hospital, NTS staff will call 9-1-1 and advise health personnel on site.
- Emergency Medical Staff assigned by the EMS Agency will assist with triage and priority transport assessments as needed.

3. Non-Urgent Medical Transportation at a Non-Traditional Shelter
- A percentage of the population at an NTS will have non-urgent medical transportation needs such as to medical appointments or treatment centers. Transportation will be arranged for shelter clients who require it.
- Public messaging and information to shelter clients requiring transportation will be provided in daily updated and posted materials by the Public Information Team. Transportation will coordinate with the PIO to advise transportation resource details.
- Requests for transportation will be made to the Transportation Branch.
- Vehicles capable of transporting durable medical equipment will be requested as needed including:
  o Paratransit buses.
  o ADA accessible vehicles.
  o Medical vehicles.

N. Logistics

Material resources will likely be extremely limited immediately after a catastrophic disaster or emergency. Logistics management at a Non-Traditional Shelter (NTS) will include the management of all material resource requests, tracking of request fulfillment, site deliveries, storage, coordination of security support, and access control to resources. Resources at an NTS will be provided on a speed-to-scale basis, such that commodities will be provided as they become available.

1. NTS Logistics Operations
- Resource requests will be sent to the American Red Cross EOC. If they are unable to fill the request, the resource request will be forwarded to the City EOC.
- The Logistics Section at the EOC, in coordination with the Mass Care Branch, will assign an American Red Cross logistics representative to the NTS.
- The Logistics Section at the NTS will:
  o Coordinate with the Mass Care Branch and Logistics Section Coordinator when requesting, installing (if necessary), and storing supplies and equipment. This will be completed with reference to the City's Logistics Annex.
  o Any on-site Logistical Support Plan will be developed and implemented in reference to the City's Logistics Annex.
  o The location of storage and staging areas, and the security of those locations, will be coordinated with the on-site Security.

- o Identify the appropriate and expected inventory levels for commodities needed at the NTS in coordination with the NTS functions.
- o Coordinate on-site installation of portable resources and support equipment (e.g., portable toilets, hand-washing stations, showers, generators), as needed, and/or storage of NTS supplies (e.g., feeding supplies, first aid supplies).
- o Coordinate on-site installation of portable resources and equipment to support people with disabilities and others with access and functional needs (e.g., durable medical equipment, communication devices, and consumable medical supplies.
- o Assign a coordinator to manage deliveries at the NTS. This position will:
  - Designate a Receiving Center, in coordination with the NTS Unified Command and on-site Security. This location will be secured and away from arterial entry/exit points.
  - Pre-position assets for ease of inventory and accessibility.
  - Create contracts/agreements that direct the disposal of biohazard waste, as needed.

2. Coordination of Resources and Supplies
- NTS Planning will make requests for staff to support NTS Operations to the Shelter Operations Unit Leader of the EOC. Staffing requests, for example, may include: security, traffic control, medical/health and mental health, facilities maintenance, and environmental health.
- The Logistics Section will track and maintain an inventory of all resources in use or in storage at the NTS.
- Requests for accommodations or resources for people with disabilities and others with access and functional needs will be recorded on the Accommodation Request Form and sent to Mass Care Branch Disability Unit Leader of Disabilities Access and Functional Needs (DAFN) Technical Specialist by Shelter Manager or designee. Technical assistance regarding accommodations or resources can be coordinated with NTS ADA Coordinator,

3. Site Infrastructure Support
- Immediate infrastructure and resource needs at an NTS will include:
  - o Sanitation resources (e.g., showers, portable toilets, washers/dryers/ hand-washing stations, paper towels, toilet paper, cleaning supplies.)
  - o Waste disposal.
  - o Covering if open space, as applicable based on weather conditions.
  - o Vector control.
  - o Power.
  - o Appropriate biohazard disposal bins.
- Additional Infrastructure Support for an Open Space Shelter

- o Shelter materials: Tents or canopies and other items to support shelter needs, such as plastic sheeting and rope.
4. Client Care Support
    - Logistics will support Operations in the set up and tear down of the dorm areas.
    - Logistics Facilities Unit will set up laundry services on site or at an off-site vendor.
        - o The EOC Logistics Section will assess the availability of laundry services and self-service providers to determine if vendors are available to support the population.
        - o Laundry services will be requested and supplied as soon as possible.
        - o Additional staffing resources, as needed, will be requested through the Resource Unit to the Planning and Intelligence Branch and may include support from ENLA members or contract laundry service providers.
        - o Logistics will coordinate with Transportation to provide vehicles for shelter clients to access contracted off-site laundry vendor, as needed.
    - Immediate shelter resident care and support resource needs at an NTS will include:
        - o First aid supplies.
        - o Shelf-stable food (including baby food, infant formula, and snacks).
        - o Potable water.
        - o Ice/Insulated coolers.
        - o Warming or cooling resources (e.g., blankets, fans), as applicable based on weather conditions.
        - o Adult and child diapers and care products.
        - o Infant care products (e.g., blankets, teething rings).
        - o Emergency clothing.
        - o Personal hygiene supplies.
    - Additional resources needed for people with disabilities and others with access and functional needs may include:
        - o Medically necessary dietary foods.
        - o Communications equipment: assisted communications devices, interpretation support and/or translation services.
        - o AT, DME, and consumable medical supplies (CMS). See Table 1 for examples of these resources:

Table 1: Examples of AT, DME, and CMS

• Wheelchairs	
• Walkers	• Padding
• Walking canes	• Transfer boards
• White canes	• Oxygen converters
• Shower chairs	• Oxygen
• Commode chairs	• Picture boards
• Raised toilet seats	• Magnifiers
• Ostomy supplies	• Alternative computer keyboards
• Catheters	• Text-to-speech tools
• Accessible cots (e.g., large sizes	• Refrigeration, controlled by Health and Medical, for medically necessary items (e.g., specialty foods, medications)

5. Commodities
   Commodities will be provided to shelter clients as soon as it is feasible to do so and will be on a speed-to-scale basis with additional or expanded resources as time, supply, and access permit. The distribution of these commodities may be in addition to or instead of feeding services provided to the shelter clients.
   a) General
      • The Logistics Seciton of the NTS will coordinate the distribution of all commodities through the Logistics Annex Distribution Management Appendix, once developed.
      • Requests for resources will be made to the site's Logistics Seciton Supplies Unit who will relay requests to the Logistics Section of the EOC. The Supplies Unit will advise the requesting entity of the availability and estimated time of arrival of requested resources.
      • Requests for staff to support commodities distribution will be made through the Resource Unit.

b) Distribution of Commodities

The Supplies Unit, in coordination with Mass Care, will initiate and administer the distribution of commodities at the NTS. The Supplies Unit will:

- Determine the delivery methods for commodities distribution at the site, which could include a central location in the NTS for distribution of resources to NTS shelter clients. If a central location is created and managed, the Supplies Unit will:
  - o Determine location and implement the distribution plan.
  - o Acquire and organize staff, create staffing plan.
  - o Determine hours of operation.
  - o Arrange layout and required signage.
  - o Implement processes and procedures for shelter clients.
  - o Implement resupply requisition plan.
  - o Direct delivery - Some shelter clients, such as people with disabilities and others with access and functional needs, may be unable to go to a central location and pick up goods themselves. In these instances, the goods will be delivered directly to the shelter clients by the Supplies Unit.
- Request Security and assess security personnel needs for storage areas and at the central location.
- Work with NTS Unified Command and health personnel to assess NTS shelter resident demographics to identify specific needs (e.g., infant formula and diapers, health-related food items).
- Collaborate with the Public Information Officer to ensure effective communication to shelter clients of the distribution central location, hours of operation, and rules for acquiring goods (e.g., allowed quantity, process for acquisition such as a previous assessment or registration).

c) Types of Commodities

- The following commodities may be distributed depending on availability commodities in any NTS:
  - o First Aid supplies.
  - o Specialty food supplies (e.g., baby food, infant formula).
  - o Potable water.
  - o Warming or cooling resources (e.g., blankets), as applicable based on weather conditions.
  - o Adult and child diapers and care products.
  - o Personal hygiene items (e.g., toothpaste, soap, feminine hygiene products).
  - o Clothing (each shelter resident should have a total of two sets of clothing).
  - o Bedding, cots, blankets, pillows, etc.
  - o Resources for people with disabilities and others with access and functional needs, which may include:

- Communications equipment: assisted communications devices, interpretation support and/or translation services.
- Assistive Technology, Durable Medical Equipment, and Consumable Medical Supplies.

6. Supply and Resupply Resources
   - Red Cross and other NGOs may have the capacity to provide some supplies and supply management to support some NTS operations. Availability of supplies will be assessed. Resources from NGOs may include:
     - Staff.
     - Dorm supplies (e.g., cots, blankets.)
     - Canteen supplies.
     - Children's entertainment (e.g., coloring books.)
     - Basic personal hygiene (e.g., toilet tissue, hand sanitizer.)
     - Basic first-aid supplies.
   - Requests for additional resources will be made by the on-site Logistics to the EOC Logistics Section. Additional resources may be provided using the following:
     - Existing City supplies.
     - Mutual aid agreements with other jurisdictions.
     - Requests for State and Federal resources and supplies, including those through the Emergency Management Assistance Compact (EMAC), if the disaster received a State and/or Federal disaster declaration.[24]
     - Requests to ENLA members (e.g., NGOs, CBOs, or FBOs.)
     - Contracts and agreements with contractors and vendors.
   - Requests for transportation resources will be made to the Transportation Branch via Logistics.

O. Support Services
In addition to the support services previously listed at a Non-Traditional Shelter, the following support services will be provided as soon as resources become available.
1. Spiritual Care Support Services
   - Spiritual care may be provided by FBOs at the shelter or via referrals to external resources to supplement mental health support services.
     - Requests for spiritual care support will be made to the Agency Liaison who will coordinate with the Mass Care Branch.
     - The Agency Liaison will ensure individuals providing spiritual care have the appropriate credentials to allow access to the NTS and will be given rules for care that may be offered or restricted (e.g., no proselytizing).

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[24]*Emergency Management Assistance Compact (EMAC)*. FEMA. Accessed online on December 28, 2011 at
http://www.fema.gov/pdf/emergency/nrf/EMACoverviewForNRF.pdf

2. Child Respite Care and Child Daycare
   - Parents or guardians may be occupied with tasks such as registering for recovery services, locating housing, and going to work or may simply need some time to themselves. To facilitate this support, two types of care may be provided to support the care of children:
     - Child Respite Care would require the parents to be on-site and does not require specific childcare licensure.
     - Child Daycare requires specific licensure, but may be carried out to support shelter resident parents who need to leave the NTS for a period of time (e.g., work, errands, and appointments).
   - Children requiring care will be provided with recreation areas, indoor and outdoor if possible, monitored by appropriately credentialed and authorized staff members. The following may be able to provide support:
     - Head Start and Early Head Start facilities.
     - Licensed child daycare providers.
     - NGOs with missions and credentials supporting children (e.g., Children's Disaster Services).
     - Community-based, faith-based, cultural, and civic organizations (e.g., Boys and Girls Club, YMCA)
     - Local childcare resource and referral agencies.
     - Resources identified by the National Association of Child Care Resource and Referral Agencies.[25]

3. Postal Service
   Implementation of postal services at the NTS will be addressed once basic operations are established and settled. This may involve establishing a zip code for the shelter and other logistics coordinated with the local postal service.

4. Entertainment and Recreation
   - Shelter clients may be provided with entertainment or recreation options. The following organizations are examples of those that may provide human and material support:
     - NGOs (e.g., Children's Disaster Services (CDS), The Salvation Army).
     - Community-based, faith-based, cultural, and civic organizations (e.g., Kiwanis, Rotary Club.)
     - Local sports teams.
     - Private sector.

5. Community Relations
   - In addition to on-site Security, Community Relations staff in easily recognizable clothing (e.g., t-shirts or bibs with identification) will be recruited to walk through the areas of the NTS to which shelter clients have access. These

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[25]For more information, visit www.naccrra.org. Accessed online on December 28, 2011.

individuals, who may be spontaneous volunteers or shelter clients, can provide general information to shelter clients (e.g., where to get NTS services). More importantly, however, these individuals provide an added sense of security to shelter clients and situational awareness and information to the Unified Command.

- Community Relations staff will be managed by ENLA and be checked, vetted, and credentialed as appropriate by their supervising agency/organization.

6. Additional Services
   - Shelter clients will be provided with information on a variety of other support services. These services may be provided on site or shelter clients may be provided with resources (e.g., referrals, transportation) to receive them off site. These services include:
     o Banking/ATMs.
     o Job placement and employment services.
     o Unemployment services (e.g. State disaster unemployment).
     o Disaster Food Stamps (service implemented after leaving the NTS).
     o Veterans Affairs.
     o Addiction Recovery Services.

P. Public Information

The Non-Traditional Shelters will prompt attention from the media and public as well as requests for information about NTS location, access, operations, leadership, etc. Dissemination of information about NTS to the general public and the media will be handled according to the Public Information Annex of the Emergency Operations Plan. Communication with shelter occupants at an NTS will be handled in accordance with the DOD SOP.

Shelter occupants at an NTS will be kept updated with information about the emergency or disaster and how to get support both inside and outside the NTS. This is achieved through dissemination of information from a multi-agency Public Information Team.

1. Public Information Support
   - The External Affairs Branch, in collaboration with other stakeholders (e.g., Red Cross, Salvation Army), will assign a Public Information Team to the NTS. This team will consist of a Public Information Officer (PIO) and other public information staff.
   - Information to Shelter clients will include updates on the impact area, return and recovery plans and status, activities and updates on the NTS operations, and resources that are available to them and how to access them.
   - Public information will be provided to Shelter clients and for shelter resident use in the following ways:
     o Daily updates by a PIO in a centrally designated area.
     o Message boards for NTS staff to post information to Shelter clients.

- o Blank message boards or walls for Shelter clients to post requests for information regarding missing persons (e.g., "have you seen" flyers/requests).
- All information will be accessible to people with disabilities and others with access and functional needs, in alternate formats and multiple languages. The following methods can be used to disseminate information:
  - o Pre-scripted announcements/Public Service Announcements (PSAs) with interpreters.
  - o Social media outlets (e.g., Twitter, Facebook, Google Plus.)
  - o Megaphones.
  - o Loudspeakers and PA systems.
  - o Print format.
  - o Leaflets, signage, and handouts.
  - o Talk/picture boards.
- The Public Information Team will:
  - o Disseminate information to the NTS Shelter clients, verbally and/or through posted information.
  - o Provide information to Shelter clients at regularly scheduled times daily and in the designated area(s).
  - o Establish, and staff if appropriate, a booth that provides information on daily activities, available resources, significant events, etc.
  - o Coordinate with Logistics and site owner/management to create two public areas—one for information dissemination to Shelter clients and one outside the perimeter to accommodate the media.
  - o Facilitate guest and operational visitation and tours in coordination with NTS Unified Command. All media personnel will be identified, briefed on standards of conduct, and escorted while on site.
  - o Organize press briefings in designated area.
  - o Interact with the media and coordinate with NTS Unified Command to manage media access to Shelter clients.

2. Public Information for Non-Traditional Shelter Transportation Activities
   - Public information and messaging to NTS Shelter clients regarding transportation resources, times, requirements for use, and other information will be the responsibility of the NTS Public Information Team. This team will coordinate with other key NTS entities (e.g., Public Health, Medical and Mental Health Services) to ensure specialized communication to particular groups (e.g., people with disabilities and others with access and functional needs) are effective. The following information will be provided to Shelter clients:
     - o Route schedules/times.
     - o Drop-off and pick-up locations.
     - o Accessibility.

Q. Coordination with Pet Sheltering

Los Angeles Department of Animal Services (Animal Services) may set up an Emergency Small Animal Pet Shelter onsite, adjacent to, or within close proximity to the Non-Traditional Shelter.

1. Communication and Coordination
   - Household pets will be handled according to the City's Mass Care and Sheltering Annex - Small Animal Support Appendix.
   - Animal Services will assign an Emergency Management Coordinator liaison to the NTS.
   - Animal Services will assign staff to the NTS registration area.
   - At the NTS reception area, owners will be notified of the pet policy and have their animal registered and taken to the Small Animal Pet Shelter. The policy will be communicated in multiple languages and will be accessible to all shelter clients.
   - If the Small Animal Pet Shelter is in close proximity to the NTS, NTS Unified Command will work with Animal Services to arrange visitation by owners and possible owner care of their household pet(s), when possible and where applicable.
   - The Public Information Team will coordinate with the Small Animal Pet Shelter liaison to disseminate information to shelter clients at the NTS about Small Animal Pet Shelter policies.
   - Service animals and emotional support animals will remain with their owners.

2. Reunification
   - When a pet owner permanently leaves the NTS (e.g., returns home, to interim housing, or relocation), the individual will seek to be reunified with their pet(s). Animal Services in the Reception function will coordinate with the Small Animal Pet Shelter for identification and reunification of the owner and pet(s).
   - Appropriate security will be stationed in reunification area.
   - To be reunified with their pet(s):
     - An owners must provide proof of ownership (i.e. license, microchip, photos, medical records, etc.)
     - If possible, an owner of a recovered lost household pet must provide some form of positive identification and/or address verification.

R. Transition to Recovery

Recovery transition services will be provided on site at a Non-Traditional Shelter. This may include representatives from local, State, and Federal government, NGOs, and the private sector.

1. General
   a) The Recovery Unit will, as needed:
      - Receive input from multiple agencies/organizations as soon as possible to determine a recovery transition plan with reference to any other applicable

plans, procedures, or processes. The plan will be complete and implemented at a minimum of 72 hours prior to closure of the NTS.

- Coordinate with open Local Assistance Centers (LACs) to provide shelter clients with recovery services. If the LAC is off-site, transportation will be coordinated through the NTS Logistics Section.
- Ensure people with disabilities and others with access and functional needs have equal access to disaster recovery services and are incorporated into the recovery transition plan.
- Arrange access and logistical support for agencies providing recovery services on site (e.g., FEMA, Social Services agencies, unemployment office representatives, Social Security representatives, VOAD, faith-based organizations).

b) Recovery transition plan coordination
- The recovery transition plan at the NTS will be coordinated with the Recovery Annex and Local Assistance Center Annex.

c) Case Management, in coordination with the Unified Command and EOC, will:
- Design and implement a strategy to provide recovery information to the NTS shelter clients.
- Disseminate recovery information related to:
  o Social services.
  o Health services.
  o Mental health services.
  o Support services and case management.
  o Employment.
  o School system/education.
  o Child care.
  o Transportation.
  o County 211 information services.
  o Community services (e.g., faith-based organizations, post offices, banks, retail outlets.).
- Notify shelter clients at least 48 hours prior to the site's closure.

2. Transition to Recovery Housing
- An NTS may need to maintain operations for an extended period of time in the event the supply of available housing is impacted. The City will partner with CBOs, FEMA, the Red Cross, the Housing and Community Investment Department of Los Angeles (HCIDLA), and the California Governor's Office of Emergency Services (Cal OES) to meet the long-term housing needs of shelter clients.
- The City will seek out resources for disaster housing recovery from local, State, and Federal agencies including:
  o Local and State housing agencies and programs.
  o NGO and private sector recovery resources.

- o Community Development Block Grants (CDBG).
- o FEMA and the U.S. Department of Housing and Urban Development (HUD) programs and services.
- o Disaster Housing Vouchers.
- o Individual Assistance.
- Recovery Housing will primarily be coordinated through the Recovery Annex and Local Assistance Center Annex.

S. Demobilization

Once the majority of shelter clients have returned to their homes, relocated to another area, or transitioned to interim or permanent housing, the NTS operations and site will begin the process of closing and demobilizing.

1. General
   - Planning for demobilization of an NTS will begin during the opening phase of a site.
   - An NTS will remain open until shelter clients have returned to their homes, transitioned to interim or permanent housing, or relocated to another area.
   - Unified Command will consult with the EOC Operations Section Chief and the Mass Care Branch to determine when it is appropriate to begin the demobilization phase of NTS operations. Factors that may lead to demobilization may include a sizable decrease in the number of shelter clients remaining in the NTS, the ability and decision by shelter clients to return home or relocate to another area, or availability of interim or permanent housing resources.

2. Function-Specific Activities
   a) The Long-Term Community Recovery Branch will:
      - Advise the NTS Unified Command of any transitional housing plans and resources, including coordination with housing and homeless services if necessary (see *Recovery Transition Needs* section for more information).
   b) The Logistics function will:
      - Transfer remaining unused resources to other operations (e.g., off-site Mass Feeding or Bulk Distribution) or return them to their owner agency at the direction of the Logistics Branch. The remaining resources will be identified and inventoried at the NTS and returned to the appropriate agency (e.g., local, state, Federal).
      - Advise the site's owner/management of any unsafe conditions at the site and any damaged equipment that needs immediate attention or isolation for further evaluation.
      - Notify the site's owners/management that the NTS is closing and conduct a site post-occupancy assessment. Damage to the site will be addressed according to the site agreement.

c) The NTS Unified Command will:
- Gather all finalized reports and status updates from all functions and submit them to the appropriate Branches.
- Submit all final expenses to the Administration Branch Finance Unit.
- Write After Action Report (AAR) for NTS operation.

III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. **City of Los Angeles**
   1. **Animal Services, Department of (Animal Services)**
      - Provide shelter for animals.
      - Provide food for animals.
      - Reunify animals with animals

   2. **Disability, Department on (DOD)**
      - Provide an ADA Compliance Officer.
      - Provide guidance and supervision to ADA Coordinators on-site at the NTS.

   3. **Emergency Management Department (EMD)**
      - Coordinate the acquisition and maintenance of FNSS
      - Provides a representative to the ICP/UC as required.

   4. **Police Department, Los Angeles (LAPD)**
      - Determine the ingress/egress routes for emergency vehicles, evacuation buses, and evacuation routes.
      - Coordinate with Recreation and Parks for location of initial evacuation center.
      - Determine additional resources required, and location of Staging Area.
      - Identify a location and radio designation for the Incident Command Post.

   5. **Recreation and Parks, Department of (RAP)**
      - Lead department for NTS operations in the City of Los Angeles.
      - Staffs assigned NTS Branch Director Position during NTS operations.

   6. **Transportation, Los Angeles Department of (LADOT)**
      - Provide traffic control at existing shelter facilities or temporary animal shelter sites.

IV. DIRECTION, CONTROL, AND COORDINATION

This Non-traditional Shelter Appendix may be activated when the Mayor proclaims a local emergency, or if the EMD Duty Officer, after consulting with the EMD General Manager or Assistant General Manager, determines the situation warrants a Level I, II, or III EOC activation and the implementation of the Appendix's policies and procedures.

Some portions of this Appendix, such as the initial response, go into effect immediately following a threat of a terrorist attack event. The remainder of this Appendix is only activated when the incident grows in scope to a point where activation of the Emergency Operations Center (EOC) is warranted. Activation of the EOC is not necessarily automatic or necessary with all incidents requiring non-traditional sheltering.

V. ADMINISTRATION, FINANCE AND LOGISTICS

Each department is required to have documented internal administrative procedures in place to track financial costs related specifically to the response and/or recovery of an incident. These procedures must include tracking all expenditures specifically related to the incident, including personnel costs such as straight and overtime payroll costs related specifically to the incident. Departments are also required to have in place, documented internal administrative procedures for requesting, fulfilling and tracking internal resource requests, department to department (DOC-to-DOC) resource requests, field to department (field-to-DOC) and department to EOC (DOC-to-EOC). Each department is responsible for the tracking of their own resources, including the tracking of personnel.

If an incident meets designated thresholds for Proclamation or Declaration of a State and/or Federal Emergency or Disaster, the Department of the Chief Administrative Officer (CAO), acting as the City's Authorized Agent, will develop a method for collecting financial documentation from departments as needed for submission as part of the City's reimbursement application process.

VI. AUTHORITIES AND REFERENCES

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          http://www.kintera.org/atf/cf/%7BE475D1A4-FB9C-4135-AE8B-9310119C7F19%7D/CHAPTER%206%20%20CDAA.pdf

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      http://law.onecle.com/california/penal/409.5.html,
      http://law.onecle.com/california/penal/409.6.html

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      http://caloes.ca.gov/PlanningPreparednessSite/Documents/2017%20SEP%20Executive%20Summary.pdf
   f) California Master Mutual Aid Agreement.
      http://dp.ccalac.org/Policies/regs/Documents/California%20Emergency%20Services%20Act.pdf

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4. City
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ATTACHMENT B-1: ACRONYMS

Acronym	Full Name
AAR	After Action Report
ADA	Americans With Disabilities Act
ALS	Advanced Life Support
Animal Services	Department of Animal Services
AT	Assistive Technology
BLS	Basic Life Support
CAO	Chief Administrative Officer
Cal OES	California Governor's Office of Emergency Services
CBO	Community Based Organizations
CDBG	Community Development Block Grants
CDS	Children's Disaster Services
CEOC	Los Angeles County Emergency Operations Center
CERT	Community Emergency Response Team
City	City of Los Angeles
CMS	Consumable Medical Supplies
CPG	Comprehensive Preparedness Guide
DAFN	Disabilities Access and Functional Needs Technical Specialist
DHV	Disaster Healthcare Volunteers
DMAT	Disaster Medical Assistance Team
DME	Durable Medical Equipment
DMORT	Disaster Mortuary Operational Response Team
DOC	Department Operations Center
DOD	Los Angeles Department on Disability
Dorm	Dormitory
DPSS	Los Angeles County Department of Public Social Services
DPW	Department of Public Works
DRC	Disaster Recovery Center
DSW	Disaster Service Worker
EMAC	Emergency Management Assistance Compact
EMD	Emergency Management Department
EMS	Emergency Medical Services
ENLA	Emergency Network Los Angeles
EOB	City of Los Angeles Emergency Operations Board
EOC	Emergency Operations Center
EOO	Emergency Operations Organization
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FAST	Functional Assessment and Service Teams

FBO	Faith-Based Organizations
FEMA	Federal Emergency Management Agency
FNSS	Functional Needs Support Services
GIS	Geographic Information Systems
GSD	Department of General Services
HCIDLA	Housing and Community Investment Department of Los Angeles
HHS	United States Department of Health and Human Services
HUD	U.S. Department of Housing and Urban Development
HVAC	Heating, Ventilation, and Air Conditioning
IAVM	International Association of Venue Managers
IC	Incident Commander
ICS	Incident Command System
IT	Information Technology
LAC	Local Assistance Center
LACDPH	Los Angeles County Department of Public Health
LADOT	Los Angeles Department of Transportation
LADWP	Los Angeles Department of Water and Power
LAFD	Los Angeles Fire Department
LAPD	Los Angeles Police Department
LASPD	Los Angeles Unified School District Police Department
LAUSD	Los Angeles Unified School District
MAT	Mega-shelter Assistance Team
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MRC	Medical Reserve Corps
NCMEC	National Center for Missing and Exploited Children
NDHS	National Disaster Housing Strategy
NDMS	National Disaster Medical System
NECLC	National Emergency Child Locator Center
NEFRLS	Federal Department of Health and Human Services National Emergency Family Registry Locator System
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NTS	Non-traditional Sheltering
OA	Los Angeles Operational Area
Ops Chief	Operations Section Chief
PA	Public Announcement
PIO	Public Information Officer
PNP	Private Non-Profit Organizations
PPE	Personal Protective Equipment
PSA	Public Service Announcement

RAP	Department of Recreation and Parks
Red Cross	American Red Cross Los Angeles Region
Red Cross DHS	American Red Cross Disaster Health Services
RN	Registered Nurse
SEMS	California Standardized Emergency Management System
SitRep	Situation Report
SOP	Standard Operating Procedure
UC	Unified Command
VOAD	Voluntary Organizations Active in Disaster
VRC	Volunteer Reception Center

ATTACHMENT B-2: INITIAL NTS SETUP CHECKLIST

☐ EOC Unified Command makes decision that an NTS is necessary.

☐ Lead agency/organization for NTS management informed of need for NTS.

☐ Identify a location and/or facility for use that is ADA accessible.

☐ Activate an existing agreement or MOU, if one exists, through agreement holders.

☐ Develop agreement or MOU if one does not exist.

☐ Request Fire Marshal (and any other appropriate agency) assessment of site.

☐ Request Building Inspector assessment of site (if possibility of damage).

☐ Secure the site/facility for use.

☐ Activate the NTS ConOps.

☐ Advise agencies/organizations with NTS roles and responsibilities of ConOps activation.

☐ Arrange for emergency funding and resources.

☐ Coordinate security with local law enforcement agencies.

☐ Activate Public Information function for coordination with Joint Information Center.

☐ Identify NTS Incident Commander, Deputy Incident Commander, and core Unified Command staff.

☐ Identify and implement chain of command structure, roles and responsibilities.

☐ Establish operational period and begin development of NTS site Action Plan.

☐ Advise EOC of timeline to put site into operation.

☐ Establish core management, finance/administrative, operations, planning, and logistics teams.

☐ Activate NTS services.

☐ Implement site security procedures including access badging and credentialing through Security.

☐ All functions identify and request staffing resources and required support services.

☐ All functions identify and request material resources through Logistics.

☐ Communications identify and request communications equipment (e.g., radios, telephones.)

☐ Communications identify and request IT equipment (e.g., computers, internet connectivity.)

☐ Logistics submits resource requests to EOC.

☐ Implement standardized reporting processes, and procedures.

☐ Logistics implement standardized system for procurement and inventory management.

☐ Logistics implement standardized resource request process and advise all functions.

☐ Planning & Intelligence develop a recovery transition plan, Continuity of Operations Plan (COOP), site emergency evacuation plan, and demobilization plan.

ATTACHMENT B-3: CITY OF LOS ANGELES SHELTER INTAKE FORM

CITY OF LOS ANGELES SHELTER INTAKE FORM

This form should be used in lieu of the American Red Cross Intake Form

Name: (LName, FName):
Primary Language Spoken (including American Sign Language):
Is an interpreter needed? Yes ☐   No ☐
If alone and under 18, location of next of kin/parent/guardian:

The following questions are yes/no observations and questions to support registration staff in identifying and obtaining assistance and supplies for shelter residents.

Questions/Observations

1	Does the individual, companion or family member appear to be in need of immediate medical attention, appear too overwhelmed or agitated to complete registration, or is a threat to themselves or others	☐ Yes ☐ No
	If **Yes**, STOP the registration process and do the following: • If situation is critical and no support is available, call 911 if available • Contact Health Services and/or Mental Health worker on site • If no Health or Mental Health resource on site, direct concern immediately to Shelter Manager or designee If **NO**, continue the intake process	
2	If the individual has a service animal, uses a wheelchair/walker or demonstrates any other circumstance where it appears he or she may need help in the shelter, acknowledge his or her need and offer assistance.	
	Contact Shelter Manager or designee for additional support if requested	
3	Does anyone in the group need immediate medical attention?	☐ Yes ☐ No
4	Is there anything a member of the group needs immediately to stay healthy while in the shelter?	☐ Yes ☐ No
	If No, is there anything needed within the next 6 to 8 hours to stay healthy while in the shelter?	☐ Yes ☐ No
5	Does anyone in the group have a disability, or other condition with which he or she needs assistance?	☐ Yes ☐ No
6	Does anyone in the group have any daily health and/or medical needs, such as medication, equipment or supplies, etc., that he or she needs help getting?	☐ Yes ☐ No
7	Does anyone in the group use a service animal (i.e. dog or miniature horse)?	☐ Yes ☐ No
	• If Yes, is the service animal here? • Name of Service Animals_____ • What task or service has the animal been trained to perform? _____	☐ Yes ☐ No
8	Does anyone in the group use or need support such as personal assistance services/caregiver?	☐ Yes ☐ No
	• If Yes, is the personal assistance/caregiver here? • Name of the personal assistance/caregiver:_____ • Personal assistance/caregiver contact information: • Phone: _____ Text ☐ Yes ☐ No • Email:_____	☐ Yes ☐ No
9	Doees anyone in the group have any dietary restrictions/requirements?	☐ Yes ☐ No

If the answer was "YES" to any of the above questions, please complete a City of Los Angeles Shelter Accommodation Request Form

ATTACHMENT B-4: CITY OF LOS ANGELES SHELTER ACCOMODATION REQUEST FORM

CITY OF LOS ANGELES ACCOMMODATION REQUEST FORM

This form should be used in lieu of the American Red Cross Intake Form

Name: (LName, FName):
Mobile Phone Number: Text: ☐ Yes ☐ No   Videophone: ☐ Yes ☐ No
Email:

Facility Name: _____

Facility Address: _____

Date and Time of Request: _____

Date and Time Service is Requested (if applicable): _____

Delivery Location (if other than facility): _____

Accommodation(s) requested:

- ☐ Assistance with reading and/or filling out form
- ☐ Documents in alternative formats
  - ☐ Braille
  - ☐ Large Print
  - ☐ Electronic Format
- ☐ Assistive Listening Device
- ☐ Sign Language/Oral/Trilingual/Tactile Interpreter or Transliterator

- ☐ Augmentative Communication Equipment and Devices (i.e. picture boards, alphabet board, word boards, use of tables/iPad, etc.)
- ☐ Medical Supplies (e.g. Catheters, surgical stockings, etc.)
- ☐ Durable Medical Equipment and/or Devices, (i.e., wheelchairs, hearing aids, etc.)
- ☐ Electricity for disability related equipment
- ☐ Assistance with standing in line for obtaining forms, services, food, etc.
- ☐ Accessible Transportation
- ☐ Personal Assistance Services (Support with feeding, dressing etc...)
- ☐ Assistive Devices
- ☐ Dietary Needs
- ☐ Other: _____

_____

Requestor Name and Position: _____

Date: _____   **Time:** _____   **Phone #** _____

_____

Shelter Manager (Print Name and Sign)

Shelter Logistics Coordinator (in the shelter) will be responsible for maintaining a copy of the request accommodation portion of this form along with the information of the individual requesting accommodation. When the resource is received and provided to the requestor (shelter resident) the Shelter Logistics Coordinator will notate this form and will indicate the same on the 213RR and will file in the Sheltering Kit along with the original.

Copy sent to EOC Mass Care Branch DAFN Unit Leader _____

Print FName and LName

_____

Signature/Date/Time

Resource received and provided to Shelter Resident _____

Print Fname, LName, and Position

_____

Signature of Shelter Staff/Date/Time

City of Los Angeles Accommodation Request Form   2

CITY OF LOS ANGELES
Non-Traditional Shelter

**   Red Cross Volunteer, RAP, DSW
££   Venue, Red Cross Volunteer, DSW
\+   Venue, as appropriate for non-City facilities
Fixed staffing