AGENDA

EMERGENCY MANAGEMENT COMMITTEE
Wednesday
November 7, 2001, 9:00 a.m.
EOB Room, P- 4 Level, City Hall East

I.   **Call to Order, Introductions, Approval of Minutes**

II.   **Subcommittee Reports and Planning Teams**
- Budget - Val Melloff
- Community Preparedness/Training - Carol Parks
- EOO Workshop - Mark Davis
- Facilities - Mark Davis
- Fire/Life Safety - Howard Kaplan
- Information Technology - Rita Khurana-Carwile
- Operational Readiness/Planning - Rob Freeman
- Recovery and Reconstruction - Anna Day Burton
- Security Task Force - Bob Canfield
- Others

III.   **Threat Preparedness Task Force** - Bob Canfield

IV.   **Guidelines for Department Emergency Plans** - Rob Freeman

V.   **City Clerk Request** - J. Michael Carey

VI.   **Information Items**
- City Hall Security Retrofit - Faye Cousin
- City's Public Access Defibrillation Program - Dr. Marc Eckstein, LAFD

VII.   **Old/New Business**

VIII.   **Adjournment**

Refreshments to be provided by the Fire Department.

EMC MEETING INFORMATION IS AVAILABLE ON THE EMERGENCY PREPAREDNESS DEPARTMENT WEBSITE AT www.lacity.org/epd - CLICK ON Emergency Operations Organization, then EMC.

If you would like to be added to the EMC email distribution list, please send an email to vcastillo@mailbox.lacity.org. If you do not have an email address and would like to be added to the fax distribution list, please contact Vicky Castillo at (213) 978-0544.

FORM GEN. 160 (Rev. 6-80)

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: November 1, 2001

To: Bob Canfield, Chair
Emergency Management Committee
All Emergency Management Committee Members

From: Rob Freeman, Chair
EMC Planning Subcommittee

Subject: **GUIDELINES FOR DEPARTMENT EMERGENCY PLANS**

Recommendation

That the Emergency Management Committee (EMC) approve and forward to the Emergency Operations Board (EOB) for review and approval the attached revised Guidelines for Department Emergency Plans.

Background

In 1997 the EOB approved a set of guidelines for departmental emergency plans. These initial guidelines have been used by departments to develop agency specific plans. At the City's 2000 Emergency Management Workshop in Lake Arrowhead, CA, a work group was tasked with development of revised guidelines to ensure the adequacy of departmental plans and compliance with Mayor's Executive Directive 2000-8.

The work group submitted a preliminary recommendation and draft guideline format to the EMC in November of 2000. The EMC referred the draft to the Planning Subcommittee for additional work. A Guidelines Task Force was established to complete the work. They submitted a draft to the EMC in May which was sent back to the Planning Subcommittee for further review and editing.

The attached guidelines represent the culmination of more than one year's work by various City departments. The Planning Subcommittee looked at a variety of sources for planning guidelines ranging from the original 1997 version to the City's Y2K departmental contingency plan format, the Task Force recommendations, as well as guidelines developed by the Department of Water and Power, the County of Los Angeles and the Governor's Office of Emergency Services. The Emergency Preparedness Department also assisted with content review and format consistency.

The resulting product provides the City with a substantially better format than the one in use since 1997. Once approved, the guidelines will be distributed to all City departments for implementation. EPD will coordinate this process by the assignment of staff to each department as a liaison for plan development and maintenance. Questions can be directed to EPD's Operational Readiness Division at (213) 978-0599.

Attachment

GUIDELINES FOR

DEPARTMENT EMERGENCY PLANS

DRAFT

November 2, 2001

Preface

All City departments, bureaus and offices are required to develop departmental emergency plans in accordance with Mayor's Executive Directive 2000-8. (See Appendix A). The following guidelines are intended to help departments develop and maintain plans by providing a set of required elements and format recommendations. The guidelines are broad in scope in recognition of significant differences of City department missions and size.

Throughout this document, the terms "department," or "departmental" will be used generically to apply to all City departments, bureaus and offices. Individual emergency plans will be as varied and unique as are the services provided by City departments.

The guidelines consist of eight functional sections and eight attachments which serve as a model for standardizing the format of emergency plans, but should not be considered as all inclusive. Some of these elements are required, others are optional. Departments are encouraged to include planning elements considered critical to their particular emergency preparedness, response and recovery roles. The eight functional sections are: (1) introduction/preface; (2) identification and prioritization of department functions; (3) threat analysis; (4) development of contingency plans and operating procedures; (5) damage assessment; (6) mutual aid; (7) training personnel and testing plans; and (8) review and approval. The eight attachments re: (A) Mayor's Executive Directive 2000-8; (B) Planning Concepts; (C) Emergency Operations Master Plan and Procedures Section IV; (D) Building Emergency Coordinator Program Guidelines; (E) Emergency Response and Recovery Cost Documentation Guidelines; (F) Standardized Emergency Management System; (G) Emergency Operations Master Plan and Procedures Section VI; and (H) Glossary.

Departmental emergency plans are intended to give your management and staff, as well as other departments and divisions of the City's Emergency Operations Organization (EOO) an understanding of your critical functions and contingencies for performing them in an emergency. They supplement but do not replace your department's operational or tactical plans which provide more detailed information.

Updated plans are to be submitted to the Emergency Preparedness Department (EPD) on or before January 31 of each year. The plans should be submitted in both hard copy and electronic form (Word or Word Perfect on disk or cd). EPD will annually review department emergency plans, training and related activities. Specific EPD staff will be assigned to work with each department to ensure plans are completed and maintained in accordance with the guidelines. Updated plans should be forwarded to the following address:

Emergency Preparedness Department
Operational Readiness Division
200 North Spring Street, Room 1533, Mail Stop 988
Los Angeles, CA 90012

For additional information contact the Operational Readiness Division at 213-978-0599.

Table of Contents

1.0 INTRODUCTION/PREFACE

Inclusion of an introduction or preface to your departmental emergency plan is recommended but not required. Departments may wish to provide an executive summary or other brief overview of the plan. Departments may wish to include their mission statement, vision statement or other goals and objectives as they relate to emergency preparedness, response and recovery.

Recommended Format

Departments can use a narrative format for the introduction and are encouraged to limit length to one page or less.

2.0. IDENTIFICATION AND PRIORITIZATION OF CRITICAL FUNCTIONS

Identification and prioritization of critical functions is a required element for all departmental emergency plans. Your plan must address the following functions.

2.1 Critical Emergency Response/Recovery Functions

Identify and prioritize those departmental functions critical to emergency preparedness, response and recovery. Carefully evaluate your department's specific Emergency Operations Organization (EOO) duties. The list should be comprehensive and include the full range of emergency operations functions performed by the following sources.

2.1.1 Provided by Department

Functions provided by your department which address specific internal emergency operations and coordination roles.

2.1.2 Provided by Outside Agency

Functions provided by outside agencies or vendors which impact your department's ability to perform critical emergency operations functions.

2.1.3 Provided in Support of Citywide Response/Recovery

Functions provided by your department which address broad, Citywide response and recovery missions. Include services and resources provided to other City agencies during emergencies.

Recommended Format

List (in priority order) what is required of your department in the Emergency Operations Ordinance (LA Admin Code, Div. 8), the Emergency Operations Master Plan and Procedures, and the department's tactical or operational plans. Include functions which may be assigned to the department by the City's Emergency Operations Board, Emergency Management Committee or other EOO subcommittee or task group. Departments should also review the current EOO Five Year Plan to identify functions. This could be a prioritized, sequential listing or a brief narrative outlining those functions considered critical by department management.

2.2 Critical Department Functions

Identify and prioritize those departmental functions necessary to preserve property and capital, continue the delivery of products and services and resume normal business operations.

Recommended Format

List (in priority order) those critical department functions which are required by charter, ordinance, the Mayor and/or the Council. This can be formatted as a prioritized, sequential listing or a brief narrative outlining those functions considered critical by department management.

3.0 THREAT ANALYSIS

Threat analysis is a required element of all departmental emergency plans. Departments must identify and analyze the types of threats and hazards which could prevent them from performing critical functions listed in Section 2 of their plan. This analysis should cover natural and technological hazards as well as the threats posed by inadequate planning, training and mitigation. An effective departmental emergency preparedness program will consider every threat capable of interrupting an organization's ability to prepare for, respond to and recover from a disaster.

The following is a list of the types of threats and disasters the EOO has faced. Some are included in the Emergency Operations Master Plan and Procedures (Master Plan) and its various annexes. It is a starting point for preparing a specific analysis of threats potentially impacting a department's ability to perform critical functions. Conducting this threat analysis will also help identify mitigation strategies to minimize the potential for loss of life, injury and damage to facilities from these specific threats. These strategies must be pro-active to mitigate hazards or conditions which could compromise departmental response roles before they happen.

3.1 Natural Threats

- Major Fires/Wildfires
- Earthquakes
- Major Storms
- Tsunamis
- Mudflows/Landslides

3.2 Technological Threats

- Major Aircraft Crash
- Hazardous Material Spill
- Interruption of Critical Infrastructure (e.g., utilities, communications systems)

3.3 Criminal Activity

- Civil Disturbance
- Acts or Threats of Terrorism

3.4 Non-Structural Hazards

- Employee Safety
- Facility/Equipment Survivability

3.5 Department Preparedness

- Planning Needs
- Alternate Work Sites
- Critical Incident Stress
- Crisis Management Services

- Training Needs
- Equipment Needs
- Critical Incident Stress
- Crisis Management Services
- Labor Action

3.6 Customer/Supplier Preparedness

- Contractual Services

- Vendor Accessibility

3.7. Public Health

- Public Health Threats and Environmental Hazards

Recommended Format

Describe, in list or narrative format, the specific threats and hazards which would impact your department's functionality. This description should include ways in which the threats identified in Section 2 can affect the department's ability to perform its critical functions. How can these threats impact the department's operational readiness in terms of response and administrative staff, facilities, equipment, infrastructure and service delivery? Does the department have specific response or support functions which may be used in a Citywide response to these threats? How would this impact department operational capabilities? What specific operational or facilities-based mitigation steps (e.g., planned debris removal prior to a storm season or nonstructural earthquake hazard mitigation in department facilities) need to be taken to enhance the department's ability to function during a disaster?

4.0 DEVELOPMENT OF CONTINGENCY PLANS AND OPERATING PROCEDURES

Development of contingency plans and operating procedures is a required element of departmental emergency plans. Departments can include copies of existing contingency plans as attachments to the plan, but must address all sub-elements. (See Attachment B for more information on planning concepts).

4.1 Plan Activation

Indicate how your department would activate the emergency plan. How will management determine it is necessary to activate the plan? How will employees be advised that the plan has been activated? One of the following methods may be used.

4.1.1 Automatic Activation

An automatic activation follows a disaster or event that the department has identified in advance as one that requires an immediate response. Disasters requiring automatic activation are those that endanger public safety or pose a threat to the mission of the department.

4.1.2 Declaration by Department

Another method of activating an emergency plan is by the general manager or their designee declaring a department emergency. Where there are several designees, the titles and the line of succession should be included in the plan. A general manager is obligated to activate the emergency plan when a threat exists to the department's resources, or its ability to carry out its mission. When activating the emergency plan, the general manager shall notify the Mayor in accordance with Executive Directive 2000-08.

4.1.3   Mayoral Declaration of Local Emergency

When the Mayor declares a local emergency, all departments will activate their plans.

4.2   Operational Response and Recovery

4.2.1   Identification and Availability of Resources

Identify and ensure the availability of the full range of resources necessary to perform the critical functions identified in Section 1. At a minimum, identify those specific departmental divisions, sections or units considered "essential" to the performance of those functions. Departments should also identify the essential job classifications, equipment and other resources necessary to perform critical functions. In all cases your department's emergency plan should indicate how each organizational work unit, job class or related piece of equipment will be made available to perform critical functions.

Departmental divisions, sections or units and well as specific job classes and/or positions are considered to be "essential" if they are assigned to perform the following types of duties.

- Public safety operations
- Emergency response
- Purchasing activities
- Customer services
- Public relations/media activities
- Financial responsibilities
- Vital information/records back-up and recovery
- Recovery operations

Employees assigned to the essential positions identified above must be prepared, in an emergency, to report to work as soon as possible. The departmental emergency plan must include procedures for determining the availability of those employees who work in essential classifications. How will the department verify that employees assigned to these essential classes and/or positions are available to respond?

The following personnel concerns should be addressed.

- C Will additional staff be necessary from other departments?
- C Will existing work schedules (including regularly scheduled days-off, vacation time and holidays) need to be changed for public safety and/or other personnel?
- C Should local living accommodations be prearranged for critical employees living in outlying areas or assigned to 12 hour shifts?
- C Will contractors and vendors have staff available, if needed?
- C Is stress management available for responding personnel?
- C Will additional personnel need to be on-call?

Recommended Format

Departments can use a narrative or table/matrix format (similar to those use in Master Plan Annexes) to document those divisions, sections or units as well as any specific job classes and/or positions considered to be essential. The narrative or table should establish the relationship between essential organizational work units, classes and/or positions and critical functions as identified in Section 1. Which organizational units within the department and responsible for performing critical functions? Which specific classes and/or positions are actually called upon to perform each critical function? The narrative or table should also include a note on how departments will determine the availability of personnel assigned to essential classes and/or positions.

4.2.2   Communications

Identify various methods for communicating with emergency responders and critical employees. Departments need to identify redundant communication systems to ensure that accurate information and clear instructions are transmitted even if primary communications systems are not operational.

Communications devices and systems that may be utilized can include:

- Telephones
- Cellular telephones
- Ring-down (direct line) phones
- Pagers
- 800/900 MHZ radio system
- Low-band radio system
- Mobile radio vehicles
- Fax machines
- Messengers
- Ham radio operations
- Emergency Alert System or other media system
- Out-of-state 800 voice-mail system
- Departmental dispatch or communications centers

Describe your department's procedures for communicating with employees and other agencies. The plan should outline a system to accomplish this communication link and include fall back strategies if one or more systems fail. Employees will need to be reached while on or off-duty.

Department emergency plans should consider each of the following applicable communications issues:

- What alternate communication plans are in place in the event of a power outage or other service disruption? Will personnel be on automatic recall in the event communications systems fail? What would trigger an automatic recall?
- Is there a general communications contingency plan? Do employees know the plan?

- What are the department's communications interdependencies? If power should fail, are there back-up power supplies? Can telephone switches be bypassed and connect directly to the telephone company? What are the other redundancies?

Departments must establish procedures for recalling essential personnel or determining their availability. Employee call out procedures can include the following.

- Automatic response
- Current call-out rosters
- The Emergency Alert System or other broadcast media (via power to battery operated equipment)
- Out-of-state voice-mail or paging systems
- Computerized call-out system

Recommended Format

Department can use a narrative, outline or table/matrix format to identify communications elements of their plan. The narrative or outline format may be appropriate if the same procedures and systems will be used to contact all essential classes and/or positions. In cases where specific procedures or systems are most appropriate for specific classes and/or positions or in order to ensure that specific critical functions are performed, a table or matrix format may be more appropriate. This format would identify the specific communications procedure for each class/position or function on a one-to-one or group basis.

4.2.3 Alternate Work Sites/Reporting Locations

During emergencies, damage may render regular work and/or reporting locations unusable or inoperable. This will necessitate the utilization of alternate work sites with appropriate equipment and back-up files to continue business operations. Each departmental emergency plan shall identify specific alternate work sites and/or reporting locations, or a method of determining such sites, for all regular work locations. In addition, all plans should contain a method for disseminating alternate work site reporting instructions to employees. One such method would be to issue employees a wallet size card containing this information.

Alternate work sites and/or reporting locations could include

- Parking lots adjacent to regular work locations.
- Assembly rooms.
- Training facilities.
- District offices and yards.
- Service headquarters
- Employees' homes.
- Hotels/conference centers.
- Out-of-state locations.

Departments (excluding Harbor, Airports and Water and Power) that have not identified specific alternate work sites and/or locations can contact the Department of General Services, Asset Management Division, to obtain assistance in completing this portion of the emergency plan.

Recommended Format

Departments should identify all available alternate work site/reporting location sites in a list format. Be sure to include facility name, address, relevant telephone numbers, systems requirements, office furniture and equipment needs and other materials necessary to resume work at an alternate site. The plan should also include maps on how to locate the sites and any procedures necessary to select, activate and deploy them.

4.2.4 Emergency Information Management

Public Information During Emergencies

During emergencies, public information is managed in accordance with Master Plan, Section 6 (see Appendix G). During a declared emergency, release of information to the public and the media must be coordinated through the Mayor's Office. If the EOC is activated, release of public information must be coordinated through the EOC Information and Public Affairs Section. Departments must identify their specific public information functions, plans and procedures in their departmental emergency plans.

Recommended Format

Departments must identify the division or work unit responsible for public information and include copies of any policies or procedures for public information management and media relations during an emergency.

Vital Records

An emergency information management protection and recovery program should be an integral element of any departmental emergency plan. Vital records and information reside in various physical media including paper, microfilm/microfiche, magnetic tape, magnetic disk, optical disk, CD ROM, or other electronic data formats. Utilizing these methods will help protect department records.

Departments are responsible for developing, implementing and maintaining a vital records component of their emergency plan. The emergency plan must identify and describe all vital records created and/or maintained by department and establish appropriate measures for their protection and recovery.

Vital records are defined as those "records necessary to continue, to reconstruct, or to resume the essential operational functions of the City government and to maintain public health, safety and order in the event of a public disaster." (Los Angeles Administrative Code, Div. 12.1). Vital records and information reside in various physical media, including paper, microfilm/microfiche, magnetic tape, magnetic disk, optical disk, CD ROM, or other electronic data formats.

Recommended Format

Departments should include the following elements in their Vital Records Plan.

A. Designation of a departmental Vital Records Coordinator (identified by department organizational element and position with primary responsibility).

B. An inventory and description of each vital record created and/or maintained by the department. Descriptions must include self-ratings of record vitality and protection/recovery capabilities.

C. Recommended methods, cost estimates and potential funding sources for protecting vital records not currently backed-up or secured by the department.

D. Procedures for an annual audit of vital records protection and recovery status.

4.3 Mitigation Programs

Identify and describe mitigation programs your department has developed or maintains to reduce your vulnerability to threats and hazards. Methods used to mitigate threats and hazards may vary with individual departments. Those vulnerabilities that remain after mitigation must be considered for inclusion in your department plan.

Recommended Format

Identify and describe your department's mitigation programs in a list or narrative format. Tie the mitigation program information to the critical function(s) identified in Section 1 of your plan.

4.4 Department Operations Center (DOC) / Emergency Operations Center (EOC) Response Roles and Responsibilities

Departments must identify specific operational response roles performed by their Department Operations Center (DOC) as well as positions responsible for reporting to the City's Emergency Operations Center (EOC). In most cases, EOC roles and assignments are clearly articulated in the Emergency Operations Master Plan and Procedures (Master Plan). DOC roles and responsibilities need to be defined in your department emergency plan. (See Appendix C for more information).

DOCs serve as a centralized point for collection and dissemination of information and coordination of department resources for response, response, recovery and employee safety. Departments should describe the scope and operational missions of their DOC. Where is it located? How is it staffed? What duties are performed by DOC responders? How do these duties differ from those of EOC responders? How is the DOC equipped for communicating with the EOC and other DOCs? What role does department management play in DOC? In some case's departments may need to develop a more precise "DOC Plan" as an element of their overall departmental plan. During a declared local emergency or EOC activation, DOC public information management should be done in accordance with Section 4.2.4 of the guidelines and Section 6 of the Master Plan.

Those departments who do not have DOCs should consider establishing one. At a minimum, a department without a DOC must determine how to provide the EOC with required information during a disaster.

Departments also need to describe EOC response roles and responsibilities. The Master Plan should be consulted to identify these roles. It is not necessary to describe EOC facility support and equipment roles assigned to the EPD. Departments need to identify how EOC responders are

developed, maintained and notified. Who within the department is responsible for maintaining an EOC response roster?

Recommended Format

Departments can use a narrative, outline or checklist format to describe DOC and EOC responsibilities. Use information contained in the Master Plan and/or departmental operational plans to describe roles. The narrative or outline should be brief. The purpose is to describe overall DOC and EOC duties in a format that department management and responders can easily understand. Detailed descriptions should be maintained in operational or tactical plans.

4.5. Employee Responsibilities and Welfare

4.5.1 Employee Responsibilities

Departments are responsible for making sure their employees are trained in emergency preparedness, response and recovery. All employees should have a basic awareness of emergency operations. Employees assigned to work units that perform critical functions will need additional training. All employees need to be familiar with the department's emergency plan.

The Emergency Preparedness Department coordinates training for the City's Emergency Operations Organization. Departments need to train employees in their specific responsibilities in an emergency. General information and requirements regarding employee emergency responsibilities can be found in the following documents.

- C Los Angeles Administrative Code, Section 8, Chapter 3.
- C Mayor's Executive Directive No. 2000-8
- C Emergency Operations Master Plan and Procedures.
- C General Manager's Bulletins.

Employees are responsible to know that, in an emergency, the Mayor can require or enforce the following.

- C Emergency service of any City officer, employee, or citizen.
- C Requisition of necessary personnel and/or material of any City department or agency.
- C Assignment of City employees, regardless of civil service class, any emergency duties that they are capable of performing safely.

Employees are also responsible to know the following.

- C No supervisor is authorized to release any employee from work in the event of an emergency without the approval of his/her General Manager. Employees who leave without such authorization may be subject to discipline.
- C If an emergency occurs during normal working hours, all employees shall:
  - < Remain at work to be available to assist in emergency response and recovery;
  - < Take appropriate safety precautions;
  - < Appropriately complete and/or secure their present work; and,

< If away from their work station, return as soon as possible for directions.

C If an emergency occurs outside normal working hours:

    < Employees in pre-determined public safety, customer services, media or emergency response operations shall respond according to their pre-established emergency response instructions; and,

    < All other employees are expected to report to work at their normal shift, unless they have been called out by management for emergency duty or informed over the Emergency Alert System or other media (via power or battery-operated equipment) that the Mayor's Office or the City Emergency Operations Board has directed that non-immediately essential employees not report to work.

4.5.2 Personal/Family Preparedness

City departments as employers are responsible for educating their employees about the importance of personal and family emergency preparedness. Employees, especially those assigned to work units that perform critical functions, need to know what to do before, during and after disasters in order to be prepared in the work place and at home.

During the response to and recovery from a disaster, departments should have a plan to care for and support the needs of their employees on the job. Following a disaster, emergency responders may not be able to provide immediate assistance to City facilities. Employees may need to be self-sufficient for up to 72 hours.

In order to address this need, many departments provide their employees with individual emergency kits which include items like water, nonperishable food, a flashlight, battery operated radio, basic first aid supplies, work gloves, etc. which would allow them to be self-sufficient during an emergency. Other departments store caches of supplies in centralized locations and develop procedures for their access and distribution. Departments need to evaluate the emergency supplies needs of each facility and each employee.

Departments must consider provision of employee welfare services to those impacted by a disaster. Some of the policies and services put in place by employers include the following.

- 24-hour employee assistance hot lines and help desks
- Flexible work schedules for impacted employees
- Alternate work options such as telecommuting
- Salary advances
- Emergency leave banks for employees with no leave
- Emergency paid leave for impacted employees
- Advance leave with optional payback provisions
- Credit union loans with deferred payment schedules or low interest loans
- Increasing allowable amount of over-the-counter cash withdrawals
- Check-cashing services
- Referral to licensed childcare and pet care services
- Increased ride share subsidies for commuters using public transportation
- Provision of temporary shelters or lodging for displaced employees (assistance may also be obtained from the EOO Public Welfare and Shelter Division as coordinated by the Department of Recreation and Parks)
- Relocation and moving assistance
- Provision of moving vans and boxes

- Provision of storage facilities to employees whose homes are destroyed
- Provision of counseling services
- Provision of information on available disaster assistance (FEMA, etc.)
- Provision of information on handling injury or death in the work place.

Employees and their families need to be prepared to deal with emergencies in their homes and vehicles. They need to consider how they and their families would function if basic services such as water, gas, electricity or telephones were cut off following a disaster. They may not be able to report to work due to damage to their homes or evacuation. The following steps are recommended for employee's family and home preparedness.

- Find out what disasters could occur
- Create, practice and maintain a family disaster plan.
- Conduct disaster drills at home.
- Plan for family members with special needs and for pets.
- Do a home hazard hunt - check for anything that can move, fall, break or cause fire.
- Pick an out-of-area contact for family members to call if separated by disaster.
- Enroll family members in basic First Aid/CPR courses available from the Red Cross.
- Prepare family and individual emergency kits including prescription medicines.
- Reduce the risk at home by securing free standing objects and safely storing hazardous household chemicals
- Contact the Emergency Preparedness Department at 213 978-2222 or www.lacity.org/epd for more information.

Recommended Format

Departments should describe the nature and scope of their employee welfare program in a narrative or outline format. Identify the specific steps the department will take to provide for employee needs in the workplace and at home. What is the department's strategy for educating and preparing employees as individuals to prepare for and respond to disasters. Focus should be on those employees assigned to work units that perform critical functions, but departments are responsible for preparing all of their employees. How will you perform this responsibility? Contact EPD at 213-978-2222 for more information on employee welfare programs and services.

4.5.3   Work Place and Fire-Life Safety

The City requires a variety of facility specific emergency plans and programs for work place and fire-life safety. They include the following: building emergency coordinator program; fire prevention plans; contingency plan and emergency procedures; emergency action plan; hazardous waste operations and emergency response plans; and hazardous materials business plans. Departments must identify and describe or reference those plans that apply to buildings they occupy.

Building Emergency Coordinator Program

As directed by the Mayor and City Council, the Department of General Services, with assistance from the Fire Department, is responsible for coordinating the City's Building Emergency Coordinator (BEC) Program. This program provides for facilities emergency planning for all City work sites which have ten or more employees. The program includes development of written site specific plans, evacuation procedures and designation of City staff to serve as facility Building Emergency Coordinators, Floor Wardens and support staff.

The purpose of the BEC program is to develop plans and staff support for the safe evacuation of City owned and leased buildings during a disaster or other localized emergency incident. Departments are responsible for understanding the plans and participating in the program for each facility occupied. Do any employees serve as BECs, Floor Wardens or support staff? Are employees familiar with respective facility emergency plans? If a facility needs to be evacuated or there is some other building specific incident, do employees know what to do? Supervisors need to understand their responsibilities in the BEC and Floor Wardens. They must account for employees following an evacuation and assist with the coordination of reporting locations. They must also disseminate information on alternate work sites and plans for employees to resume work. Questions regarding the BEC Program can be directed to the Department of General Services at 213-847-9507. (See Appendix D for more information).

Departments are also responsible for monitoring work site safety. Does the department have a non-structural earthquake hazard mitigation program? Are there fire life safety violations in department work areas? Have they been reported to the Fire Department? Are facility fire life safety systems (e.g., alarms, public address, evacuation signage) operational?

Departments can greatly enhance the safety of their employees and work sites by participating in the City Emergency Response Team (CERT) Program. The Fire Department coordinates this program and provides training for employees on basic fire safety and first aid. CERT members provide critical assistance to victims in a disaster and serve as first responders until public safety responders can arrive. Departments are encouraged to develop their own CERTs. For more information on the CERT Program, contact the Los Angeles Fire Department at (818) 756-9674.

Fire Prevention Plan

This plan is required for compliance with the California Code of Regulations, Title 8, Section 3221 and covers those designated actions employers and employees must take to reduce fire risks at facilities.

Contingency Plan and Emergency Procedures

This plan is required for compliance with the California Code of Regulations, Title 22, Section 66265.50-.56. It is designed to minimize hazards to human health or the environment from fires, explosions or hazardous waste releases.

Emergency Action Plan

This plan is required for compliance with the California Code of Regulations, Title 8, Section 3220 and covers those designated actions employers and employees must take to ensure employee safety from fire and other emergencies.

Hazardous Waste Operations and Emergency Response Plan

This plan is required for compliance with California Code of Regulations, Title 8, Section 5192 and covers emergency response operations for release or substantial threats of releases of hazardous substances without regard to the location of the hazard.

Hazardous Materials Business Plans

This plan is required for compliance with the California Code of Regulations, Title 19, Sections 2729 through 2732 and requires completion of a hazardous materials inventory, emergency response plans and procedures, and training program information. The plan includes emergency response procedures for a release or threatened release of hazardous materials, considering the size and nature of the business, the nature of the damage potential of the hazardous materials involved, and the proximity of the business to residential areas and other populations.

Recommended Format

Departments should use a narrative format to describe the current status of their participation in work place and fire life safety programs. You may wish to copy portions of building emergency plans, occupant instructions, CERT program plans, or other plans referenced in Section 4.5.3 which the department has developed or may need. Explanations should be brief, however, specific roles and responsibilities in these programs need to be indicated. If a department is unsure of its role, it should contact the General Services and Fire Department contact numbers noted above.

4.6 Financial Documentation

Identify your department's procedures for documenting costs associated with disaster response. The City Administrative Officer is responsible for coordinating disaster grants and assistance following disasters. Reimbursement through FEMA and State Office of Emergency Services is dependent on complete and accurate documentation of all disaster related work and expenses. See Appendix E for CAO policies on documentation format and procedures.

Recommended Format

Departments should use a narrative or outline/bullet list format to describe their procedures for capturing, tracking and reporting disaster related costs to the CAO. Demonstrate how your procedures follow the Citywide cost accounting guidelines.

4.7 Plan Distribution

Identify the target audience for your departmental plan and methods for distribution. In general, it is recommended that all department employees be familiar with and have access to the plan. Copies of the plan can be distributed or made available to all department employees. Departments may wish to summarize plan information for distribution or prepare other instructions for specific employees. Supervisory level staff must be familiar with the plan and how it is activated and implemented.

Recommended Format:

Narrative distribution policy or roster.

5.0 DAMAGE ASSESSMENT

Damage assessment and reporting is a recommended plan element, but is not required. Following a disaster, all affected department employees are responsible for providing public safety

responders, building emergency coordinators or floor warden team members with basic information about damage they observe to public buildings and property where they work. This reporting is for informational purposes only.

In accordance with the Master Plan and the Damage Assessment Annex, certain City departments have specific formal damage assessment and inspection roles. Those departments should identify these duties in Section 2 of the plan regarding critical functions.

6.0 MUTUAL AID

Mutual aid is a recommend element for departmental emergency plans, but is not required. Departments may include information on mutual aid agreements they have within their own areas of responsibility and function. Mutual aid requests from outside the City of Los Angeles are subject to provisions of Mayor's Executive directive 2000-8.

Recommended Format

Departments may include copies of their current mutual aid agreements or reference the statute or other source of information for those agreement.

7.0 TRAINING PERSONNEL AND TESTING PLANS

In accordance with executive Directive 2000-8, departments are required to develop a training program for employees as part of the emergency plan. General Managers are responsible for ensuring that departmental employees are trained to perform critical functions as identified in Section 1 of their plan. This is a required element for departmental plans.

Every employee, every visitor to a department, every family member needs to have access to the minimum information necessary to survive in an emergency. Every department is responsible for ensuring that this information is provided. A first time visitor to a building may be oriented on fire/life safety procedures by reviewing a wall placard when entering the building.

Every department must determine the specific training needs of each of its employees to ensure their safety and competence in the fulfillment of their respective responsibilities. Once this is determined, the training and testing process will usually involve three or four steps.

The first step is to brief or orient employees on policies, plans and procedures. This orientation can take many forms, roll calls, an office meeting, video, computer, etc. The orientation will often evolve into the second step, a "what if" question and answer session. This "what if" discussion is sometimes called a table top exercise.

Once people believe they sufficiently understand their emergency duties, the next step is to test the employee's competence in a realistic emergency environment as part of a drill or exercise. Drills generally test physical skills. Everyone needs to participate in fire evacuation drills. Fire fighters have drills to demonstrate that they can quickly and correctly lay and connect hoses between hydrants and apparatus. Police officers must practice and demonstrate their proficiency to reload weapons and don safety equipment.

Department and City sponsored functional and full scale exercises are usually designed to evaluate an employee's understanding of policies, plans and procedures. In these exercises, emergency responders are placed in realistic working environments (e.g., department or

emergency operations center, etc.) and confronted by problems that require them (the players) to demonstrate their understanding of policies, ability to follow plans and execute procedures. These types of exercises are based on specific scenarios (fire, hurricane, earthquake, chemical spill, etc.) and involve simulators who communicate real-time scripted messages to the players via radio, fax, telephone, etc.

Another test of a department's emergency preparedness program is to critically review its plans and procedures in light of lessons learned from other jurisdictions. If only one thing is learned that helps in the next emergency, the cost of this review is more than paid for.

7.1 Fire/Life Safety Training and Exercises

Departments are responsible for making sure that employees serving as BECs, Floor Wardens and support staff, and CERT members are appropriately trained. The Department of General Services and the Fire Department are responsible for coordinating City-wide training for these programs. All employees shall be trained in evacuation and fire safety procedures consistent with building occupant instructions. BECs, Floor Wardens and support staff need to receive additional specialized training by the Fire Department. CERT members also need specialized refresher training from the Fire Department covering first aid, CPR and other emergency medical issues.

City high-rise buildings (both owned and leased) are required to conduct annual fire-life safety evacuation drills. Departments are responsible for participating in these exercises. Questions about the scheduling of such exercises and drills should be directed to the Fire Department.

7.2 Response Personnel Training and Exercises

7.2.1 Standardized Emergency Management System (SEMS)

Departments are responsible for training their employees on SEMS. Many employees may need only a basic overview of SEMS. Emergency responders and staff assigned to work units that perform critical functions will need additional training. EPD coordinates City-wide SEMS training. Courses are available at the basic, intermediate, executive, EOC responder and field responder level. State law requires that City responders and agencies be trained in and use SEMS during disasters in order to qualify for state disaster reimbursement funds. EPD review of departmental plans will cover compliance with SEMS. (See Appendix F for more information on SEMS)

7.2.2 First Responders

Departments are responsible for training their employees who are "first responders," those staff that have field response roles. These employees are typically assigned to work units responsible for performing critical functions. Employees with public safety roles need to be trained not only in SEMS but also in the specific departmental responsibilities. Departments need to document their specific, function-related training programs whether offered in-house or outside of the City.

7.2.3 DOC/EOC Responders

Departments are responsible for making sure that all of the DOC and EOC responders are trained in the specific functions they are expected to perform during an emergency. Training of DOC responders is a departmental responsibility. EPD provides some training in this

area but departments are expected to supplement this with agency and function-specific training. DOC responders must know what their specific roles and responsibilities are before being asked to respond during an emergency.

EPD coordinates all EOC responder training for the City. Much of the training is done in-house through the EPD Facilities Division and Training Division. EPD also coordinates funding and attendance at other training opportunities outside the City. Contact EPD at 213-978-2222 for more information on EOC training programs*.*

7.2.4   Specialized Assignments

Departments are responsible for developing and coordinating all training that relates to their specialized emergency operations assignments (e.g., hazardous materials, public health, environmental regulations).

Departments are responsible for developing or participating in regular exercises and/or drills, both internal and inter-agency, which test employees' knowledge of SEMS, first responder functions, DOC and EOC roles and responsibilities, and special emergency operations assignments. These exercises and/or drills can take the form of orientation, table-top, functional or full-scale. For more information on developing or participating in exercises and/or drills, contact EPD at 213-978-2222.

Recommended Format

Departments can use a narrative or outline format to describe their specific emergency preparedness, response and recovery training programs. This should include a description of the training, including a list of courses conducted during the year and an updated roster of employees trained. Departments need to report annually on their training activities, including training done in-house and outside of the City. Departments also need to report annually on exercises and/or drills. This should include the format of the exercise and/or drill, the specific work units who participated, the nature of their participation, number of employees who participated and a copy of or reference to any departmental after-action report for the exercise and/or drill. Questions regarding training and exercises can be referred to EPD at 213-978-2222.

8.0   REVIEW AND APPROVAL OF THE PLAN

The Mayor has directed that every general manager prepare, implement and maintain a departmental emergency plan and training program. Therefore, it is essential that submitted plans reflect the approval of the department general manager.

Recommended Format

General manager approval can be reflected by inclusion of a signed and dated cover memo, plan preface, or signature block on the plan title page.

EXECUTIVE DIRECTIVE NO. 2000-8

July 1, 2000

TO: ALL DEPARTMENTS, COMMISSIONS,
        APPOINTED OFFICERS AND EMPLOYEES OF
        THE CITY

        SUBJECT: EMERGENCY PREPAREDNESS, RESPONSE AND
        RECOVERY

Every General Manager or bureau director shall notify the Mayor or designee, of any emergency which is likely to: (1) significantly impact regular department or bureau operations; or (2) have Citywide implications; or (3) attract significant media coverage.

In the event of an emergency during normal working hours, City employees shall remain at work and may be assigned duties that can be performed safely to assist in the emergency response and recovery. The Mayor has sole authority to order a general release of City employees. Supervisors may release individual employees only in accordance with their department's emergency plan. Employees who leave their assignment without authorization may be subject to disciplinary action.

Whenever an emergency occurs outside normal working hours, all City employees shall respond according to their department's established procedures. Employees who fail to comply with such instructions may be subject to disciplinary action.

During an emergency, General Managers continue to be responsible for their departmental operations. All requests for mutual-aid must be approved by the Mayor absent urgent circumstances or existing agreements to the contrary. General managers shall advise the Mayor of all mutual-aid requests and any deployment of City resources in response to such a request.

General Managers shall not respond to mutual-aid requests wherein the involved personnel and/or equipment cannot be reasonably recalled to provide emergency service within the City-limits within one hour, regardless of existing agreements or the source of the request. If such a mutual-aid request is received, General Managers or their designees shall, prior to providing the assistance obtain approval from the Mayor.

A-1

If, in an emergency, a General Manager is unable to contact the Mayor as required above, the Mayor's Chief of Staff or the Deputy Mayor for Emergency Operations shall be contacted. If both the Chief of Staff and Deputy Mayor for Emergency Operations are unavailable, the General Manager, Emergency Preparedness Department shall be contacted.

To maintain the City's emergency preparedness to respond to and recover from disasters, every General Manager is hereby directed to prepare, implement and maintain a departmental emergency plan and training program. Every General Manager is responsible for ensuring that an appropriate number of trained department personnel are ready to fulfill their respective emergency missions, and if necessary, respond to the City's Emergency Operations Center. All departmental emergency plans and training programs shall be in conformance with guidelines approved by the Emergency Operations Board and available from the Emergency Preparedness Department.

Every General Manager shall ensure that their department's emergency plan is reviewed and, as necessary, updated annually. Each January, every General Manager shall submit a report covering plan changes, and training and exercise activities for the previous year to the General Manager, Emergency Preparedness Department.

The General Manager, Emergency Preparedness Department, shall evaluate all departmental annual reports and report, through the Emergency Operations Board, to the Mayor on the state of the City's emergency preparedness.

The Emergency Preparedness Department is available to assist all departments with their training programs, the preparation and/or updating of their emergency plans and the completion of their annual reports.

_____
Richard J. Riordan
Mayor

Supersedes Executive Directives No. 19, dated June 1, 1987, No. 54, dated July 18, 1988 and No. 58, dated April 12, 1990 (Bradley Series).

PLANNING CONCEPTS

Every department needs to develop specific procedures to enable the performance of critical response and recovery functions when faced by threats and hazards associated with emergencies. How will the department "work around" those hazards and remain operationally viable? What steps can be taken to maintain the department's ability to perform those critical functions described in Section 1? What mitigation steps can be taken to ensure the department's ability to perform its critical functions?

Developing contingency plans and effective procedures for interruptions to normal routines is essential to any department's emergency preparedness program. Emergency planning recognizes that actual emergencies will often result in unplanned situations. However, the planning process, if inclusive, will almost certainly result in a more capable, better coordinated response, no matter what unforseen circumstance may occur.

A common planning failure is to assume that fire, paramedic, law, public works and utility officials are prepared to respond to major emergencies. This false sense of preparedness results because these organizations respond to localized emergencies every day. Although these agencies can usually mount an immediate response to the emergency, often the response is uncoordinated. Agencies responding to the same incident often cannot communicate and coordinate with one another by radio. Once at the scene, these same agencies will often work independently of one another, focusing on their respective responsibilities.

The California Standardized Emergency Management System (SEMS), adopted by the City in 1995, was developed to address this issue. SEMS is a management system that provides a unified chain-of-command and is equally appropriate for use in all emergency situations by field responders and department operations center personnel alike.

Another common planning mistake is to focus only on the traditional fire, paramedic, law, public works and utility functions. However, when officials are confronted by issues not normally addressed by their organization (e.g., emergency sheltering, coordination of volunteers, distribution of donated goods and supplies, etc.), they must make quick decisions, assigning these new responsibilities to whomever they believe can best accomplish the mission. The EOO preassigns these and other similar functions to departments in advance. Emergency planning must consider the continuity of primary departmental functions as well as any EOO-related response and recovery roles the department may have.

Department emergency planning, as defined by SEMS, should address seven broad functions, management, response operations, planning and intelligence gathering, logistics, finance and administrative issues, intra- and inter-agency liaison, and public information. To the extent possible, emergency procedures should remain as consistent as possible with everyday employee duties.

Generally, emergency planning will fall into four levels of detail. Large organizations may have separate plans for each level, while smaller departments may combine all levels in a single plan. The first level is a conceptual statement of organizational operations and should be multi-hazard in its approach. This concept of operations will define both internal and external organizational responsibilities and protocols. The Master Plan is the City's multi-hazard plan.

The second level of emergency planning is hazard and/or situational-specific. This level of planning defines hazard-specific functions and corresponding organizational responsibility. Generally, a good way to determine if it is necessary to deviate from the multi-hazard planning approach is to evaluate whether emergency functional responsibilities significantly change in response to a particular event (e.g., fire, flood, earthquake, etc.). The Master Plan has 14 functional and situational specific annexes.

The third level of emergency planning is the detailed planning necessary to ensure that every member of the organization knows what to do in an emergency for their own safety and the safety of others. This detailed planning defines roles and responsibilities necessary to support the department's ability to continue or rapidly resume the delivery of its products and services. This plan may fit on a few pieces of paper, or, in more complex departments, require hundreds, even thousands of pages. In most cases, this level of planning will be covered in departmental emergency plans.

The fourth, and most detailed level of emergency planning is done when an event is specifically planned, or highly likely to occur (e.g., Year 2000, 2000 Democratic National Convention, Annual City Marathon, etc.). Additionally, events surrounding potentially volatile events such as labor strikes, etc., can necessitate specific operational emergency planning.

Although completion of such a plan is burdensome, failure to plan for such events can, and has left departments and the City open to severe post-event criticism when events have resulted have had negative results.

The heart of the contingency (emergency) planning process, identifying alternatives, requires foresight and creativity. For example, one of the department's primary functions is to put out fires. The department relies on 911 telephone service which is not available to an area of the City because of equipment failure. One possible alternative is a fire watch, using vehicles and radios to patrol the affected area. The vehicles and personnel used for the fire watch do not necessarily have to come from the department primarily responsible for fire suppression.

Identifying these alternatives requires both a thorough knowledge of department operations and the ability to think "outside the box."

Part 4 - Emergency Operations Centers

The City operates two EOCs. The primary center is located on the P-4 level of City Hall East, the alternate center is a Mobile Emergency Operations Center (MEOC). While the facilities and their capabilities are considerably different, they both operate in accordance with SEMS.

4.1   Primary Emergency Operations Center

The City's primary EOC occupies approximately 2,600 square feet. The floor plan is shown on Figure 4-1.

The internal arrangement of workstations within the EOC has been developed around the five primary SEMS functions. The configuration provides for a staffing level of 70 persons. The arrangement of functional sections and workstations provides for close interaction between persons who have to communicate with each other frequently and for ease of movement within the facility. EOC equipment and support systems are covered in Section 4.7.

Figure 4-1 - EOC Floor Plan

Los Angeles City Emergency Operations Center

STANDARDIZED EMERGENCY MANAGEMENT SYSTEM EOC FUNCTIONAL CONFIGURATION
Rev. 10-14-94

Additional support personnel may be located in any unfilled or expansion position and in pool sideroom space.
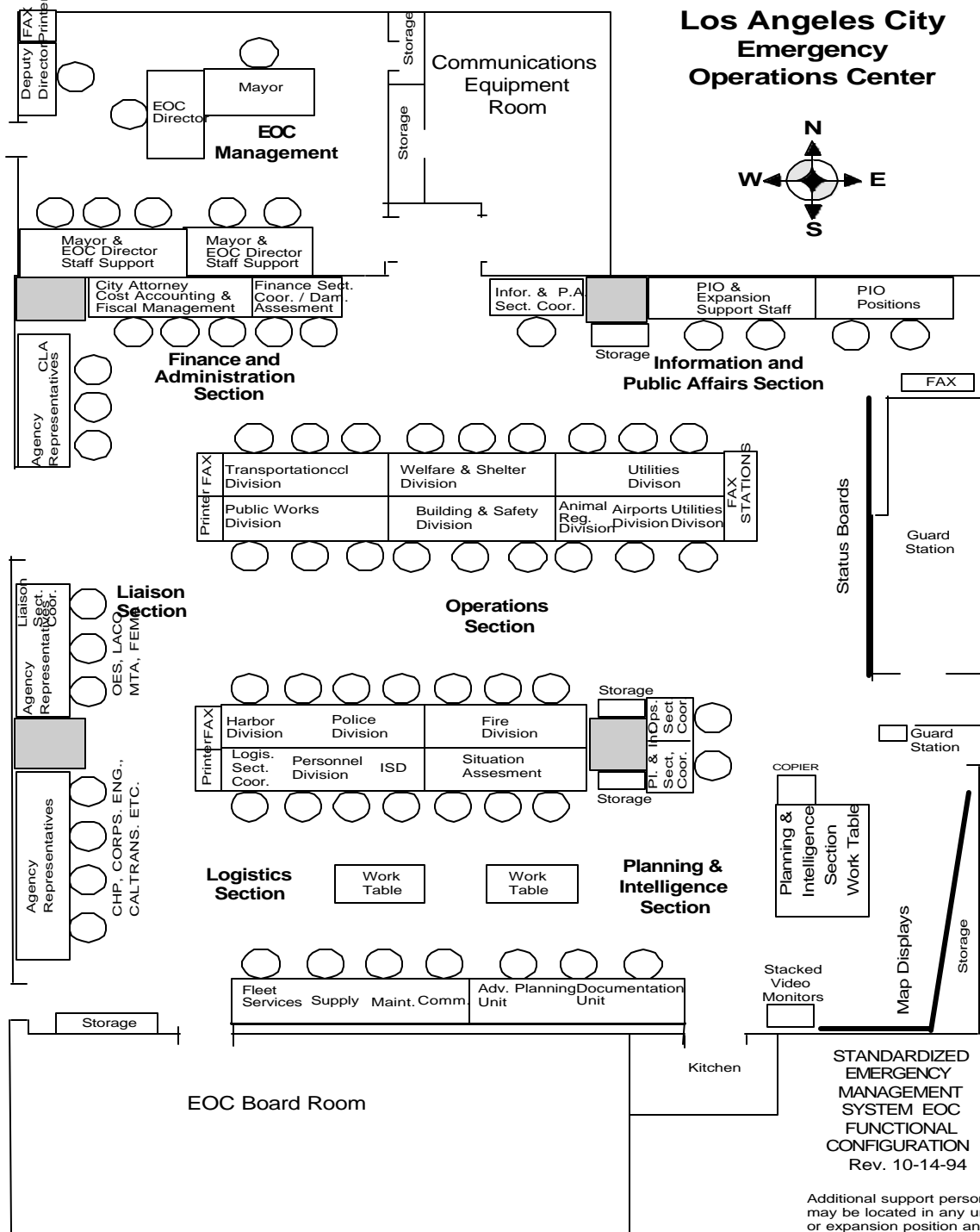
4.2   Organization of the EOC

The EOC is organized into seven sections, one for each of the five SEMS functions (Management, Operations, Planning/Intelligence, Logistics and Finance/Administration) and two additional sections for Public Information and Liaison. Each section can be divided into functional divisions and/or units which are activated as required. Space is provided for support staff and representatives from other agencies. The basic EOC organization is shown in Figure 4-2.

Figure 4-2

CITY OF LOS ANGELES
Emergency Operations
Center Organization

```
                          ┌──────────────────────┐
                          │        MAYOR         │
                          │  ==================  │
                          │ Emergency Operations │
                          │        Board         │
                          └──────────────────────┘
                                     │
                          ┌──────────────────────┐
                          │ Emergency Operations │
                          │        Center        │
                          │      Management      │
                          └──────────────────────┘
                                     │
        ┌────────────────────┐       │       ┌────────────────┐
        │ Information and    │       │       │    Liaison     │
        │ Public Affairs     │───────┼───────│    Section     │
        │ Section            │       │       │                │
        └────────────────────┘       │       └────────────────┘
                                     │
   ┌──────────┬────────────────┬──────────────┬────────────────┐
┌──────────┐ ┌──────────────┐ ┌──────────┐ ┌──────────────┐
│Operations│ │  Planning/   │ │Logistics │ │  Finance/    │
│ Section  │ │ Intelligence │ │ Section  │ │Administration│
│          │ │   Section    │ │          │ │   Section    │
└──────────┘ └──────────────┘ └──────────┘ └──────────────┘
```
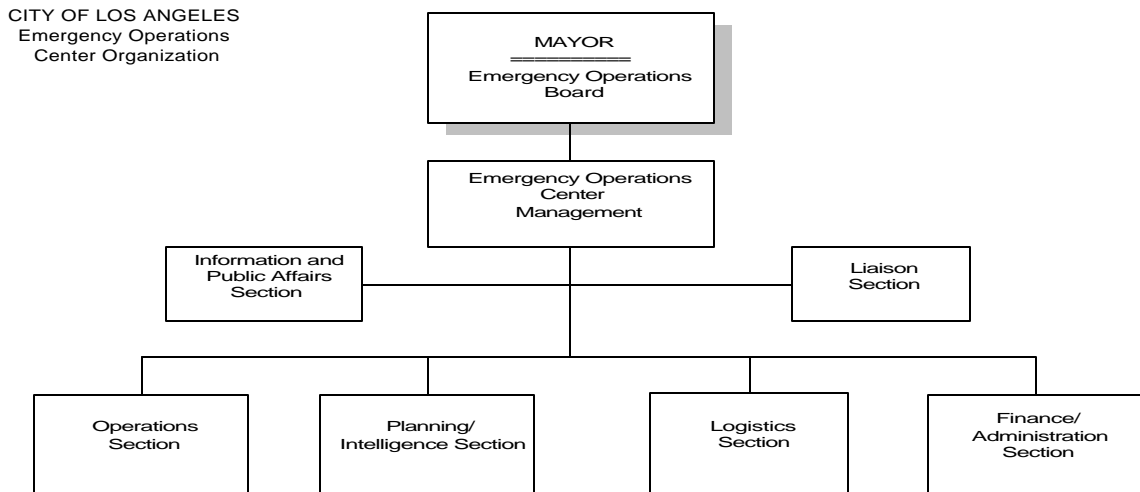
4.3 Duties and Responsibilities of EOC Sections

EOC section responsibilities are briefly described. Detailed responsibilities and checklists for section and unit positions are documented in a separate EOC Procedures Manual. Attachment C contains a functional checklist for each position.

4.3.1 EOC Management (Director/Deputy Director)

The EOC management function is performed by the EOC Director who will initially represent either the Fire or Police Department, depending on the nature of the emergency. If the emergency is primarily people related, e.g., civil disorder, other criminal behavior, major public event, etc., the Police Department will be the lead agency. For all other events, the Fire Department will serve as the initial lead agency.

All sections within the EOC organization report to the EOC Director. The Director provides overall coordination and direction of EOC operations, and ensures that all functional activities within the EOC are appropriately activated, staffed, and operating effectively. The Director reports to the EOB.

4.3.2 Liaison Section

The Liaison Section provides coordination for City and non-City agencies that may have representatives temporarily assigned to the EOC. Representatives to this section will vary based on the nature of the emergency. The CAO EPD coordinates the Liaison Section.

4.3.3 Information and Public Affairs Section

The EOC Information and Public Affairs Section is responsible for developing information about the emergency, responding to media inquiries and communicating to the public through the broadcast and print media. The section will be the principal point for the development of City-wide public service announcements and emergency broadcast coordination during a declared local emergency. All media requests or inquiries submitted to the EOC for emergency-related information will be handled by the section. The Mayor's Office coordinates the Information and Public Affairs Section. Staffing for the section will be drawn from other EOO divisions and City departments as necessary.

4.3.4 Operations Section

The Operations Section ensures that all essential emergency-related information and resource requests are received, processed and internally coordinated within the EOC. Functional workstations have been established in the Operations Section for ten of the EOO divisions, with each division providing one or more representatives. Division representatives are responsible for providing incoming situation information and resource requests to the EOC, and ensuring that essential information and results of internal EOC coordination efforts are passed on to DOCs and Incident Command Posts (ICPs) as appropriate. Depending on the nature of the emergency, the Operations Section will be coordinated by either the Fire or Police Department.

4.3.5 Planning and Intelligence Section

The Planning and Intelligence Section is responsible for collecting, evaluating, processing and distributing information about the emergency to all functional elements and agencies in the EOC. The section will maintain all internal wall displays, maintain current information in the automated EOC Information Management System (EOCIMS) and prepare situation summaries and EOC action plans. In most cases, either the Fire or Police Department coordinate the Planning and Intelligence Section.

4.3.6 Logistics Section

The Logistics Section provides resources support and services to City-wide emergency operations. Logistics obtains and provides essential city personnel, facilities, equipment, supplies and services not found within those EOO divisions and departments represented in the EOC Operations Section and maintains an inventory of EOC-designated critical city resources. The Department of General Services coordinates the Logistics Section.

4.3.7 Finance/Administration Section

The Finance/Administration Section provides general administrative, finance and legal support related to EOC activities. With the support of the Operations and Planning and Intelligence Sections, the Finance/Administration Section compiles and processes damage assessment information. The CAO Disaster Grants Group coordinates the section.

4.4 Activation of the EOC

Depending on the nature of the emergency, the EOC can be activated at three different levels (level one, two or three) in order to provide appropriate staffing. This insures a standardized method for EOC activation and eliminates the need for always having full scale activations.

The EOC may be activated by the Mayor, City Council President, any member of the EOB, any EOO division or any City department. The EOC may be activated without declaration of a local emergency whenever an event or pending event requires resources beyond those normally available from one City department.

The EOC will be opened and initially staffed by members of the Fire Department's Operations Control Division (OCD).

Steps involved in the activation.

C   The request to activate the EOC shall be made by notifying OCD. All requests to activate the EOC shall include the reason for activation and the required level of activation. Agencies shall respond in accordance with Figures 4-4, 4-5 and 4-6. The requesting department or the EOC Director shall identify any additional EOO divisions, departments or outside agencies required to respond based on the needs of the specific event.

C   OCD will immediately direct the City Hall Operator to notify concerned entities of the EOC Activation. The activation order to the City Hall Operator will include the reason for activation, designation of the lead agency (Fire or Police), requested level of activation (one, two or three) and identification of any additional EOO divisions, departments, or outside agencies required to respond.

C   The City Hall Operator will use pre-established lists to contact designated representatives of City departments and outside agencies, informing them of the reason for activation, lead agency and level of activation in accordance with Figure 4-3. The City Hall Operator shall first notify those City departments and outside agencies which are required to respond in accordance with Figures 4-4, 4-5 and 4-6. All other EOO divisions, departments and appropriate outside agencies shall be subsequently advised of the EOC activation by the City Hall Operator for information only.

C   Upon completion of the notification process, the City Hall Operator shall submit a copy of the "EOC Activation Notification Record" to the EOC Planning/Intelligence Section Coordinator.

C   Departments are responsible for further internal notifications of EOC activations.

C   The CAO EPD shall notify all EOB members of EOC activations and deactivations.

An Activation Matrix and the three levels of EOC activation are shown in figures 4-3, 4-4, 4-5 and 4-6.

Figure 4-3 - Activation Matrix

CITY OF LOS ANGELES - EMERGENCY OPERATIONS CENTER - ACTIVATION MATRIX			
EVENT EXAMPLES AND CHARACTERISTICS	**THREAT ASSESSMENT**	**CITY RESPONSE LEVEL**	**RESPONSE ACTIONS**

Earthquake Predictions / Advisories - Level One
 	
Severe Weather Advisories
 	
Minor Localized Incidents Involving Two or More Departments
 	
Generally Short-term with Four to Twelve Hours of Concern
	LOW RISK	LEVEL ONE	Initially activate and brief Level One EOC staff to include all those enumerated in Figure 4-4:
			  C All EOC Section Coordinators
			  C Situation Assessment Unit
			  C GIS Mapping
			
			Any staff specifically required by the requesting agency or EOC Director.
			
			Notification of all EOO Divisions

Earthquake Predictions / Advisories - Levels Two, Three
 	
Moderate Earthquake Affecting the City
 	
Major Fire, Wind or Rain Storm Affecting the City
 	
Two or More Large Incidents Involving Two or More Departments
 	
Longer Term Incident - Two or More Shifts
	MEDIUM RISK	LEVEL TWO	Activate and brief Level Two EOC staff to include all those enumerated in Figure 4-5:
			  C All EOC Section Coordinators
			  C Divisions and Units as appropriate to the situation
			  C Liaison representatives as appropriate
			
			Any staff specifically required by the requesting agency or EOC Director
			
			Activate Recovery and Reconstruction Division if warranted.
			
			Notification of all EOO Divisions

Major City or Regional Emergency Three or More Departments with Heavy Resource Involvement Mutual Aid Resources May Not Be Available for Twenty-Four Hours or More Long Duration, Several Days to weeks	HIGH RISK	LEVEL THREE	Activate and brief Full Response Organization, staff to include those enumerated in Figure 4-6. Any staff specifically required by the requesting agency or EOC Director Operate on twelve hour shifts. Activate Recovery and Reconstruction Division. Demobilize Units not required. Notification of all EOO Divisions

Figure 4-4 - Level One Activation

CITY OF LOS ANGELES

Emergency Operating Center Organization

Example Level One Activation - Staffing 8 - 10

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                        ┌──────────────────────┐
                        │        MAYOR         │
                        │    ==========        │
                        │ Emergency Operations │
                        │        Board         │
                        │                      │
                        │    [LAPD Chair]      │
                        └──────────┬───────────┘
                                   │
                        ┌──────────┴───────────┐
                        │ Emergency Operating  │
                        │   Center Management   │
                        │                      │
                        │(Director: Fire or Police)│
                        └──────────┬───────────┘
        ┌──────────────────┐       │       ┌──────────────────┐
        │  Information and │       │       │     Liaison      │
        │  Public Affairs  ├───────┤───────┤     Section      │
        │     Section      │       │       │   Coordinator    │
        │   Coordinator    │       │       │     (CAO)        │
        │ (Mayor's Office) │       │       └──────────────────┘
        └──────────────────┘       │
   ┌──────────┬─────────────┬──────┴──────┬─────────────┐
┌──────────┐┌──────────────┐        ┌──────────┐┌──────────────┐
│Operations││  Planning/   │        │ Logistics││   Finance/   │
│ Section  ││Intelligence  │        │ Section  ││Administration│
│Coordinator││  Section    │        │Coordinator││  Section     │
│(Fire or  ││ Coordinator  │        │  (GSD)   ││ Coordinator  │
│ Police)  ││(Fire or Police)│      └──────────┘│   (CAO)      │
└──────────┘└──────┬───────┘                    └──────────────┘
                   │
            ┌──────┴──────┐
            │  Situation  │
            │ Assessment  │
            │    Unit     │
            └──────┬──────┘
                   │
            ┌──────┴──────┐
            │ GIS Mapping │
            │(Public Works)│
            └─────────────┘
```

02/12/97

Figure 4-5 - Level Two Activation

CITY OF LOS ANGELES

Emergency Operating Center Organization

Example Level Two Activation - Staffing 20 - 30

```
                          ┌─────────────────────────┐
                          │         MAYOR           │
                          │      =========          │
                          │  Emergency Operating    │
                          │   Center Management      │
                          │                          │
                          │  Director: Fire or Police│
                          └─────────────────────────┘

Mayor's Office  ┌──────────────────┐                    ┌──────────────┐  County,
CAO             │ Information and  │                    │   Liaison    │  Other Agencies
Fire or Police  │ Public Affairs   │                    │   Section    │  as Required
as necessary    │   Section        │                    │ Coordinator  │
                │ Coordinator      │                    │              │
                │ [Mayor's Office] │                    │   [ CAO]     │
                └──────────────────┘                    └──────────────┘
```

Operations Section Coordinator [Fire or Police]	Planning/ Intelligence Section Coordinator [Fire or Police]	Logistics Section Coordinator [General Services]	Finance/ Administration Section Coordinator [CAO]
Animal Reg. Div.	Advance Planning Unit	General Services Div.	City Admin. Office
Bldg. & Safety DIv.	Documentation Unit	- Maintenance Unit	-EOO Admin. Support Unit
Fire Div.	-City Clerk's Office	- Supplies/Food Unit	-Damage Assessment Unit
Police Div.	-Library Department	- Fleet Services Unit	-Cost Accounting and Fiscal
Public Works Div.	Situation Assessment Unit	Personnel and Recruitment Div.	Management Unit
Transportation Div.	-GIS Mapping (Pub Wks)	Information Technology Div.	
Utilities DIv.	Recovery/Reconstruction Div.		
-So. Cal Gas Co.			
Welfare/Shelter Div.			
-L.A. Unified Schools			
-Red Cross			

Notes:

1. EOO Divisions and primary EOC Level Two support functions shown.
2. Section Coordinators may have deputies from other Dept's.and change
   over time.   02/12/97
3. Organization elements are activated only as required.
4. Divisions are connected to Department Command and/or Incident
   Command Posts

Figure 4-6 - Level Three Activation

CITY OF LOS ANGELES

Emergency Operating
Center Organization

Level Three Staffing: 70+

02/12/97

```
                              ┌──────────────────────────┐
                              │         MAYOR            │
                              │      ==========          │
                              │  Emergency Operations    │
                              │         Board            │
                              │                          │
                              │     [LAPD Chair]         │
                              └──────────────────────────┘
                              ┌──────────────────────────┐
                              │  Emergency Operating     │
                              │  Center Management       │
                              │                          │
                              │  Director: Fire or Police]│
                              │  [Deputy:_____]   │
                              └──────────────────────────┘
```

Mayor's Office
CAO
Fire
Police
Others as Req.

Information and Public Affairs Section Coordinator [Mayor's Office]		Liaison Section Coordinator [CAO]

Ch. Leg. Analyst
County, State, Federal
Other Agencies
Private Sector

Operations Section Coordinator [Fire or Police]	Planning/ Intelligence Section Coordinator [Fire or Police]	Logistics Section Coordinator [General Services]	Finance/ Administration Section Coordinator [CAO]

Airports Div.
Animal Reg. Div.
Building & Safety Div.
Fire Div.
Harbor Div.
Police Div.
Public Works Div.
Transportation Div.
Utilities Div.
   -So. Calif. Gas Co.
Welfare/Shelter Div.
   -L.A. Unified School District
   -Red Cross

Advance Planning Unit
Documentation Unit
   -City Clerk's Office
   -Library Department
Situation Assessment Unit
   -GIS Mapping (Pub Wks)
Recovery & Reconstruction
Division

General Services Div.
   - Maintenance Unit
   - Supplies/Food Unit
   - Fleet Services Unit
Personnel & Recruitment Div.
Information Technology Div.

CAO
  EOO Admin. Support Unit
Damage Assessment Unit
Cost Accounting and
Fiscal Management Unit
City Attorney
   -Legal Services

Notes:

1. EOO Divisions and primary EOC support Units shown.

2. Section Coordinators may have deputies from other Dept's, and change over time.

3. Organization elements are activated only as required.

4. Divisions are connected directly to Department Command Centers and/or Incident
    Command Posts

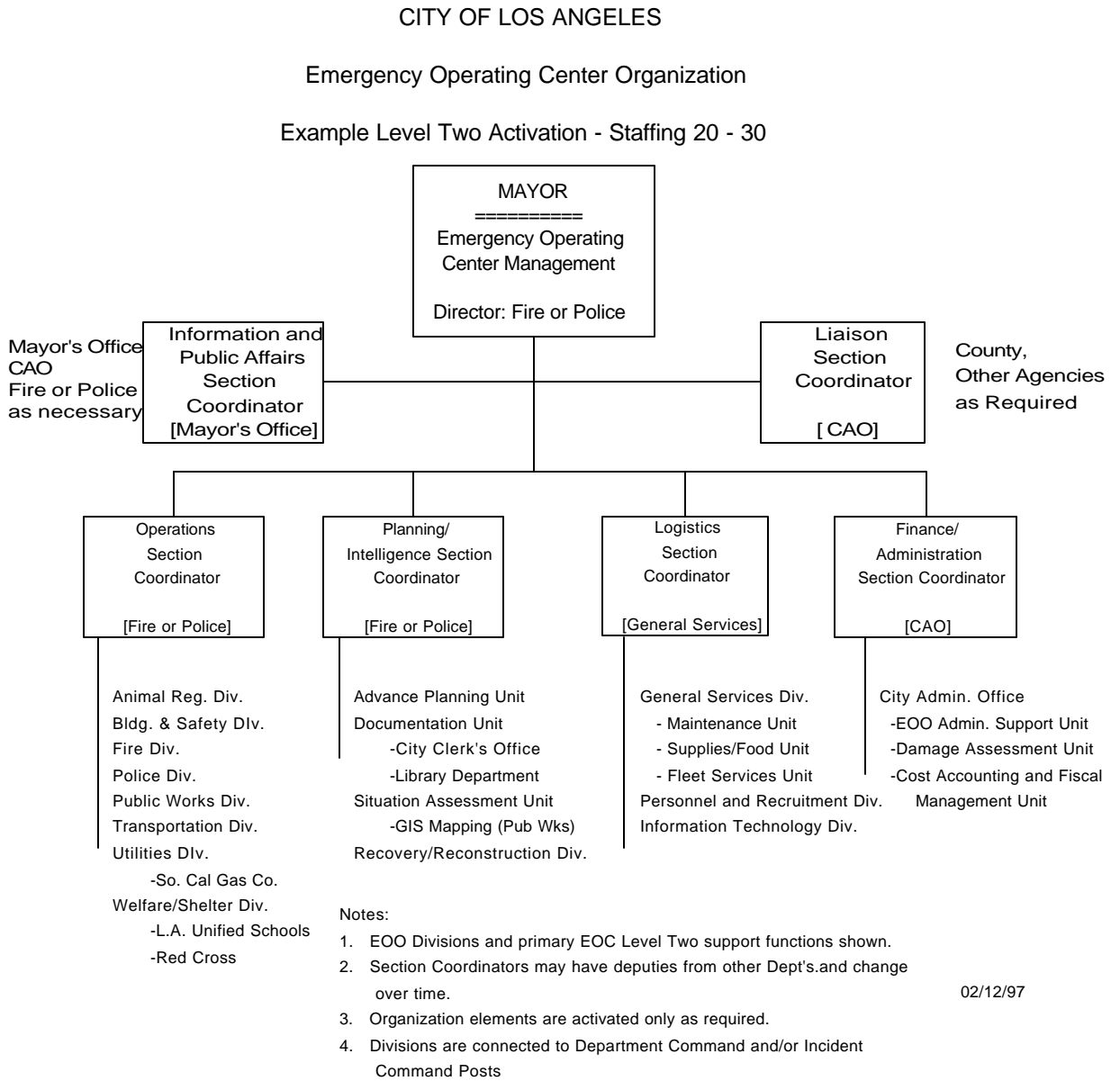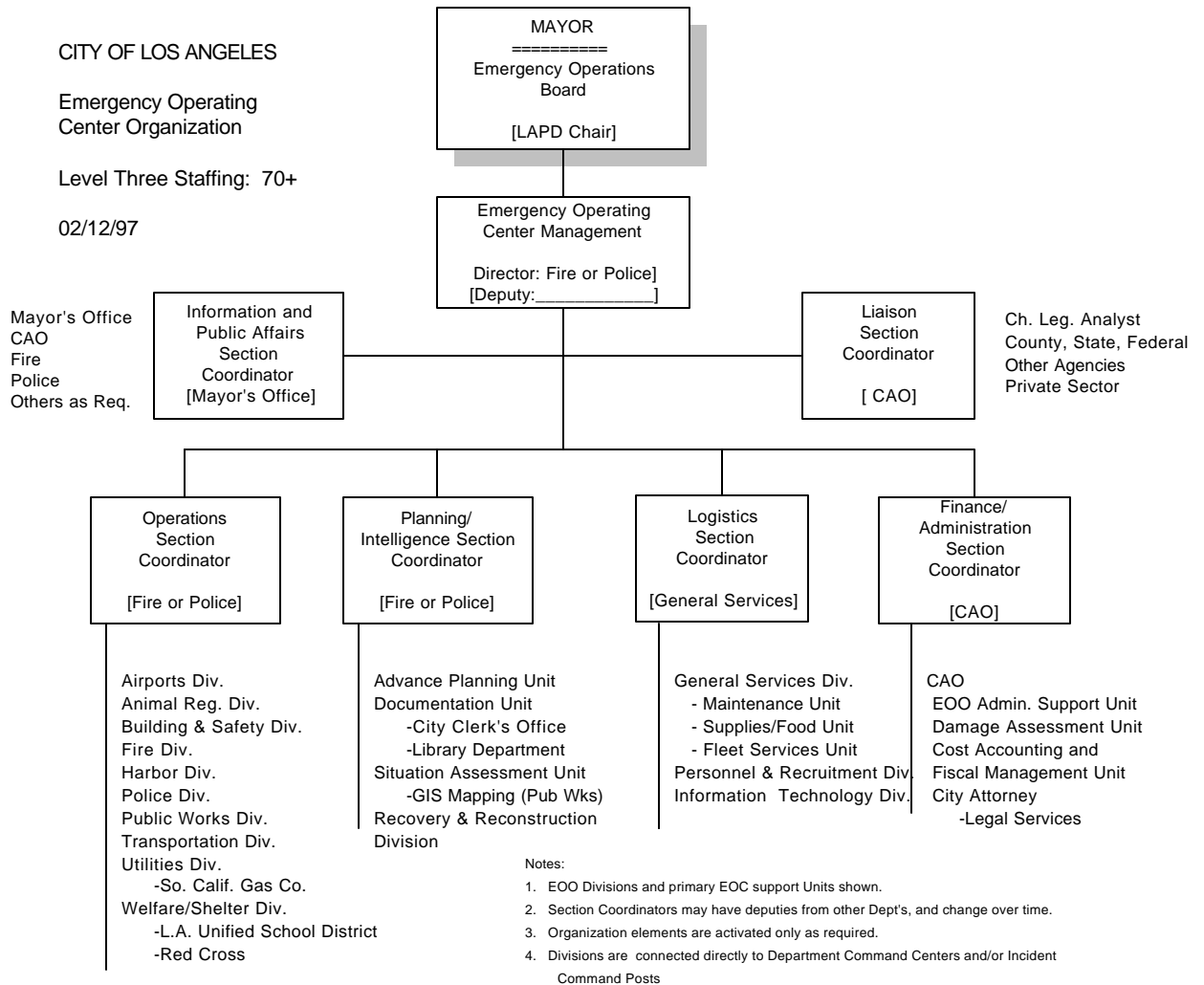### 4.5   Overview of EOC Operations

The steps listed provide a summary overview of EOC operations.

1.   The EOC is initially activated at one of three levels by the department with lead responsibility for the emergency (Fire/Police).
2.   Upon activation, designated staff will proceed to the EOC, sign in and activate their assigned work stations.
3.   The EOC staff is organized by functional sections: management, operations, planning, logistics, finance/administration, liaison and information and public affairs. Sections may be further divided into divisions or units. Section coordinators are assigned under all activation levels, and are a primary point of contact for personnel assigned to the EOC.
4.   Each functional position in the EOC has a job description and a checklist to be followed. The checklist contains the basic guidance for operation of the workstation. Job descriptions and checklists are found in the EOC Information Binders at each workstation.
5.   For most EOC positions, the checklist requires: contacting the primary DOC; obtaining and maintaining information needed within the EOC; and ensuring that all appropriate EOC-generated material is made available to DOCs and/or ICPs.
6.   The primary role for divisional and liaison functional coordinators in the EOC is the passing of information from and to EOO divisions, departments and City and other agencies, and the coordination of resource and support requests. The EOC is designed so that information exchange and coordination may take place freely between sections, divisions and units. All requests for resources or support are processed through designated channels in order to maintain accountability.
7.   Information obtained by division and unit coordinators should be made available to the Section Coordinator and, as appropriate, provided to the Situation Assessment Unit.
8.   The EOC Director and General Staff (Section Coordinators) will hold periodic planning meetings. A written EOC action plan may result from these meetings, which may change priorities related to division and department operations. The Director will provide and coordinate periodic briefings for all EOC personnel.
9.   Deactivation of functional positions is accomplished by the Director or Section Coordinator.
10. All EOC personnel are responsible for: maintaining current status information regarding their section, division, unit, department or agency; maintaining a duty log; briefing relief personnel; and completing deactivation procedures when instructed.

4.6   Action Planning in the EOC

In the first hours of an emergency, EOC action plans will be verbal statements of actions to be taken as stated by the EOC Director. Within the first four hours of an activation, the EOC Director should convene a meeting of the General Staff (Section Coordinators) and any others he/she selects to attend. The purpose of this meeting will be to document EOC related objectives and actions to be taken within the next operational period.

EOC action plans should be concise, actions planning meetings brief. Prior to the meeting, the EOC Director, General Staff and other attendees should receive an updated situation report and be clear on overall resources availability. General Staff should determine in advance specific section-level objectives to be presented at the meeting.

A recommended format for an EOC action planning meeting agenda is shown in Figure 4-7.

Figure 4-7 - EOC Action Planning Meeting Agenda

EOC ACTION PLAN DATE:_____OPERATIONAL PERIOD FROM_____TO _____		
Action Plan Steps	**Guideline for Content**	**Responsibility**
1. Review prior Op. Period Objectives as Appropriate	*Determine status of each prior objective. Completed, or % complete. Decide objectives to be carried forward to next Op. Period.*	EOC Director General Staff Participate
2. State objectives	*List one to five near-term primary objectives to be achieved at the EOC level. Be specific.*	EOC Director General Staff contributes
3. Establish priorities related to objectives	*Discuss objectives and put them in priority order.*	EOC Director General Staff contributes
4. As required, adopt strategies to achieve objectives	*Some objectives may allow for different strategies. Also, there may be cost, legal or political policy implications to be considered in how to achieve an objective. (Strategies will be influenced by resources availability)*	EOC Director General Staff contributes
5. Make Assignments to implement the strategy for each objective.	*Be specific. This is the step that will be used to see if the objectives are being met.* *What assignments* *Who does them* *What resource are needed* *What additional resources are required*	Operations Section Coordinator Planning Section Coordinator Logistics Section Coordinator
6. Review/Establish length of next Operational Period.	*If the assignments and actions needed to meet the objectives will take four hours, then that will be the length of the Operational Period. Operational Periods tend to be short at the beginning of an emergency and longer as time goes on.*	Planning Section Coordinator
7. Establish organizational elements as required.	*Review staffing needs, and complete an EOC Organization Chart for the next Operational Period.*	Planning Section Coordinator and remainder of General Staff
8. Logistical or other technical support required	*Describe what is needed and develop a resource order if necessary.*	Logistics Section Coordinator
9. Attachments	*Determine what may be needed to help explain or support the plan. E.g., policy constraints, communications plan, weather forecast, etc.*	Planning Section Coordinator

4.7   EOC Equipment and Support Systems

The following is a summary of primary equipment located within the EOC. Detailed operating procedures are located at each work station.

4.7.1 Television

Ceiling-mounted TV monitors are located throughout the EOC. In addition, ten-inch television sets are located at principal workstations. Monitoring of television audio is done through headsets.

4.7.2 Commercial Radio

Three commercial radio stations may be monitored at each work station. Selection and volume controls are located on the rear panel of each work station. Monitoring of commercial radio at each work station should be done using the headsets.

4.7.3 Government Radio

City department radio frequencies can be assigned to work stations. Departments may receive and send on these frequencies depending upon department policy.

4.7.4 Telephone

Three telephone systems operate within the EOC:

1. Each work station is equipped with one or more Meridian telephones which are a part of the Pacific Bell CENTREX system. These phones have extensive capabilities which are described in EOC Information Binders at each workstation.
2. Each work station has one or more 3-digit COMLINE telephones, which operate on a City-owned switched telephone system. The COMLINE telephone system is used for internal EOC calls and has limited outside calling capabilities to other city locations.
3. Designated workstations are equipped with direct hard-wired ring-down telephone links to designated points. These phones are direct point-to-point and have no dial or switching capability. Lifting of the handset causes the phone to ring at the designated location.

4.7.5   Other Support Equipment

The EOC is equipped with eight automatic fax machines. A copy machine is located in the Planning/Intelligence area.

The EOC is equipped with an internal (Microphone) public address system and a P/A system accessible by telephone number access. Each system covers both the EOC and the Police DOC without the ability to de-select one. The microphone system has plug-in jacks at several locations in the EOC only.

4.7.6   EOC Information Management System

EOCIMS consists of a local area computer network within the EOC and a wide area network which connects the EOC to various DOCs. The primary function of EOCIMS is a messaging system which allows users to compose, send, and respond to messages from all stations on the network. Other functions include:

- Resource Request Form;
- Situation Report;
- Maps;
- Procedures and Checklists;
- Station Log; and
- Telephone Directory

Detailed procedures for using EOCIMS are found in the EOC Procedures Manual.

4.8   Information Flow within the EOC

EOC operations have been designed to encourage the free-flow transfer of information between all organizational elements. This simply means that all personnel are free to contact any other person for purposes of obtaining or transferring information.

Incoming and outgoing EOC information is normally routed first to division representatives in the Operations Section.

The Situation Assessment Unit in the Planning/Intelligence Section is the primary point of contact for information exchange within the EOC. This unit collects, processes, displays and distributes information through EOCIMS, wall displays, mapping and situation summaries. This information is available to all EOC personnel.

The Planning/Intelligence Section also produces action plans which contain information of use to all EOC organizational elements.

Face-to-face contact and communication between EOC staff is encouraged. Telephones and EOCIMS are also available for internal EOC communications.

The resource request function in EOCIMS is the primary means for making resource requests. All requests for services or resources must be made in writing (via computer) to the appropriate person. This requirement

ensures resource accountability. Requests for service or resources will normally flow along organizational channels, or as described by current EOC procedures.

Written hard copy messages using a paper EOC message form may be used as a backup to EOCIMS.

4.9 Multi-agency Coordination within the EOC

SEMS regulations encourage all jurisdictions to use a multi-agency coordination (MACS) process within EOCs. Multi-agency coordination in the City EOC is accomplished through three separate processes.

4.9.1 EOC General Staff

The EOC General Staff (Section Coordinators) ensure that necessary coordination takes place between agencies and departments. Ad-hoc task forces made up of individuals from different departments or agencies may be established to work on specific issues, as required.

4.9.2 Planning Meetings

The EOC Director will periodically call planning meetings. The EOC Director and General Staff will participate in the meetings, with other personnel and outside agency representatives attending as needed.

4.9.3 Emergency Operations Board

The EOB provides management-level multi-agency coordination for the City during an emergency. Board meetings are open to the public, unless in executive session.

4.10 Mobile Emergency Operations Center (MEOC)

4.10.1 Background

The MEOC is the City's mobile, alternative EOC. It consists of two 35-foot motor coaches, communications, generator and supply trucks, all of which are self powered, and a restroom trailer (STANS). MEOC work space can be expanded through the use of adjoining canopies and tents.

The MEOC is intended for use as:

C   A back-up for the City's primary EOC; and
C   A supplemental facility to support City response operations during an emergency.

The MEOC can be deployed to any location large enough to allow access and accommodate vehicle placement. A pre-designated operating location for the MEOC is in Parking Lot # 32 at Dodger Stadium. This site has adequate radio coverage throughout a good portion of the City, a clear microwave path to Mt. Lee, and a pre-positioned interconnection to the Pacific Bell Telephone System. The MEOC can also be activated from its storage facility at the North Central Animal Care and Control Center.

4.10.2 MEOC Operations

When set up at a remote site, the two motor home units are parked in parallel, approximately 25-feet apart. The communications and generator trucks are parked nearby and are connected to the motor coaches by cable. Canopies can be extended to partially cover the area between the coaches. Organized according to SEMS, this area will be used as operational space with tables, chairs and telephones. Electrical power is supplied to the coaches from the generator truck, although each coach has an on-board back-up generator.

Each coach has 16 single-person work stations. These are essentially communication positions used to receive and transmit messages, and have limited work space. All positions are configured in the same manner, with a console to control radio, telephone and TV audio.
The MEOC communications equipment includes a broad variety of radios which cover most, if not all, of the systems in use by the City. A patch bay in the communications truck enables radios to be assigned to specific work stations in the MEOC vans.

The City is presently replicating EOCIMS for use in the MEOC.

Personnel from each EOO division and assisting agencies are assigned to the work stations in the MEOC. During operations, personnel assigned to division work stations can communicate by telephone and/or radio with their respective DOCs, dispatch centers and ICPs as well as to any other off-site location accessible through the telephone or radio systems.

4.10.3 MEOC Operating Instructions

Detailed operating instructions for the communications equipment in the MEOC are contained in a separate MEOC Operations Manual.

4.10.4 Use and Activation of the MEOC

The MEOC is an EOO resource which may be used during actual emergencies and by any EOO division or City department for planned events, training and emergency exercises when not in use as the alternate EOC.

The CAO EPD coordinates use and activation of the MEOC. During regular business hours, requests for MEOC use or activation shall be directed to the EPD. During non-business hours, requests for use or activation shall be directed to the Police Department's Detective Headquarters Division ([213] 485-3261).

Deployment of MEOC vehicles is coordinated by the Police Department's Uniformed Support Division. Deployment of the MEOC shall be made by personnel from either Uniformed Support Division or the Department of General Services (GSD), in that order.

MEOC maintenance and storage is coordinated by the Uniformed Support Division with support from the following agencies:

1.   The Department of General Services, Fleet Services Division provides staff and materials for maintenance and repair of the vehicles.
2.   Information Technology Agency (ITA) provides staff and materials for maintenance of communications and computer equipment.
3.   The Fire Department provides staff and materials for preventive and emergency maintenance of all vehicle equipment.
4.   The Police Department provides staff and materials to deploy, clean the interior and exterior of the MEOC and maintains the drivers log.
5.   When the MEOC is deployed, General Services and ITA will ensure that the appropriate

Building Emergency Coordinator (BEC) Program
Background, Guidelines and Basic Procedures

Background and Guidelines

In response to concerns arising from the 1987 Whittier earthquake, on January 20, 1989, the Emergency Operations Board (EOB) approved the BEC program. On September 27, 1989, the City Council approved a City Administrative Officer (CAO) report recommending Department of General Services (GSD) implement the BEC program. GSD is responsible for the overall operation of the program, and works with the Fire Department (LAFD), which is mainly responsible for BEC, Floor Warden and emergency response teams training and the review and approval of emergency procedures manuals and emergency signage.

The BEC Program is designed to provide proper coordination of emergency training, planning and response in City facilities (owned and leased) occupied by ten or more City employees. BECs are responsible for the preparation and maintenance of building emergency procedures; training for building evacuation and re-entry; supervision of Floor Wardens and City Emergency Response Teams; damage reporting; and decisions regarding evacuation and re-entry of the building after a disaster. The program is divided into three phases.

Phase I involves a request to council controlled departments to designate BECs for all applicable facilities; the development of a BEC training course; and the appointment and training of BECs, their alternates and assistants for the following buildings:

- City Hall
- City Hall East
- City Hall South
- San Pedro Municipal Building
- Van Nuys Municipal Building
- West Los Angeles Municipal Building
- Parker Center
- Personnel Department Building
- Piper Technical Center

These facilities are known as the "Big Nine".

Phase II includes a request to Council controlled departments to designate BECs for 40 additional applicable facilities; and the training of the BECs, alternates and assistants for these locations.

Phase III involves identifying, appointing and training BECs, alternates and assistants for all remaining applicable City facilities. In all approximately 200 City owned or leased facilities are expected to require a BEC.

Following the initial inception of the program, training for the Phase I BECs and their emergency response teams was completed on September 5, 1990. Training was completed for the Phase II group on January 24, 1991. The initial training provided for the Phase I BECs was tested during the City's April 1991 earthquake. As a result of this emergency, it was noted that the Phase I BECs responsibilities, especially those in high-rise buildings, will be similar to and function much like a fire incident or police field commander.

After all three phases of the BEC Program have been completed, GSD acknowledges that coordination of the program will require its continuing support. Ongoing GSD support will include, but not be limited to the following:

- Updating the BEC Manuals
- Maintenance of a master list of emergency response personnel
- Updating the list of City owned and leased facilities meeting the BEC criteria
- Providing initial and refresher training for BECs, Floor Wardens and assistants
- Auditing BEC initiated evacuation drills and exercises
- Preparing after action reports

There is currently one Emergency Preparedness Coordinator (EPC), also known as the BEC Program Coordinator, in GSD working on the BEC Program.

Basic Procedures

The basic procedures and general information regarding the BEC Program are contained in each site specific emergency procedures manual for the "Big Nine" facilities. This information is also contained in the generic High-rise Fire Manual Instruction Book and generic Occupant Instructions available through LAFD. These documents contain the following information:

- BEC duties and responsibilities
- Floor Warden duties and responsibilities
- Emergency Response Team duties and responsibilities
- Evacuation procedures and refuge sites in the site specific manuals
- Occupant Instructions
- Drill Check Lists
- After Action Report Formats
- Other pertinent emergency procedures and information
  Additional information on BEC Program is available from the General Services
Department, at (213) 847-9507.   D-2

Guidelines for Department Emergency Plans - Attachment E
Emergency Response and Recovery Cost Documentation

City Administrative Officer

Upon official deactivation of the City's Emergency Operations Center (EOC), the City Administrative Officer (CAO), as required by the Master Plan and Procedures, requests that each involved City department, including proprietary departments, submit a report on activities and costs incurred during EOC activation.

The report should include staffing, material and equipment costs incurred in responding to the activation (see attached sample CAO letter). Response from departments is due to the CAO no more than 10 working days after EOC deactivation.

CITY OF LOS ANGELES

INTER-DEPARTMENTAL CORRESPONDENCE

Date:

To: The Head of All Departments (including Proprietary Departments)

From: William T Fujioka, City Administrative Officer

Subject: **WORLD TRADE CENTER INCIDENT EMERGENCY RESPONSE AND COSTS REPORTS**

As a result of the World Trade Center incident, the Emergency Operations Center (EOC) was activated on the morning of Tuesday, September 11, 2001, to provide interdepartmental coordination and response to the emergency situation in the City. The EOC was deactivated Monday, September 17, 2001, at 6:00 p.m.

As required by the Emergency Operations Master Plan and Procedures (Master Plan), the following information is requested: AEach involved City Department shall submit a report on activities and costs incurred during the event to the City Administrative Officer (CAO) within ten working days after deactivation.@ Please provide the following information to this Office as soon as possible:

1.   Staff cost incurred by your department in responding to the incident;

2.   Material or equipment costs incurred by your department in responding to the incident.

This information will need to be submitted within ten days of the deactivation of the EOC.

With any questions regarding this process, please contact Vanessa Paulson at (213) 485-4483 or Alvin Newman at (213) 485-6633 or Fax No. (213) 485-3429.

Please Note: Providing the above information to the CAO is **in addition to** the department=s separate Master Plan responsibility to submit a critique of their emergency response operations to the Los Angeles Police Department (See Memo from LAPD to the Heads of All Departments, dated 09/17/01).

WTF:MG:ABN:rib

Guidelines for Department Emergency Plans - Attachment F
Standardized Emergency Management System (SEMS)

Standardized Emergency Management System information is available from the Emergency Preparedness Department (EPD) in the brochure format (attached) as well as on the EPD internet web site at

http://www.lacity.org/epd/pdf/ics.pdf

Attachment

Guidelines for Department Emergency Plans - Attachment G
Emergency Operations Master Plan and Procedures (Master Plan) Section VI

Part 6 - Emergency Public Information

6.0   Mission

To disseminate emergency information to the public accurately and rapidly to ensure public safety and welfare.

6.1   Objectives

To describe the nature, scope and impact of the emergency, thereby countering fear and rumors.

To address public safety issues.

To describe the City's response.

To provide information on available sources and locations of relief

To describe what the public can do to help themselves and others.

To provide information on the status of the City's recovery.

6.2   Background

Due to widespread media interest, the development of public information will often be done at the incident (field), DOC and EOC levels (when activated). Information from city departments, agencies and bureaus shall be shared with the EOC Information and Public Affairs Section.

In the event of an emergency, the Mayor's Office has the primary responsibility for coordinating emergency public information for the City of Los Angeles. It is essential in the interest of public safety and welfare that the development and dissemination of public information related to an emergency be thoroughly coordinated at all levels.

Public Information Officers (PIOs) from unaffected departments shall be used as support staff as appropriate Trained and experienced PIOs from EOO divisions may assist the Mayor's Office in developing public information announcements. CAO staff will also assist as required.

During a local emergency, official public information announcements are developed by the EOC Information and Public Affairs Section. This section is coordinated by the Mayor's Office and is the principal point of coordination for City-wide public service announcements and emergency broadcasts. Other EOO divisions may provide support staff as necessary. Specific staff requirements will be determined by the nature of the emergency. If the emergency is primarily related to natural hazards such as fires, floods, earthquakes etc., the Fire Division will provide primary support staff to the Information and Public Affairs Section. If the emergency relates to issues associated with civil disorder, other criminal activity or major planned events, the Police Division will provide primary support staff The CAO and other EOO divisions may also be called upon to augment the staff within the Information and Public Affairs Section.

6.3   Development of Public Information

Development of City public information announcements will be accomplished by using a variety of information sources. These include but are not limited to the following:

!   Directives of the Mayor;
!   Directives of the EOB;
!   Information obtained from the EOC Planning and Intelligence Section, Situation Assessment Unit;
!   Information obtained from other EOO divisions, DOCs and Incident Command Posts (ICPs);
!   Information obtained from other City departments and agencies;
!   Information obtained through verified media or other sources; and
!   Information obtained from non-City organizations, e.g., County, OES, FEMA, American Red
!   Cross, Salvation Army, U.S. Army Corps of Engineers etc.

6.4   Coordination With Other Agencies

A major emergency affecting the residents of the City of Los Angeles will also undoubtedly affect residents of adjacent jurisdictions. In addition, for an emergency which occurs during normal work hours, thousands of people who live in other jurisdictions will be at work within the City. Recognizing this, the EOC Information and Public Affairs Section will make every effort to coordinate public information with other potentially affected jurisdictions prior to dissemination.

The principal coordination point for operational area-wide public information broadcasts will be the Los Angeles County EOC. Under level two or three emergency activations, the City may assign a public information representative to the County EOC to assist in the coordination of public information.

6-2

All reasonable efforts will be made to ensure that emergency public information announcements that could impact non-Los Angeles residents will first be coordinated with the operational area to ensure that the information does not conflict with another jurisdiction's emergency public information prior to release.

6.5   Means of Dissemination

There are several methods by which emergency public information may be disseminated. The method(s) used will be determined by the EOC Information and Public Affairs Section.

6.5.1   Responding to Direct Media Requests

During an emergency, the broadcast and print media from a variety of sources will make direct requests for information about the City's response to the emergency. All incoming media requests will be coordinated through the EOC Information and Public Affairs Section.

Depending upon the number of requests, the section coordinator acting as the City's PIO, may respond individually, or establish a media center to address media inquiries.

In addition, the City may join with the County of Los Angeles, State of California and other jurisdictions and operate a Joint Information Center (JIC) at a designated location.

6.5.2   Coordinating Through the Operational Area

Every effort will be made to coordinate emergency public information announcements through the operational area at the time of a local emergency . This may entail providing the information to the operational area for subsequent dissemination, or as necessary, coordinating the content of such announcements. The content of emergency public information announcements should be made available to the operational area through the most efficient means possible.

6.5.3   Responding Directly to the Media

Public information announcements affecting the residents of the City can be made directly to the media by two primary means.

A.   Direct Contact with Media Outlets

The EOC Information and Public Affairs Section may directly contact local media outlets and provide the text of emergency public information announcements. If a local

emergency has been declared, the EOC Information and Public Affairs Section will. ensure that there is coordination with the County of Los Angeles PIO on any news releases related to a disaster which includes information about the County of Los Angeles. Care must be taken to ensure that information provided to the media be internally coordinated at all field, department and EOC levels.

B.   Through the Emergency News Network (ENN)

The ENN was developed to provide direct access from local governments to media for the immediate dissemination of emergency information. Information messages may be transmitted on ENN through the Justice Data Information Center (JDIC) terminal which is located in the Los Angeles Police Department's 911 Communications Center. The ENN uses the Emergency Digital Information Service (EDIS) for the actual simultaneous transmission of the announcements to media outlets. EDIS is a state-wide system that allows local ENN messages to be monitored by local, state and national media.

EDIS terminals are currently located at:

- KNX
- KFWB   - KTLA
- KFI   - KTTV
- CNN   - City News Service

6.5.4   Procedures

Detailed procedures for the EOC Information and Public Affairs Section can be found in the EOC Procedures Manual.

**Guidelines for Department Emergency Plans - Attachment H
Glossary**

Glossary will be submitted before the November EOB meeting.