

AGENDA

EMERGENCY MANAGEMENT COMMITTEE

Wednesday

September 5, 2001, 1:00 p.m.

EOB Room, P- 4 Level, City Hall East

PLEASE NOTE SPECIAL TIME!

- 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 - Cliff Eng
 - Operational Readiness/Planning - Rob Freeman
 - Recovery and Reconstruction - Anna Day Burton
 - Security Task Force - Bob Canfield
 - Others

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

- IV. **Information Items**
 - OES Revised Public Assistance Training - Vanessa Paulson
 - City Hall Security Retrofit - Faye Cousin

- V. **Old/New Business**

- VI. **Adjournment**

Refreshments to be provided by the El Pueblo de Los Angeles Historic Monument 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.



**GUIDELINES FOR
DEPARTMENT EMERGENCY PLANS**

DRAFT

This document is formatted for review purposes only.
The finished document will be paginated differently.

August 29, 2001

Preface

All City departments, bureaus and offices are required to develop departmental emergency plans in accordance with Mayor's Executive Directive 2000-8, dated July 1, 2000 (Appendix A). Historically, the City's Emergency Operations Organization (EOO) has required its various divisions and departments to prepare such plans in order to comply with the previous Mayor's Executive Directive No. 54, dated July 18, 1988 and department emergency planning guidelines approved by the Emergency Operations Board (EOB) in 1997. The following guidelines are revised and represent an expanded version of the 1997 document and have been prepared in cooperation with the Emergency Management Committee's Planning Subcommittee and Departmental Emergency Planning Guidelines Task Force. These guidelines are more comprehensive and, yet, hopefully, are formatted to make it easier for City departments to understand and apply.

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.

In order to design and implement a comprehensive emergency plan, each department needs to understand its critical functions, especially those related to emergency preparedness, response, recovery and mitigation. Also needed is an understanding and appreciation of the numerous threats faced and how these threats can compromise the department's ability to perform critical functions. A good departmental emergency plan will outline steps to be taken to ensure that department functions are performed even when events impact agency personnel, facilities and equipment. The plan will apply sound emergency planning and training concepts and include provisions for the safety and readiness of department employees and their families as well as department suppliers and customers.

A comprehensive departmental emergency preparedness program will include: (1) preparation through planning and training; (2) the mitigation of potential problems before they occur; (3) an effective emergency response capability; and (4) preplanned recovery strategies to ensure a continuation or rapid resumption of product and service delivery.

Delivery of departmental products and services, especially in a crisis, requires many coordinated efforts, often from multiple organizations. Emergency responders cannot deliver services if they are not aware of the problem or cannot get to the scene. Telecommunications may be interrupted. Roads may need to be cleared. Response vehicles require fuel, tire repair and maintenance that may not be available if electric power or other supplies are interrupted. Essential employees may be victims, or otherwise unavailable to perform. Suppliers may be unable to deliver needed parts.

A comprehensive emergency preparedness program will ensure that the department, its suppliers and customers, are prepared for any crisis by developing plans, procedures and training programs that maximize the safety and redundancy of its personnel, facilities and equipment, enabling it to continue to provide products and services.

The following guidelines provide a standard format for departments to follow in preparing an emergency plan. These guidelines are intentionally broad in scope in recognition of significant differences of City department missions and size.

The guidelines consist of four functional sections which serve as a model for standardizing the format of emergency plans, but should not be considered as all inclusive. Every department is

encouraged to include unique planning elements that are considered critical to its particular emergency preparedness, response and recovery roles. The four functional sections are: (1) prioritization of department functions; (2) hazard analysis; (3) development of contingency plans and operating procedures; and (4) training personnel and testing plans. Department emergency plans are required to include the four functional sections as well as appropriate supporting sections.

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 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
Room 1533, Mail Stop 988
200 North Spring Street
Los Angeles, CA 90012

For additional assistance with departmental emergency planning, please contact the EPD Operational Readiness Division at 213-978-0599.

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I. IDENTIFICATION AND PRIORITIZATION OF CRITICAL FUNCTIONS

A. Department Functions

Prioritization of critical departmental functions is essential to effective emergency preparedness, response, recovery and mitigation. Prioritization of departmental functions is the foundation for developing a good departmental emergency plan. Every City department must carefully evaluate and prioritize those functions that will be performed in the wake of an emergency to ensure that health and safety issues are addressed first. These priorities should be closely followed by functions necessary to preserve property and capital, and continue the delivery of products and services. As the recovery process stabilizes, less critical functions can be resumed.

Recommended Format

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

B. Critical Emergency Response/Recovery Functions

Listing and prioritizing those departmental functions critical to emergency preparedness, response and recovery is another essential component of a good departmental emergency plan. A department must carefully evaluate functions relating to its 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:

1. Provided by Department

List functions performed which address specific internal emergency operations and coordination roles.

2. Provided by Outside Agency

List functions performed by outside agencies or vendors which impact the department's ability to perform critical emergency operations functions.

3. Provided in Support of Citywide Response/Recovery

List functions performed which address broad, Citywide response and recovery missions. This will include services and resources provided to other City agencies during emergencies.

Recommended Format

A department should list (in priority order) what is required of it by 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.

II. HAZARD ANALYSIS

Departments should analyze the types of threats and emergencies which could prevent them from performing the functions listed in Section I. Conducting a thorough hazard analysis is more than just understanding natural and technological threats. It is also understanding that inadequate planning, training and mitigation can exacerbate the impact of the disaster. It is understanding that failing to properly equip facilities and employees or commit the necessary funding and resources to planning and training is a threat. Poorly prepared employees, families, neighborhoods and businesses further threaten, what will already be, an overly taxed emergency response system. Refusing to commit funding and resources to mitigation measures is no less a threat. Further threatening everyone impacted by a disaster are the psychological aspects of human behavior and how they can incapacitate victims and responders alike.

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 included in its Emergency Operations Master Plan and Procedures (Master Plan) and its various annexes. Past experience has taught us that the City can expect to face these threats and that are written emergency plans must adequately analyze the hazards and risks.

The following list is a starting point for preparing a specific analysis of threats potentially impacting a department's ability to perform critical functions. Conducting this hazards 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 proactive to mitigate hazards or conditions which could compromise departmental response roles before they happen.

A. Natural Hazards

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

B. Technological Threats

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

C. Criminal Activity

- Civil Disturbance
- Acts or Threats of Terrorism
- Labor Strife

D. Non-Structural Hazards

- Employee Safety
- Facility/Equipment Survivability

E. Department Preparedness

- Inadequate Planning
- Alternate Work Sites
- Inadequate Training
- Inadequate Equipment

F. Customer/Supplier Preparedness

- Contractual Services
- Vendor Accessibility

G. Psychological Impact

- Critical Incident Stress
- Crisis Management Services
- Community Crisis Response Teams
- Workplace Violence

Recommended Format

Departments will describe, in list or narrative format, the specific threats which would impact its functionality. This description should include ways in which the threats identified in Section I 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 done to enhance the department's ability to function during a disaster?

III. DEVELOPMENT OF CONTINGENCY PLANS AND OPERATING PROCEDURES

A. 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 unforeseen 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. (See Section IV. C for more information on SEMS.)

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 through knowledge of department operations and the ability to think "outside the box."

B. Operational Response and Recovery

1. Identification and Availability of Resources

Departments need to identify and ensure the availability of the full range of resources necessary to perform the critical functions identified in Section 1. At a minimum, specific departmental divisions, sections or units that are considered “essential” to the performance of those functions need to be identified. Also of importance, is the identification of essential job classifications, equipment and other resources necessary to perform critical functions. In all cases the 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.

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

2. Communications

Reliable communication is a key to responding to an emergency and to determining the availability of employees assigned to essential classes and/or positions. Unfortunately, communication systems and equipment may not be operational during emergencies. Departments need to 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
- Emergency response centers

Each department's emergency plan should identify procedures for communicating with employees and necessary 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.

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 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. Emergency Information Management (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 using the attached Vital Records Identification Form and instructions. 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.

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

Departments must identify specific operational response roles performed by the 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 are generally defined in department emergency plans.

DOCs serve as a centralized coordination point of department operations necessary for employee safety, response and recovery issues. 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. 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.

D. Employee Welfare

1. 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 essential 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.

During the 1992 Civil Disturbance and the 1994 Northridge Earthquake, many City employees assigned to perform critical functions were themselves the victims of the disaster. Many employees suffered damage to their homes or other circumstances impacting their ability to respond to work. Many departments provided expanded employee welfare services to impacted employees. 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
- Development or referral to licensed childcare and pet care services
- Increased ride share subsidies for commuters using public transportation
- 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.

2. Work Place Fire/Life Safety

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. Questions regarding the BEC Program can be directed to the Department of General Services at 213-847-1581.

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.

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 or CERT program plans 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 contact numbers noted above.

IV. TRAINING PERSONNEL AND TESTING PLANS

Training and testing, as is planning, is an ongoing process. As lessons are learned from real events and exercises, planning adjustments need to be made, resulting in training needs. Emergency management training falls into many categories. The extent of the training will depend on the role and/or needs of the individual.

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.

The more specific an employee's emergency role, the more complex their training requirements are. Firefighters and paramedics require hundreds, possibly thousands of hours of training to be competent in their roles, while non-emergency staff occasionally assigned to work in the emergency operations center can be effective with far less.

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 realtime 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.

A. 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 on 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.

B. 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 on

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.

C. Response Personnel Training and Exercises

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 and use SEMS during disasters in order to qualify for state disaster reimbursement funds.

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.

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.

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 exercise 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 scope of training, list of courses conducted and 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.

V. 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.