

AGENDA
EMERGENCY OPERATIONS BOARD
Monday, May 19, 2008, 1:30 p.m.
EOB Room, P4 Level, City Hall East

I. Declaration of Quorum; Introductions; Approval of Minutes

II. Action Items

A. Approval of City of Los Angeles Storm Annex – Keith Garcia

Recommendation

That the Emergency Operations Board, as recommended by the Emergency Management Committee, approve and forward to the Mayor for transmittal to the City Council, the City of Los Angeles Storm Annex.

B. NIMS Compliance Documents and Issues – Larry Meyerhofer

Recommendation

That the Emergency Operations Board approve the ICF Gap Analysis and Findings of the Department Emergency Plans, Revised Department Emergency Plan Guidelines and set the deadline to comply with new guidelines as January 31, 2009.

C. 2008 City of Los Angeles Annual Emergency Preparedness Exercise After Action Report – Chris Ipsen

Recommendation

That the Emergency Operations Board, as recommended by the Emergency Management Committee, approve and forward to the Mayor for transmittal to the City Council, the 2008 City of Los Angeles Annual Emergency Preparedness Exercise After Action Report.

III. Information Items

A. New Emergency Operations Center (Prop Q) – Rob Freeman

B. Homeland Security Grants – Laura Shin

C. June 11, 2008 Joint City and County of Los Angeles (JICCLA) Meeting – Anna Burton

D. Other Announcement - Board Members

IV. Public Comment Period

Members of the public may address the Board on any matter which is within the subject matter jurisdiction of the Board.

V. Adjourn

EOB MEETING INFORMATION IS AVAILABLE ON THE EMERGENCY MANAGEMENT DEPARTMENT WEBSITE. <http://www.lacity.org/emd/epdeooeob1.htm>

If you would like to be added to the EOB email distribution list, please send an email to wendy.hwang@lacity.org or contact Wendy Hwang at (213) 978-0544.

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: May 12, 2008

To: William J. Bratton, Chair
Emergency Operations Board

Emergency Operations Board Members

From: Anna Burton, Executive Assistant
Emergency Operations Board

Subject: **APPROVAL OF CITY OF LOS ANGELES STORM ANNEX**

Recommendation

That the Emergency Operations Board, as recommended by the Emergency Management Committee, approve and forward to the Mayor for transmittal to the City Council, the City of Los Angeles Storm Annex.

Executive Summary

In October 2007, the Mayor directed the Emergency Operations Board (EOB) to initiate a review and revision of the City's 1993 Storm Annex. In support of this direction, the Emergency Management Department (EMD), with the support of the Emergency Management Committee (EMC) and all involved agencies, created a Storm Response Planning Task Force who met over the course of several months to develop a draft update. This draft was approved by the EMC on March 5, 2007, contingent upon final updates from three city agencies. These updates were received and incorporated in the attached Storm Annex, dated March 7, 2007.

This item was presented at the March 2008 meeting of the EOB. Per the request of the Department of Water and Power (DWP), this item was continued pending a formal review by DWP staff. This review was completed in April without recommended changes to the plan.

With your approval, this report will be forwarded to the Mayor for transmittal to the City Council.

Once approved, EMD will post on the City's intranet site for reference and distribution

Attachment

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: February 26, 2008

To: Anna Burton, Chair
Emergency Management Committee

From: Larry Meyerhofer, Chair
Storm Response Plan Task Force

Subject: **ACCEPT THE STORM RESPONSE PLAN AND FORWARD TO THE
EMERGENCY OPERATIONS BOARD**

Recommendation

That the Emergency Management Committee (EMC) accept the attached Storm Response Plan from the Task Force and forward for approval to the Emergency Operations Board (EOB) at its next regularly scheduled meeting.

Executive Summary

In October 2007, the Mayor directed the EOB to initiate an immediate review and revision of the City's 1993 Storm Annex to reflect lessons learned during the summer's extreme weather emergencies. In response to the Mayor's direction, a Storm Response Planning Task Force consisting of pertinent City Departments, academia, business, and the non-profit sector were consulted.

Attached is the final draft of the plan representing the work of the Task Force.

Attachment

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: May 12, 2008

To: William J. Bratton, Chair
Emergency Operations Board

Emergency Operations Board Members

From: Anna Burton, Executive Assistant
Emergency Operations Board

Subject: **ACCEPT ICF GAP ANALYSIS/FINDINGS OF DEPARTMENT EMERGENCY PLANS, REVISED DEPARTMENT EMERGENCY PLAN GUIDELINES AND SET DEADLINE TO COMPLY WITH NEW GUIDELINES AS JANUARY 31, 2009**

Recommendation

That the Emergency Operations Board approve the ICF Gap Analysis and Findings of the Department Emergency Plans, Revised Department Emergency Plan Guidelines and set the deadline to comply with new guidelines as January 31, 2009.

Executive Summary

In the FY 2006 Urban Area Security Area Initiative (UASI) Grant, the Emergency Management Department (EMD) was allocated funds to conduct a City wide gap analysis as related to the newly released National Incident Management System (NIMS). Through a competitive bid process, the department hired ICF International to complete this project.

Working with EOO Departments, ICF conducted a gap analysis of all Department Emergency Plans and made specific recommendations to bring those plans into NIMS compliance. A summary report was presented and approved at the April meeting of the Emergency Management Committee.

To ensure compliance with NIMS requirements and maintain consistency in departmental planning, ICF worked with EMD to develop new NIMS Compliant Department Emergency Plan Guidelines. These Guidelines should be used by departments as a reference tool when revising their department emergency plans. For the City to become NIMS compliant in a timely manner, EMD, as approved by the Emergency Management Committee, recommends all city departments comply with these new Guidelines by January 31, 2009.

In summary, the EMD recommends approval of the following:

- 1) ICF's Gap Analysis Final Report of Department Emergency Plans for NIMS compliance;
- 2) The revised NIMS Compliant Department Emergency Plan Guidelines; and,
- 3) Set a deadline of January 31, 2009, to comply with the new NIMS Compliant Department Emergency Plan Guidelines.

Attachment

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: March 25, 2008

To: Anna Burton, Chair
Emergency Management Committee

From: Larry Meyerhofer, Chair
Extreme Heat and Cold Emergency Plan Task Force

Subject: **ACCEPT ICF GAP ANALYSIS/FINDINGS OF DEPARTMENT EMERGENCY PLANS, REVISED DEPARTMENT EMERGENCY PLAN GUIDELINES AND SET DEADLINE TO COMPLY WITH NEW GUIDELINES AS JANUARY 31, 2009 AND FORWARD TO THE EMERGENCY OPERATIONS BOARD FOR APPROVAL**

Recommendation

That the Emergency Management Committee (EMC) accept and forward to the Emergency Operations Board for approval the following:

- 4) ICF's Gap Analysis Final Report of Department Emergency Plans for NIMS compliance;
- 5) The revised NIMS Compliant Department Emergency Plan Guidelines;
- 6) Set a deadline of January 31, 2009, to comply with the new NIMS Compliant Department Emergency Plan Guidelines.

Executive Summary

Working with EOO Departments, ICF conducted a gap analysis of all Department Emergency Plans and made specific recommendations to bring those plans into NIMS compliance. Additionally, to be consistent with NIMS requirements, EMD developed new NIMS Compliant Department Emergency Plan Guidelines for departments to reference when revising their department emergency plans. Lastly, in order for the City to become NIMS compliant in a timely manner, EMD, in consultation with the Planning Subcommittee, is proposing that all city departments comply with the new Guidelines by January 31, 2009.

Attachment

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: May 12, 2008

To: William J. Bratton, Chair
Emergency Operations Board

Emergency Operations Board Members

From: Anna Burton, Executive Assistant
Emergency Operations Board

Subject: **2008 CITY OF LOS ANGELES ANNUAL EMERGENCY PREPAREDNESS
EXERCISE AFTER ACTION REPORT**

Recommendation

That the Emergency Operations Board, as recommended by the Emergency Management Committee, approve and forward to the Mayor for transmittal to the City Council, the 2008 City of Los Angeles Annual Emergency Preparedness Exercise After Action Report.

Executive Summary

On January 29, 2008, the Emergency Management Department (EMD), in cooperation with the Los Angeles Police and Fire Departments, led a Table Top Exercise as a focused session within the all Assistant General Managers quarterly meeting. This exercise was based on a catastrophic earthquake along the San Andreas Fault. The scenario is the same being used by the State of California in the November 2008 Golden Guardian Exercise.

This table top exercise assisted executive staff as they worked through policy level issues related to staffing, personnel and site management. The capability of a department to deal with a catastrophic incident utilizing specific Immediate Action Steps for Continuity of Operations /Continuity of Government (COOP/COG) plans was also reviewed. Secondly, this exercise was designed to support citywide efforts related to upcoming Recovery and Reconstruction projects.

The Emergency Operations Center was not activated for this exercise.

The attached 2008 City of Los Angeles Annual Emergency Preparedness Exercise After Action Report summarizes exercise points of discussion. EMD will track areas recommended for improvement and, as appropriate, report back through the Emergency Operations Organization.

FISCAL IMPACT STATEMENT

Approval of this report will have no impact on the City's General Fund.

Attachment

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: May 12, 2008

To: Anna Burton, Chair
Emergency Management Committee

Emergency Management Committee Members

From: Chris Ipsen, Emergency Preparedness Coordinator II
Emergency Management Department

Subject: **2008 CITY OF LOS ANGELES ANNUAL EMERGENCY PREPAREDNESS
EXERCISE AFTER ACTION REPORT**

RECOMMENDATION

That the Emergency Management Committee approve the 2008 City of Los Angeles' Annual Emergency Preparedness Exercise After Action Report and forward to the Emergency Operations Board for approval at its next regularly scheduled meeting.

EXECUTIVE SUMMARY

The San Andreas Earthquake Exercise was led by staff of the Emergency Management Department, supported by the City's Emergency Operations Organization.

It was a table top exercise that assisted executive staff to work through issues that address at policy level, the capability of its department to deal with a catastrophic incident utilizing specific Immediate Action Steps for Continuity of Operations /Continuity of Government (COOP/COG) issues. Secondly, to begin preparing the City executives for Recovery and Reconstruction issues resulting from the Golden Guardian 2008 Exercise in November 2008. The Emergency Operations Center was not activated for this exercise.

FISCAL IMPACT STATEMENT

Approval of this report will have no impact on the City's General Fund.

Attachment

After Action Report San Andreas Earthquake Tabletop Exercise January 29, 2008

EXECUTIVE SUMMARY

Homeland security preparedness involves a cycle of outreach, planning, capability development, training, exercising, actual responses to events both planned and unplanned, evaluation, and improvement. The primary purpose of this exercise was to ensure that all departments and agencies of the City of Los Angeles have the capability to initially respond to a catastrophic incident utilizing specific Immediate Action Steps for Continuity of Operations /Continuity of Government (COOP/COG) issues. Secondly, to begin preparing the City executives for Recovery and Reconstruction issues resulting from the Golden Guardian 2008 Exercise in November 2008. This After-Action Report (AAR) is intended to assist the Los Angeles Emergency Operations Organization (EOO) in striving for preparedness excellence by documenting the information brought forth during the discussion.

Additional exercise objectives were:

- To confirm what City departments' immediate action steps would be after a 7.8 earthquake occurred on the San Andreas Fault.
- To determine what procedures Departments have put into place to ensure the continuity of operations, including caring for family members of staff.
- To take back any Best-Practices shared or developed during this exercise and incorporate them into your Department's current COOP/COG plan.

EXERCISE EVENTS SYNOPSIS

Check in started at 7:30 a.m. The exercise began at 8:30 a.m. with introductions and a discussion of the exercise process, followed by the presentation of the scenario. The scenario was a simulated 7.8 earthquake on the southern San Andreas Fault.

The participants were divided into three groups: Response, Support, and those with a Geographic Responsibility. All groups were given the earthquake scenario and asked a series of discussion questions regarding how their agency would respond to the event. Each group discussed the same questions and had several facilitators to assist them. The players answered each question for their agency. Each group then presented its answers to the entire group. The questions asked were:

1. *What are your Department's specific Immediate Action Steps?*
2. *What procedure does your Department have in place to ensure the continuity of department operations, including caring for the family members of Department personnel?*
3. *How are you going to communicate what the City's plan are for mass care and shelter, housing, and individual assistance to the private relief organizations and to the affected citizens?*
4. *What process is being utilized to gain and maintain accurate situational awareness and to begin gathering accurate damage assessment information?*

Battalion Chief Joe Castro of the Los Angeles Fire Department was the lead facilitator; he queried each group's rationale for some of its answers and asked follow-up questions.

Best Practices

There were several best practices identified by the facilitators and evaluators for each discussion question.

What are your Department's specific Immediate Action Steps?

- If departments work with contractors, they should assess the status of contractor provided direct services in order to see if they are operational or when they will return to operational status (contractors utilized for senior citizens services, i.e., delivery of meals, medication).
- Departments with the responsibility of assessing the damage following a catastrophic earthquake will deploy Damage/Safety Assessment Teams to inspect damage to facilities.
- At the Convention Center, a perimeter would be established to ensure no one gets back in center once evacuated.
- If required to evacuate, departments should have floor wardens that are trained through the Building Emergency Education Program (BEEP).

What procedure does your Department have in place to ensure the continuity of department operations, including caring for the family members of Department personnel?

- Allow employees to bring children to work, if child care is an issue.
- City departments should provide emergency personal preparedness training for their employees.
- Departments should set up an out of the area telephone number for emergency reporting instructions for employees.
- Departments should issue Government Emergency Telephone System (GETS) Cards to employees deemed as essential by management.
- If possible, departments should develop a system for their employees to be able to telecommute.
- Employees that are not utilizing Direct Deposit will experience problems with receiving their regular compensation.

How are you going to communicate what the City's plans are for mass care and shelter, housing, and individual assistance to private relief organizations and to affected citizens?

- Community Development Department has psychological professional contractors for people that require assistance on coping with their issues/problems after a disaster.
- CERT volunteers may be used to assist city departments where and when employees cannot report to work.
- If needed, GSD will maintain and manage hotel contracts and agreements for housing purposes.
- Use the City's 311 center and web site as a resource for distribution of public information.
- City departments have resources that can be utilized after a catastrophic earthquake, such as the Zoo's Concession Warehouse and Parking Lot will be made available to other departments for support.

What process is being utilized to gain and maintain accurate situational awareness and to begin gathering accurate damage assessment information?

- Departments should consider text messaging as an option to provide information due to its use of low bandwidth.
- Use geographical information systems (GIS) maps to indicate incident hot spots, operational and non-operational shelters.
- The Mayor's Office is prepared to utilize The Mayor's Media Relations Group to address the citizens and become the face of the disaster.
- LAPD will deploy its air ship to provide updates to the EOC on the City's situation.

PART 4: SUMMARY AND CONCLUSION

It is clear that many City departments have given much thought to preparing for and responding to major emergencies. However, the level of preparedness is not consistent across departments.

Ideally, each department should be prepared in the following areas:

COMMUNICATIONS PLAN

An emergency such as the one depicted by this scenario, in which land line and cellular communications are disrupted, require that departments' executive management have some other means of communicating with at least its most essential employees and each other. Some ideas mentioned above include various types of radios and wireless texting/push emailing using Blackberries and other cellular devices. The weakness of 800 MHz radios are their limited range, while push-to-talk systems rely on cellular antennas. The advantage of wireless instant messaging (texting)/emailing over voice calls is that the former uses much less bandwidth. It takes less than 1 second to transmit a text message/email. Therefore, if cellular service is spotty, there is less chance of a text message being dropped. The BlackBerry system may be even more reliable since it uses an additional, proprietary text messaging system called PIN to PIN messaging. The BlackBerry texting system does not rely on cellular service and therefore can be used even when cellular service is unavailable. The drawback is that users need to know the unique PINs of the devices they are attempting to send messages to.

There must also be a plan for disseminating information to department employees when normal modes of communication are available, particularly when an emergency occurs when most employees are not at work. This can include phone trees, an informational phone number with taped messages updated as needed, and an informational webpage, also updated as necessary.

EMPLOYEE WELFARE

History suggests that employees will not come to work during an emergency if that means leaving their families in need or insecure. Therefore departments wanting the maximum number of its employees to respond to work after a major emergency need to take steps to encourage its employees to be even more prepared for emergencies than the public are. Methods include training, incentives, and free emergency supplies for an employee's home or vehicle. The responses above indicate many departments are in the process of making their employees more self sufficient.

A number of policy issues were brought up during the discussion Lack of childcare was mentioned as a possible impediment to employees coming to work. Will departments allow employees to bring their children to work because schools or childcare facilities

are closed? Another issue is employee safety at work. What plans do departments have in place to support employees that must be at work for extended periods of time? Do policies exist to protect employees coming to work during a flu pandemic? These and other personnel issues should be at least considered if not resolved before a major catastrophe occurs.

DAMAGE/SAFETY ASSESSMENT

Many departments have plans to assess damage to facilities and equipment. A few also have plans for using alternate work locations, though the lack of available City facilities is problematic. Multiple work shifts using the same facilities (two or three employees sharing a desk and computer), use of notebook computers and telecommuting are possible options to a shortage of workspace for office employees that could be considered. Solutions should be included in department emergency plans.

DATA BACK-UP

A number of departments stated that they back up their data. However, few back up data to distant locations that would be unaffected by the earthquake in this scenario. Ideally, departments should also back up important data or documents stored in microfiche, microfilm and paper files. At least one department mentioned backing up documents on flash drives that key employees carry with them.

CONCLUSION

The most likely catastrophe that could occur in the City of Los Angeles is a mega earthquake such as the one described in this exercise. This report documents the fact that many City departments and agencies take preparedness seriously and have given thought to how they would respond to such an event. Yet it is also clear that for many other departments and agencies, the preparation is not totally complete. This AAR's Best Practices should be incorporated into City Departmental Emergency Plans where applicable.