

**AGENDA**  
City of Los Angeles  
EMERGENCY OPERATIONS BOARD

**REGULAR MEETING**

Tuesday, September 17, 2019  
3:00 P.M.  
Media Center Conference Room  
Emergency Operations Center  
500 E. Temple Street, Los Angeles, CA 90012

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Members of the public are invited to address the Emergency Operations Board on any item on the agenda prior to action by the Board on that specific item. Members of the public may also address the Board on any matter within the subject matter jurisdiction of the Board. The Board will entertain such comments during the Public Comment Period. Public comment will be limited to two (2) minutes per individual for each item addressed, unless there are more than ten (10) comment cards for each item, in which case the public comment will be limited to one (1) minute per individual. The aforementioned limitation may be waived by the Chair of the Board.

*(NOTE: Pursuant to Government Code Section 54954.3(b) the legislative body of a local agency may adopt reasonable regulations, including, but not limited to, regulations limiting the total amount of time allocated for public testimony on particular issues and for each individual speaker.)*

Members of the public who wish to address the Board are urged to complete a Speaker Card and submit it to the Executive Assistant prior to commencement of the public meeting. The cards are available at the sign in table at the meeting or the Emergency Management Department public counter, Room 1533, City Hall. However, should a member of the public feel the need to address a matter while the meeting is in progress, a card may be obtained from the Executive Assistant to the Board, who will submit the completed card to the Chair of the Board prior to final consideration of the matter.

It is requested that individuals who require the services of a translator contact the Board Secretary no later than the day preceding the meeting. Whenever possible, a translator will be provided.

Sign language interpreters, assistive listening devices, or other auxiliary aids and/or services may be provided upon request. To ensure availability, you are advised to make your request at least 72 hours prior to the meeting you wish to attend.

NOTE: The meeting is tape-recorded and the tape is kept for 30 days.

- I. Declaration of Quorum; Introductions; Approval of July 16, 2019 Minutes
- II. Action Item
  - A. 2019 City of Los Angeles Emergency Operations Plan, Annexes and Appendices Revision – Larry Meyerhofer**  
  
Recommendation  
  
That the Emergency Operations Board, as recommended by the Emergency Management Committee at its August 7, 2019 meeting, approve and forward to the Mayor and the Council as information items the following revised plan and annexes:  
  
City Emergency Operations Plan (EOP)  
Early Warning and Notification Annex  
Adverse Weather Annex  
Terrorism Prevention and Protection Annex
- III. Information Items
  - A. Training and Exercise Report – Gary Singer
  - B. Continuity of Operations Plans Training and Exercises – Gary Singer
  - C. Leighton Street Fire Incident Shelter Operations – Rob Freeman
  - D. Other Announcement – Board Members
- IV. Presentations (as requested)
- V. Public Comment Period
- VI. Adjournment

*Upon request, sign language interpretation, real-time translation services, agenda materials in alternative formats, and other accommodations are available to the public for City-sponsored meetings and events. All requests for reasonable accommodations must be made at least three working days (72-hours) in advance of the scheduled meeting date. For additional information, contact the Emergency Management Department at (213) 485-2121.*

**CITY OF LOS ANGELES**

INTER-DEPARTMENTAL CORRESPONDENCE



Date: September 10, 2019

To: Michel Moore, Chair  
Emergency Operations Board

Emergency Operations Board Members

From: Rob Freeman, Executive Assistant  
Emergency Management Department

A handwritten signature in blue ink, appearing to read "Rob Freeman".

Subject: **2019-2021 CITY OF LOS ANGELES EMERGENCY OPERATIONS PLAN, ANNEXES AND APPENDICES REVISION**

**Recommendation**

That the Emergency Operations Board, as recommended by the Emergency Management Committee at its September 4, 2019 meeting, approve and forward to the Mayor and the Council as information items the following revised plan and annexes:

- Comprehensive Emergency Operations Plan (EOP)
- Adverse Weather Annex
- Terrorism Prevention and Protection Annex
- Early Warnings and Notifications Annex

**Summary**

Federal guidelines require that the City of Los Angeles update its Emergency Operations Plan, Annexes, and Appendices every two years. The Emergency Management Department (EMD), identified as the lead City agency for emergency preparedness by the Administrative Code, oversees this process and has created a schedule to comply.

During the review and update process, pertinent departments were asked to update their sections of the plans. The Planning Subcommittee, represented by various City agencies, has also been given an opportunity to review and discuss these plans in an open forum. EMD requests that the EOB approve these plans and forward them to the Mayor and the Council.

Below is the Executive Summaries for each Plan and Annex:

**EXECUTIVE SUMMARY**  
**COMPREHENSIVE EMERGENCY OPERATIONS PLAN (EOP)**

The Comprehensive Emergency Operations Plan (EOP) addresses the City's response from small to large scale emergency situations associated with natural disasters or human-caused emergencies. It is established in accordance with Division 8, Chapter 3 of the Los Angeles Administrative Code (LAAC) and the California Emergency Services Act. The EOP is consistent and compatible with the State of California Emergency Plan.

The Comprehensive Emergency Operations Plan (EOP) does accomplish the following objectives:

- Assigns responsibility to organizations and individuals for carrying out specific actions at projected times and places in an emergency that exceeds the capability or routine responsibility of any one agency
- Sets forth lines of authority and organizational relationships, and shows how all actions will be coordinated
- Discusses the process for rendering mutual aid
- Discusses how resources are mobilized
- Discusses how the public will be informed
- Discusses the process to ensure continuity of government during an emergency or disaster
- Details the interagency coordination between local, state and federal responding agencies and organizations as related to natural disasters and human-caused emergencies

**Initial Size-up**

The Initial Size-Up phase of response occurs when pre-identified stakeholder departments (public safety and critical infrastructure) take precautionary measures to ensure response capability or take immediate mitigation measures.

When a disaster occurs, response agencies are alerted by the public through 9-1-1, an EOC duty officer, the California State Warning Center, or other methods. First responders are then notified of the incident. Upon receiving an alert, response agencies notify response personnel.

**Initial Response**

During this phase, warning systems may be activated, evacuation may begin and resources are mobilized as necessary. Immediate response is accomplished within the affected area by the City and segments of the private sector. First responders arrive at the incident and function within their established field level plans and procedures. The responding agencies will manage all incidents in accordance with ICS organizational structures, doctrine and procedures. Details on specific activities, techniques and procedures necessary to accomplish assigned tasks are included in department plans and SOPs.

### Expanded Response

In the event a disaster occurs, the following actions may be taken by the City of Los Angeles:

- Establishment of an Incident Command
- Activation of the Multiagency Coordination Systems (MACS)
- Activation of the City of Los Angeles Emergency Operations Center (EOC)
- Activation of the Los Angeles Operational Area (OA) Emergency Operations Center (EOC)
- Activation of the Joint Information Center (JIC)
- Activation of Department Operations Centers (DOCs), depending on the department that is impacted.

### Immediate Recovery

Recovery responsibilities and activities are delineated into Recovery Support Functions (RSFs) in accordance with the National Disaster Recovery Framework (NDRF). Specific recovery strategies and procedures based on the RSFs are documented in the Recovery Annex of the EOP.

### Summary

The concepts presented in this plan emphasize response operations. Response embodies the actions taken in the immediate aftermath of an incident to save and sustain lives, meet basic human needs, and reduce the loss of property and the effect on critical infrastructure and the environment. This plan is part of a larger planning framework that supports emergency management within the state of California. Through an integrated framework of emergency plans and procedures involving all stakeholders in the emergency management community, Los Angeles will promote effective planning and coordination prior to an emergency, thereby ensuring a more effective response and recovery.

### *Record of Changes*

Plan/Annex/Appendix	Page # & Action Taken/Comments
Comprehensive Emergency Operations Plan (EOP)	<ul style="list-style-type: none"><li>- Page 15: Updated Vulnerabilities (Fire)</li><li>- Page 19: Updated Vulnerabilities (Terrorist Attack, Cyber-Attack)</li><li>- Page 97: Updated City Roles &amp; Responsibilities (City Clerk #5)</li><li>- Page 98: Updated City Roles &amp; Responsibilities (DOD #9)</li></ul>

**EXECUTIVE SUMMARY**  
**ADVERSE WEATHER ANNEX**

The Adverse Weather Annex details government's responsibilities for the management of an adverse weather event. The Annex can be used in conjunction with other annexes and plans designed for the protection of the population. Information contained in the plan is applicable to all locations and to all agencies, organizations, and personnel with adverse weather responsibilities within the City of Los Angeles.

The Annex has been developed to meet the following objectives:

- Provide a concept of operations and identify roles and responsibilities for each appropriate department within the City of Los Angeles.
- Define procedures for rapid notification and response of City departments, stakeholders and the public in the event of an adverse weather emergency.
- Identify actions that can be accomplished within a few hours to a few days to mitigate any adverse weather impact.
- Ensure consistency with the State of California, the Los Angeles County Operational Area, and other local governments' emergency response plans and operations.
- Ensure consistency with the NWS weather related terminology and forecasts.

**Initial Size-up**

This phase occurs when pre-identified stakeholder departments (public safety and critical infrastructure) assess the current weather data and take precautionary measures to ensure response capability or take immediate mitigation measures. These pre-identified departments will also provide the initial elements of the City's situational awareness by providing impact assessments from the severe weather conditions, or if there was no warning time, initial field observations or critical infrastructure assessments. This initial size-up phase may involve a check-in or convening of the City's Adverse Weather Task Force representatives and scheduling of a Citywide Coordination Conference Call.

Immediately following a severe adverse weather warning or occurrence, pre-identified departments will immediately perform certain pre-planned functions. In addition, all City Departments will follow the policies and procedures as outlined in their individual Department Emergency Plan regarding the release, recall, or assignment of personnel in an emergency situation.

**Initial Response**

This phase occurs when departments perform an internal Continuity of Operations Plan (COOP) assessment, take initial safety precautions for personnel, and begin life safety, evacuation, and rescue activities as well as other initial response operations. Departments will initially implement their Department Emergency Plan and perform personnel accountability, including determining the release, recall, or reassignment of personnel. After determining the readiness of the department, Departments will then activate their emergency plans or SOPs to ensure the immediate mitigation measures and

ensure response capability. Public safety departments will begin to prioritize calls for service, concentrating on response efforts with life preservation/life safety as a primary response action and property conservation as a secondary response action. Other departments with essential core City services will begin their response actions.

All communications with the public will follow the standards established by the **Early Warning and Notification** and/or **Emergency Public Information Annexes** to the City Emergency Operations Plan. All public information resources and procedures ensure that notifications are communicated to the whole community.

If the scale of the adverse weather incident meets the criteria, the EOC is activated. The role of the EOC is the coordination of resources to support the Field Command during incident response and recovery along with providing situational awareness to all stakeholders. The EOC Director is filled by the appropriate department with primary incident responsibilities during that phase of the operation. The EOC may transfer EOC leadership to different departments throughout multiple Operational Periods, based on the phase and objectives of the response. For example, during the initial life preservation/life safety phase of the incident, the LAFD may be the lead department as the EOC Director. This role may be filled by LAPD if a civil unrest situation occurs. As life safety and property issues are dealt with, the transfer of the lead role as EOC Director could go to another department. An example would be a transfer to the Los Angeles Department of Water and Power (LADWP) or EMD during the recovery phase for restoration of water and power services. Another example of a change of leadership would be the Department of Public Works assuming the EOC Director role for an incident requiring extensive debris removal.

Mutual aid is also an option if City resources are exhausted, overwhelmed or there is a need for specialized equipment or Subject Matter Experts (SMEs). The request for additional or specialized resources may be conveyed from a field Incident Commander to their respective Department Operation Center (DOC) and then to the EOC. From there, EOC staff will follow predefined protocols for requesting and activating mutual aid within the region through SEMS to the Los Angeles County Operational Area (LAC OA) EOC or LAC Office of Emergency Management (OEM). The State can activate California Emergency Support Functions (ESFs) in support of local jurisdiction incident response and recovery.

If federal resources are requested, or if the incident is catastrophic, the federal government can activate its ESFs in support of the incident. Coordination of federal ESF efforts will be done at a Joint Field Office established by FEMA. Locally, both State and federal ESF response will be managed in a coordinated effort between the City, County, and the State.

### **Expanded Response**

Expanded response is the phase of response that goes beyond the initial response activities. This includes such response efforts as continued COOP assessment, restoration of vital services, sheltering operations, critical debris removal and long-term sustained response operations.

### **Short-Term Recovery**

During an adverse weather event, short-term recovery efforts begin almost immediately. They are prioritized however, against initial life preservation and life safety response. The initial response efforts will most likely be a joint response between City departments with LAFD and/or the LAPD in the lead role or in a Unified Command role.

The key objectives of short-term recovery are to stabilize the situation, ensure continuity of essential government services, restore services related to health/safety, implement critical infrastructure recovery plans, and implement community/economic restoration. These include restoration of vital services including water, electricity, natural gas, sewer services, communications, and support to start restoration of homes, jobs, services and critical facilities quickly and efficiently. The first recovery actions are closely linked with emergency response processes. All actions described in the response phase as secondary emphasis are actually recovery efforts.

Additional short-term recovery efforts include extending sheltering operations for displaced residents, including transition and relocation into short-term or intermediate to long-term temporary housing. Successful Citywide recovery is dependent on systematic planning for the restoration of services, housing and economic vitality. The City will assist in rebuilding safely and wisely, which will reduce future hazards and optimize community improvements.

**Summary**

The impacts of an adverse weather event depend on the specifics of the incident. While adverse weather events occur with regularity and often produce relatively minor impacts across the city, any adverse weather event has the potential to cause widespread issues and cascading impacts on safety and key infrastructure.

***Record of Changes***

Plan/Annex/Appendix	Page # & Action Taken/Comments
Adverse Weather Annex	<ul style="list-style-type: none"> <li>- Page 6 – 7: Updated background information and significant events.</li> <li>- Page 10: Updated graphic</li> <li>- Page 20 – 33: Updated department roles and responsibilities sections as per department edits and revisions.</li> <li>- Page 33 – 34: Updated EMD roles and responsibilities section; removed reference to 1-800 number; added information about 3-1-1.</li> <li>- Page 38 – 71: Updated department roles and responsibilities sections as per department edits and revisions.</li> <li>- Page 92 – 95: Updated table of acronyms to reflect all acronyms referenced in plan.</li> <li>- Page 96 – 99: Updated Attachment B: Southern California Climate Information, specifically sections on excessive heat and Santa Ana winds.</li> <li>- Page 103 – 106: Revised Hot Weather Response Phases to reflect new EOC activation levels.</li> <li>- Page 109 – 112: Revised Cold Weather Response Phases to reflect new EOC activation levels.</li> <li>- Page 113 – 117: Revised City of Los Angeles Adverse Weather Sheltering SOP to reflect RAP edits.</li> </ul>



**EXECUTIVE SUMMARY**  
***Terrorism Prevention and Protection Annex***

The Terrorism Prevention and Protection Annex describes the City of Los Angeles' general concept of operations for increasing security measures for City facilities and personnel in the event that the City becomes aware of a credible terrorist threat. This Annex is not designed as a response plan to acts of terrorism or a plan to direct pre or post incident investigative actions.

The Terrorism Prevention and Protection Annex has been developed to meet the following objectives:

- Provide a concept of operations and identify roles and responsibilities for each appropriate department within the City of Los Angeles specific to the hazard.
- Identify methods and procedures necessary for the rapid notification of City departments and the public when a terrorism threat is verified.
- Identify actions that can realistically be accomplished within a few hours to a few days to mitigate any adverse impact.
- Ensure consistency with Federal, State of California, the Los Angeles County Operational Area, and other local government's emergency response plans and operations.

**Response**

When a credible terrorist threat becomes known, the initial action is for City departments to increase security for its employees through appropriate communication to them of the potential threat and increase security to its critical facilities.

Appropriate Information will be shared in multiple, accessible formats with private sector partners so they can initiate protective operating procedures, and to the general public to encourage reporting of any suspicious activities or behaviors that may be related to the threat.

**Expanded Response**

In the event the terrorist attack occurs, the following actions may be taken by the City of Los Angeles:

- Activation of the City of Los Angeles Emergency Operations Center (EOC)
- Activation of the Joint Information Center (JIC)
- Activation of additional response annexes or appendices

**Summary**

The Terrorism Prevention and Protection Annex is a plan limited to actions to be initiated upon notification by LAPD that a credible threat exists. Because this annex was reviewed and modified less than two years ago, minimal changes have been made in this round.

**Record of Changes**

<b>Plan/Annex/Appendix</b>	<b>Page # &amp; Action Taken/Comments</b>
Terrorism Prevention and Protection Annex	<ul style="list-style-type: none"><li>- Cover Page: Updated the document date</li><li>- Page 23: Replaced RACR with Department Operations Center (DOC)</li><li>- Various pages: various typographical errors and awkward phraseology</li></ul>

**EXECUTIVE SUMMARY**  
**EARLY WARNINGS AND NOTIFICATIONS ANNEX**

The City of Los Angeles emphasizes the use of early warnings and notifications. These warnings shall be made available for public consumption by way of the various departments and agencies within the City and beyond. By focusing a concerted effort upon the distribution of such warnings and notifications, the public will be better prepared should disaster strike.

The Appendix has been developed to meet the following objectives:

- Provide a concept of operations and identify roles and responsibilities for each appropriate department within the City of Los Angeles.
- Define communication methodologies and procedures necessary for the rapid notification of City departments and the public in the event of an emergency that requires early warnings and notifications. Identify actions that can realistically be accomplished within a few hours to a few days to mitigate any adverse impact.
- Ensure consistency with Federal, State of California, the Los Angeles County Operational Area (OA), and other local governments' emergency response plans and operations.

Prior to or during an emergency or significant incident, managing public information is essential in keeping the public informed about:

- What has happened
- What actions City government and emergency response agencies have taken
- What the public needs to know and do in response to the emergency or significant incident

**Early Warnings and Notifications Dissemination Tools**

Each department, unless otherwise stipulated, is the sole owner/operator of their respective messaging tools/systems and has complete control over its functionality when the Emergency Operations Center (EOC) is not activated. The City of Los Angeles has multiple, accessible, redundant warning and notification systems that it will utilize to reach the public for warnings, notification, and support, including:

- **NotifyLA**  
NotifyLA is a mass notification system owned by the City of Los Angeles that has the capability to make phone calls to landlines and cell phone and to send text messages, faxes and emails. NotifyLA is authorized for use only when there is a need to disseminate critical, safety-related information to individuals within a short timeframe. The system is used when the public is asked to take a course of action.
- **Everbridge Notification System**  
Everbridge is a messaging platform that allows for the distribution of messages from government agencies to the public. This is a subscription-only service. Several departments throughout the City of Los Angeles utilize this system to distribute early warnings and notifications to members of the public who have signed up for the notification system. The Everbridge Notification System is an internal communication system.
- **Social Media**  
Early warnings and mass notification-like messages will also be distributed via already

established social media handles. City departments and agencies will utilize Facebook, Foursquare, Twitter, YouTube, Instagram, Nextdoor, Flickr, and LinkedIn to disseminate early warnings and mass notification-like messages. The annex details the social media sites that will be utilized, as well as the protocol for the release of early warnings and notifications, messaging, and ownership of each tool.

- **Traditional Media**

Traditional media is utilized by all departments and agencies within the City of Los Angeles, as well as supporting county and state agencies. Despite the wide variety of tools available, traditional media, such as newspaper and television interviews, press release dissemination, etc. will continue to be utilized in times of crisis or perceived crisis.

- **Websites**

Websites allow for departments/agencies to post an unlimited amount of emergency information. Websites can be used to post maps and directions to shelter locations, etc., and contain links to more information on the crisis at hand.

- **Email Distribution Lists**

Stakeholder email distribution lists are kept and updated regularly as one method to support outreach and communication. Utilizing these lists becomes vital as part of the information sharing process to reach the widest possible public audience. These lists can be utilized in virtually any emergency situation where advisories and information sharing to the public warning is needed and where stakeholders play a vital role in mitigating safety concerns.

### Summary

Emergency situations will require more than one early warning and notification messaging distribution tool in order to accurately and efficiently reach the whole population of Los Angeles. This may also mean that more than one agency will be responsible for the distribution of early warnings/notifications to the public. Should this be the case, agencies must collaborate in order to ensure that only one, citywide message is crafted and distributed in conjunction with the Mayor’s office to maintain consistency and accuracy.

### *Record of Changes*

Plan/Annex/Appendix	Page # & Action Taken/Comments
Early Warnings and notifications annex	-Page 14: Updated the Los Angeles Police Department’s Communication Division -Page 16: Deleted section on Email Distribution List -Page17: Updated the Los Angeles Fire Department section to clarify the LADWP Life Support Equipment Discount Program -Page 17: Deleted section from the Email Distribution List for POLA about the media and stakeholder contacts. -Page 19: Updated the Online News Room section to include JETTY rather than PIER and clarified proper terminology for communication staff -Page 20: Deleted part of the Facebook

section

-Page 26: Deleted part of the website section referring to EMD alerts and added EMD department website.

-Page 28: Updated website section to include an updated intranet website

-Page 29: Updated organization and assignment of responsibilities to expand on tools to distribute early warnings and notifications.

-Page 30: Updated section on organization and assignment of responsibilities by removing specific social media platforms.

-Page 31: Updated social media to include additional platforms

