

City of Los Angeles

EMERGENCY OPERATIONS PLAN



BRUSH FIRE

Hazard Specific Annex

March 2018



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ANNEX DEVELOPMENT AND MAINTENANCE

This Annex is developed in support of the City of Los Angeles Emergency Operations Plan to facilitate response to brush fire emergencies.

This Annex is developed in cooperation and with input from the City departments with primary response/support activities, as well as input from appropriate non-City agencies with identified activities related to brush fire emergencies.

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

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

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

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

APPROVAL AND IMPLEMENTATION

This document is a Hazard Specific Annex to the City of Los Angeles Emergency Operations Plan (EOP). It serves as either a stand-alone plan or companion document to an applicable Hazard Specific Response Annex to the EOP. The Annex was developed with input from all applicable City of Los Angeles departments and allied stakeholders. Upon completion, it is reviewed by the City's Emergency Management Committee. When approved by the Emergency Management Committee, it presents the document to the Emergency Operations Board (EOB) with a recommendation for approval. Upon review and approval by the EOB, the document goes to the Mayor of the City of Los Angeles with a recommendation to approve and forward to the City Council for adoption.

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

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

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

CITY EMERGENCY OPERATIONS PLAN/ANNEX CROSS REFERENCE

During the response to this identified hazard, the following functional support shall be used as deemed necessary:

- Throughout this document, where public information and communication with the public is referenced, see the **Emergency Public Information Annex**.
- Where internal communications systems are referenced, see the **Communications Annex**.
- Where early warning and notification is referenced, see the **Early Warning and Notification Annex**.
- Where sheltering, mass care, mass feeding and the provision of functional needs support services (FNSS) are referenced, see the **Mass Care and Sheltering Annex; Resettlement Processing Center Annex; and the Logistics Annex**.
- Where reference is made to evacuations, see the **Evacuation Annex**.
- Where reference is made to Federal, State, Local or Non-Governmental Organizations providing recovery information, see the **Local Assistance Center Annex and Recovery Annex**.
- Where reference is made to response and restoration of critical infrastructure, see the **Critical Infrastructure Annex**.
- Reference may be made to other hazard specific annexes; the **Tsunami Annex, Earthquake Annex, Adverse Weather Annex, Urban Flooding Annex, Off-Airport Major Aircraft Response Annex, Debris Flow Annex, Civil Disturbance Annex, Terrorism Prevention & Protection Annex** and the **CBRN Annexes (Chemical, Biological, Radiological, and Nuclear)**.
- All actions related to fulfilling the purpose of this Annex will adhere to the City of Los Angeles Citywide Americans with Disabilities Act (ADA) guides, documents, and checklists.
- Where City Departments have tasks assigned relative to this Annex, please refer to that specific department's Standard Operating Procedures.

BACKGROUND

Due to the topography, climate, and fuel sources of Southern California, the City of Los Angeles is susceptible to potentially devastating brush fires. Los Angeles is located on a hilly coastal plain. The Pacific Ocean bounds the City to the West and South. The City stretches to the Santa Monica Mountains to the North and San Gabriel Mountains to the East. The numerous canyons and valleys throughout the region cause diverse climate conditions. Because of the steep terrain and the tendency for brush fires to burn rapidly uphill, the potential is great for a small fire to increase in size quickly.

Historically, drought conditions, low humidity and high winds have contributed to the ignition and rapid propagation of brush fires. According to the National Weather Service (NWS), from 1878-2008 the average rainfall annually was 14.99 inches. The lack of rainfall in the Los Angeles Basin causes the tinder-like brush of the topography to become dry and easily ignitable. Additionally, intrusive non-native vegetation that has been introduced into the area re-grows every year causing a build-up of potential brush fire fuel. At particular times of the year, this dry vegetation combined with the Santa Ana Winds creates an environment where brush fires are highly likely. The NWS defines Santa Ana Winds as, "A weather condition in which strong, hot, dust-bearing winds descend to the Pacific coast around Los Angeles from inland desert regions."² These conditions are most prevalent during the fire season which is generally accepted as the months of July through November; however, the Santa Ana Winds can occur year round.

² National Weather Service Glossary <http://w1.weather.gov/glossary/index.php?letter=s>

I. PURPOSE, SCOPE, SITUATION, AND ASSUMPTIONS

A. Purpose

This Annex details government's responsibilities for managed and communicated response. This Annex can be used in conjunction with other plans designed for the protection of the population. This Annex is applicable to all locations and to all agencies, organizations, and personnel with communications responsibilities. Organizations, operational concepts, responsibilities, and procedures, regarding brush fire capabilities are defined within this Annex.

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 necessary for the rapid notification of City departments and the public in the event of a brush fire related emergency. 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 governments' emergency response plans and operations.

B. Scope

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

This Annex is applicable to Los Angeles City departments with Emergency Operations Organization (EOO) responsibilities and other departments with essential resources. Of particular importance to this document are:

- ☐ City Departments with emergency public safety functions
- ☐ City Departments having routine interaction with the public
- ☐ City Departments performing emergency public safety or other critical services

C. Situation Overview

1. Characteristics
 - a) Location

The City of Los Angeles covers 498 square miles with approximately 468 square miles of land (214 square miles of which are hills and mountains) and approximately 29 square miles of water. The San Gabriel and Santa Susana Mountains bound the City on the North and the Santa Monica Mountains extend across the middle of the City. The Palos Verdes Hills and Pacific Ocean bound the City on the South and West.

b) Demographics

According to the California Department of Demographic Research Unit's "*E-1 Population Estimates for Cities, Counties, and the State*"³, the 2016 population estimate for the City of Los Angeles is 4,030,904. This breaks down to approximately 8094 persons per square mile³.

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

This plan will use the phrase *people with disabilities and others with access and functional needs* to describe both those that meet the definition of disability as well as people who may or may not meet the definitions of civil rights laws or some of the 60 plus diverse definitions of disability. ⁴ The definitions for people with disabilities as well as others with access and functional needs are provided below:

People with Disabilities

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

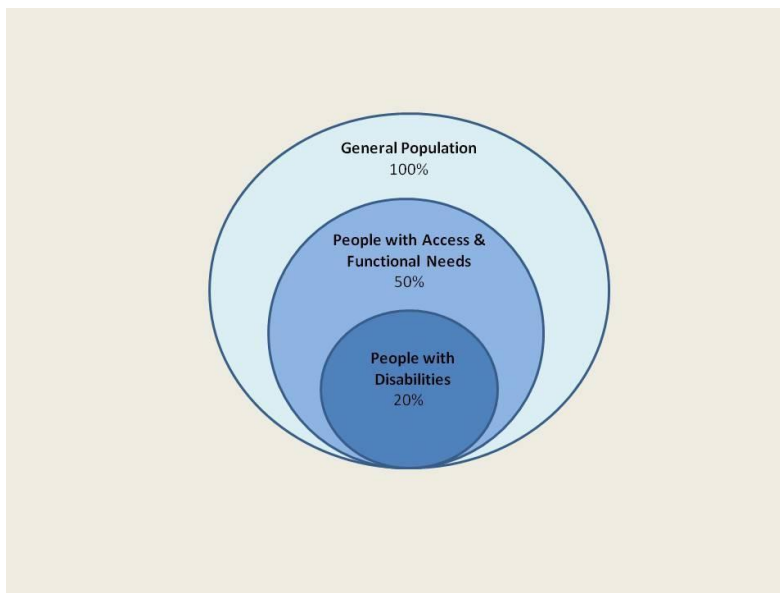
Others with Access and Functional Needs

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

³ Los Angeles Department of Public Health, "Adult Disability in Los Angeles County." LA Health. Sept. 2006}

access and functional need, but not everyone with an access and functional need has a disability.

The image below clarifies the relationship in these definitions.



2. Vulnerabilities

The City of Los Angeles has multiple, accessible, redundant warning and notification systems that it will utilize to reach the public for warnings, notification, and support. Factors to consider are the type of disaster, the vastness of the population, and the terrain in areas of Los Angeles. In some instances, the consequences of a disaster along with terrain, and the geographical area, may impact the effectiveness of notification systems.

The City of Los Angeles recognizes that disasters may exhaust local resources. The City will also continue to develop Memorandums of Understanding (MOU), Memorandums of Agreement (MOA), and contract amendments with private vendors to increase response capability and available resources.

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

D. Assumptions

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

- ☐ All City, state, and federal processes, procedures, and protocols reflected or referenced in this document were current as of the date of approval of this Annex. Before implementing this Annex, confirm that the processes, procedures, and protocols are unchanged. If necessary, before implementing, modify the Annex so that it is consistent with updated processes, procedures, and protocols.
- ☐ Only departments that have a response role or a role closely supporting the response to a brushfire event will be included in this document. The departmental roles listed are limited to those applicable to the event.
- ☐ In any disaster, primary consideration is given to the preservation of life. Additionally, time and effort must be given to providing critical life-sustaining needs.
- ☐ In a catastrophic incident, damage control and disaster relief will be required from the State and federal government, other local governments and private organizations.
- ☐ The City Emergency Operations Center (EOC) may or may not be activated in support of an event. EOC activation will be determined based on the scope and scale of the event.
- ☐ Electronic communications utilizing information technology systems will be compliant with Section 508 of the Rehabilitation Act.
- ☐ All printed public education material produced to support this Annex for distribution to the general public shall be available in accessible formats.
- ☐ Many residential, commercial and institutional structures could be damaged; requiring a large Urban Search & Rescue/Heavy Rescue mobilization.
- ☐ Residents could be displaced; requiring shelter and social service needs. Sheltering activities could be short term or long term depending on the severity of the incident.
- ☐ Vital infrastructure such as potable water supplies, electrical power, natural gas and sewer services could be compromised. Re-establishment of these vital resources will be critical.
- ☐ Transportation infrastructure could be damaged and in limited operation. Vital vehicle and rail corridors could be damaged and impassible. Re-establishment of transportation infrastructure will be critical.
- ☐ Communications infrastructure could be damaged; causing disruption in land-line telephone, cellular telephone, radio, microwave, computer and other communication services. Re-establishment of communications infrastructure will be critical.
- ☐ People with disabilities and others with access and functional needs may require additional consideration during the evacuation process including:
 - Additional notification time in order to prepare for evacuation
 - Evacuation assistance including support to evacuate Durable Medical Equipment (DME), Consumable Medical Supplies (CMS), Service Animals, etc.
 - Accessible transportation resources

II. CONCEPT OF OPERATIONS

A. Terminology

Urban-Interface Wildfire Incident - defined as areas where homes are built near or among lands prone to wild land fire.

For list of acronyms, see Attachment A

B. Red Flag Warning

When conditions warrant, the Los Angeles Fire Department (LAFD) will declare a red flag warning. These conditions are defined as wind speeds of 25 mph or more and humidity less than 15%. When a red flag warning is declared, the public will be notified through the City's 3-1-1 operator, local media, volunteers, posted signs, LAFD's website, red flag website, and a self-registering e-mail list. After a red flag warning has gone into effect, parking restrictions will be implemented. LAFD and the Los Angeles Department of Transportation (LADOT) have worked together to identify areas where parked vehicles have the potential to delay citizens trying to evacuate and fire companies attempting to gain access during an urban-interface wildfire incident. In accordance with Ordinance number 177215, parking restrictions in these pre-identified areas will be enforced. LADOT is authorized to post and maintain signs informing the public of these locations. Los Angeles Police Department (LAPD) and LADOT will be responsible for enforcing the restrictions. Additional precautions in monitoring the conditions on red flag days will be accomplished by Rangers from the Los Angeles Department of Recreation and Parks (RAP) and volunteers patrolling the pre-identified areas and reporting conditions.

C. Evacuation

In the event of a brush fire, evacuations may be necessary to ensure safety and mitigate obstacles hindering the brush fire response. All evacuation notifications will be conducted in accordance with the policies and procedures defined in the City of Los Angeles Emergency Operations Plan – Evacuation Annex and Early Warning and Notification Annex and in compliance with affiliated departmental SOPs.

LAPD is identified in the Evacuation Annex as the lead agency for conducting evacuations. Although the LAPD is the lead in conducting evacuations, in a brush fire situation, LAFD will be responsible for actually making evacuation notifications in areas deemed too hazardous for LAPD personnel to enter; this includes any area to be evacuated that is within an area identified that is within 30 minutes or less of the predicted fire progression. Evacuations within these identified hazardous areas or within 30 minutes of the fire's progression will be conducted by LAFD; however, this activity will be coordinated with the LAPD.

When the decision to evacuate is made, the Emergency Management Department (EMD) Duty Officer, Department of Recreation and Park (RAP), and the American Red Cross Los Angeles Region (Red Cross) are to be notified immediately. The decision to

activate and/or the determination of where an Evacuation Center or Emergency Shelter is located will be made by Recreation and Parks along with the American Red Cross in accordance to the policies and procedures of the Emergency Operations Plan – Mass Care Annex.

In the interest of public safety, if evacuations must be conducted prior to an Evacuation Center or Emergency Shelter being established, the Incident Commander (or Evacuation Branch of the Incident Command System organization established for the incident) may establish a Safe Refuge Site in accordance to policies and procedures of the Mass Care Annex. Safe Refuge Sites are only temporary locations, out of harm's way, where evacuees can be directed to until an Evacuation Center or Emergency Shelter can be established.

Evacuations are not limited to human populations but include both small and large animals. Animal Services will be the primary agency in evacuating large and small animals. Animal evacuations will be conducted in accordance to the policies and procedures of the Evacuation Annex and the Mass Care Annex.

D. Fire Suppression, Control, and Containment

LAFD is the primary agency tasked with fire suppression, control, and containment. The tactical response by LAFD will follow Book 99 (Brush Fire Operations Manual). In addition, LAFD updates the Brush Fire Operational Plan annually with a Department Bulletin titled Brush Fire Operations. The Department Bulletin establishes the evacuation standards. In the initial phases of a brush fire event, LAFD will conduct a size-up and determine the resources necessary. Due to the nature of brush fires likely expanding beyond one jurisdiction, mutual aid may be necessary from Los Angeles County Fire Department and other municipal fire departments. An Incident Command Post (ICP) will be established. The Information Technology Agency (ITA) will provide communications equipment support. Firefighting operations will prioritize life safety followed by incident stabilization and preservation of property.

E. Perimeter Control

The immediate area surrounding a brush fire event is extremely dangerous. Once an area is evacuated it is susceptible to looting. For these reasons, a perimeter must be established and controlled around the fire. LAFD will determine where the perimeter shall be established. LAPD will supply law enforcement officers to secure the perimeter. LADOT may provide Traffic Officers to redirect vehicles around the perimeter. The perimeter shall be maintained until the area is deemed safe and able to be repopulated.

F. Information Gathering and Dissemination

Information gathering and sharing will happen in all phases of a brush fire among many agencies. If the event warrants, EMD will be the primary agency responsible for activating the Emergency Operations Center (EOC). The Incident Command Post (ICP)

will share information with the Department Operations Centers (DOCs) and the EOC if activated. The EOC will manage the coordinated support efforts among all agencies involved.

Representatives will be requested from the agencies that are deemed necessary by the EOC Directors. The Information Technology Agency (ITA) will be responsible for assessing communication infrastructure potentially affected by a brush fire event and be the primary agency responsible for providing technical support. Los Angeles County Department of Public Health (LACDPH) is the primary agency responsible for gathering information regarding environmental factors and disseminating the information to the public.

G. Documentation and Time-Keeping

During an emergency situation or incident, it is important to keep specific records related to staff assignments and costs related to the response to and recovery from the emergency/incident. Each department has their own internal processes for ensuring proper documentation of actions, incident specific cost tracking, personnel time keeping, and record retention of these documents.

In accordance with standard cost accountability practices for unique events, man-made and/or natural disasters, all City Departments are required to document their financial costs of labor, materials and equipment in addressing the event.

Each City Department, proprietary and Council controlled operates their respective accounting practices within the guidelines of the Mayor's Executive Directives, the California Natural Disaster Assistance Act and the Federal Code of Regulations Title 44 of the Stafford Act to maximize potential reimbursement eligible costs and minimize ineligible costs.

III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. City of Los Angeles

1. Animal Services, Department of (Animal Services)

Note: There is a difference between “service animals”, “pets” and “livestock.” Service Animals must be allowed to remain with their owners and not separated as if they were pets or livestock except under certain circumstances identified in the Americans with Disabilities Act.

Beginning March 15, 2011 the Americans with Disabilities Act only recognizes dogs as service animals. Pets and livestock will be handled by Animal Services as part of their standard operating procedures.

See the Mass Care and Sheltering Annex, Small Animal Support Appendix, Section II, I. Service Animals for information regarding service animals, how to determine if an animal is a “service animal”, how the “service animal” and its owner must be accommodated, how a “service animal” must be controlled and when a “service animal” may be excluded from a shelter.

In addition to the provisions about service dogs, revised ADA regulations have a new, separate provision for miniature horses that have been individually trained to do work or perform tasks for people with disabilities and others with access and functional needs. (Miniature horses generally range in height from 24 inches to 34 inches measured to the shoulders and generally weigh between 70 and 100 pounds.) Entities covered by the ADA must modify their policies to permit miniature horses where reasonable. The regulations set out four assessment factors to assist entities in determining whether miniature horses can be accommodated in their facility. The assessment factors are:

- Whether the miniature horse is housebroken;
- Whether the miniature horse is under the owner’s control;
- Whether the facility can accommodate the miniature horse’s type, size, and weight;
- Whether the miniature horse’s presence will not compromise legitimate safety requirements necessary for safe operation of the facility.

a) Reconnaissance and Information Gathering

i. Fact Gathering

- The Agency Representative (AR) is the Department’s Emergency Preparedness Coordinator and shall attend briefing on current situation and then brief staff members.
- Ensure initial reports from field units are received by the AR.
- Assessments of animal care facilities shall be performed and reported to the AR, including capacity capabilities and type of open cage space available.

- Information received by the AR shall be compiled, evaluated, and acted upon as necessary.
 - Specialized Mobile Animal Rescue Team (SMART) Team Leader shall organize a grid within the area for team assignments to ensure evacuation areas have been thoroughly searched.
- ii. Assessment
- Assess the overall anticipated needs of the Department.
 - Assess potential need for SMART and Volunteer Emergency Equine Response Team (VEERT).
 - Determine availability of Medical Personnel.
- iii. Information Sharing
- The Animal Care Technician Supervisors shall perform an assessment of their animal care facilities and report to the AR the capacity capabilities and type of open cage space they have at this time.
 - The Animal Care Technician Supervisors shall prepare their facilities for the incoming evacuated animals.
 - The Animal Care Technician Supervisors shall keep the AR posted on capacity, needs and activities at all times.
 - The AR and the EOC Responder shall keep an open line of communication.
 - The Field Personnel shall communicate with the SMART Team Leader.
 - Information will be transmitted to the SMART Team Leader, then to the AR for compilation, evaluation and action.
 - Initial reports shall originate from the field resources to the AR.
 - Keep the AR posted on capacity, needs, and activities at all times.
- b) Incident Stabilization
- i. Incident Response
- Set up temporary and separate animal shelters nearby mass care shelter sites as necessary.
 - Open the North East Animal Care facility, Pierce College, Hansen Dam or LA Equestrian Center for the intake of evacuated animals/livestock as necessary and assign a Shelter Unit Leader as directed by the AR.
 - Staff shelters with Department staff.
 - Provide animal food, water, and other supplies as necessary.
 - If necessary, follow the Mobilization of Active Personnel protocol as outlined in the Department of Animal Service Emergency Plans Chapter 4.
 - Develop a plan for an operation which will continue for an extended period of time including:
 - Existing operations.
 - Potential problem development.
 - Operation limitations.
 - Logistical needs.
 - Staffing requirements.

- The plan shall include the existing operations and any off-site facilities where animals/livestock are being temporarily housed and cared for.
- SMART Team shall:
 - Conduct animal and/or livestock evacuations according to the Incident Action Plan and as directed by the AR.
 - Perform the rescue of injured, unattended and stray animals/livestock.
 - Record the preceding locations for all evacuated and deceased animals/livestock.
- ACTS of each animal care facility shall:
 - Be responsible for checking the fire suppression equipment at the shelter to which he or she is assigned.
 - Coordinate activities within each of their facilities.
 - Provide necessary direction and control to ensure effective deployment and optimum utilization of available resources.
 - Reassign resources to meet the specific needs within that facility.
 - Coordinate resource allocation with the AR.
 - Prepare their facility for incoming evacuated animals.
- ii. Ongoing Information Gathering, Assessment and Sharing
 - Ensure initial reports from field units are received by the AR.
 - Ensure animal care facilities are adequate and assess the need for more or fewer facilities.
 - ACTS will continuously update the AR on the capacity of facilities and the types of open cage space available.
 - Transmit information to the AR for compilation, evaluation and action.
- iii. Assess Transition to Recovery/Demobilization
 - Develop a plan for reuniting animals with owners.
 - Determine threshold for beginning demobilization.
- c) Initial Recovery
 - i. Initial Recovery Operations
 - Based in immediate recovery assessment, reassess and determine need for activated positions.
 - The Department will reunite animals with their owners or custodians.
 - The Department will provide updated information as to the location of animal owners and allow the owners/custodians to redeem and pick up their animals from shelters or temporary evacuation sites.
 - ii. Ongoing Information Gathering, Assessment and sharing
 - Assess the capacity to de-escalate resources engaged in response operations and support.
 - Determine the gaps in response activities related to departmental roles and responsibilities.
 - Assess latent impact of weather event on operations and recovery.
 - iii. Demobilization of Department Resources

- Begin scaling back activated incident command positions, while considering effective operations and safety.
- d) Department Command and Control
- The Department Emergency Preparedness Coordinator will report to the Incident Command as the AR and assess the overall needs of the Department, and cause the deployment of resources based on that determination.
 - The AR will decide whether to open the North East Animal Care facility, Pierce College, Hansen Dam or Los Angeles Equestrian Center for the intake of animals/livestock and assign an ACTS.
 - The AR will have a Lieutenant or their designated representative report to staging area for effective control of resources during the performance of evacuations and other related activities.
 - Staff shall be placed on twelve (12) hour shifts.
 - Employees shall contact their district, supervisor, or person in charge to determine if they are immediately needed for emergency response or where placed on the twelve (12) hour rotational shift.
 - Rotating shifts will be developed to utilize staff that has not been working on the incident.
- e) Communications
- The Management Assistant will utilize the department's social media to disseminate information regarding emergency shelter sites.
 - Department will set up a hotline, including a TTY number for assisting pet owners in locating their shelter-bound animal.
 - Continue communications throughout incident.
 - Divisions will report to executive management on the current status of their communications abilities.
 - Continue utilizing redundant communications outlined in "Initial Size-Up" section.
 - To the extent possible and as permitted, begin utilizing primary methods of communication.
- f) Logistics
- ACTS shall determine the overall needs of their facilities and the ACTS for off-site shelters shall determine the overall needs of their temporary facility.
 - Supervisors shall ensure employees are expected to report to work at their normal shift, unless they have been informed over the Emergency Alert System or other media that the Mayor's Office or the City Emergency Operations Board has directed that non-immediately essential employees are not to report to work.
 - The AR shall decide whether to activate the Volunteer Emergency Equine Response Team (VEERT).

- The SMART Team Leaders shall organize a grid within the area that each team will conduct evacuations from, define responsibilities, and search the areas assigned.
- The SMART Teams shall conduct animal/livestock evacuations according to the Incident Action Plan and direction of the AR. They shall perform the rescue of injured, unattended and stray animals/livestock with safety in mind of structural damage and evacuation areas and routes.
- The SMART Teams shall record the locations of where the animals/livestock are evacuated from and any dead animals/livestock.
- Department will provide animal food and other supplies as necessary and arrange with the Department of General Services (GSD) to obtain water supplies for the animals.
- Department will coordinate animal sheltering activities with:
 - American Red Cross (Red Cross)
 - Los Angeles Unified School District (LAUSD)
 - In conjunction with Recreation and Parks (RAP) which has the responsibility for providing Safe Refuge Centers and shelter facilities to the public
 - LAAS will also be working with Los Angeles County Animal Control, county lifeguards and volunteer rescue groups for beached animals.
- Examine Memorandums of Understanding, with other agencies, for continued staffing needs.

g) Documentation

i. Record Keeping

- The AR and their staff, including the Resource Leader (RL), are responsible for the call-ups of staff and equipment and for assigning these relative to the disaster. The AR, RL or their staff maintains a log of these activities and utilize the ICS-204 form and the ICS-218 form. The Department has instructed all personnel to use the ICS-214 and 218 forms while performing duties relative to the incident. To maintain and track costs for employees working the incident, all other employees will use every day Department forms, so as not to conflict.

ii. Time Keeping

- The AR, EOC Responder and staff track and maintain all costs relative to care for animals evacuated during the incident under the identification number of the animal within the Chameleon System.

iii. Financial Reporting

- Supervisors will assure that staffs involved in the disaster are utilizing the ICS-Forms.

2. Emergency Management Department (EMD)

a) Reconnaissance and Information Gathering

i. Fact Gathering

- EMD Duty Officer and Duty Team will obtain information from department sources.
 - Direct staff in collecting and consolidating ongoing reconnaissance information from field units, the ICP and other available information sources.
 - If the situation warrants, EMD will send as representative to the Incident Command Post.
- ii. Assessment
- Work with other Departments to determine the scope of the incident and its impact on City functions and facilities, as well as residents.
- iii. Information Sharing
- EMD will facilitate information sharing between departments. This is typically done via conference call initiated by the Duty Officer/Team.
- b) Incident Stabilization
- i. Incident Response
- The EMD Duty Officer and Duty Team coordinate and execute the processes to activate the City Emergency Operations Center (EOC), if necessary, in accordance with EMD standard operating procedures.
 - If the situation warrants, EMD will send as representative to the Incident Command Post.
 - EMD Duty Officer will assist in the coordination with LAPD to initiate a NotifyLA message to the public if an evacuation is necessary.
 - If the EOC is activated, relevant stakeholders, including the Mayor, Emergency Operations Board (EOB) members, and the Los Angeles County Office of Emergency Management will be notified of activation of the City EOC and level of activation.
 - All critical functions provided by EMD in support of Citywide response/recovery are related to the operations of the EOC.
- ii. Ongoing Information Gathering/Assessment/Sharing
- The EMD Duty Officer will communicate with the County Office of Emergency Management Duty Officer to monitor the incident.
 - Monitor, record, evaluate and assess information obtained by LAFD and LAPD during initial size up to anticipate future emergency management needs of the departments.
- iii. Assess Transition to Recovery/Demobilization
- Develop strategies related to the recovery phase of the incident.
- c) Initial Recovery
- i. Initial Recovery Operations
- Evaluate long-term recovery needs, and facilitate resource coordination between stakeholders.
- ii. Ongoing Information Gathering/Assessment/Sharing

- Continuously improve situational awareness by evaluating and disseminating information from field operations and relevant stakeholders.
 - The Communications Division and Joint Information Center (JIC) will ensure that the City has a unified voice during a crisis.
- iii. Demobilization of Department Resources
- EMD management staff will evaluate its ability to demobilize resources and personnel, determine intervals or timelines for demobilization of resources and personnel and communicate plans to relevant Departments.
 - Determine a plan and time period in which assets will be relinquished and restoration to normal activity will occur. Reductions of resources may coincide with restoration of public services and lifting of temporary safety restrictions.
- d) Department Command and Control
- The EMD Duty Officer will be in charge of the EMD Duty Team and other department resources.
 - The EMD Duty Officer will take direction from the EMD General Manager and/or Assistant General Manager.
 - If the situation warrants, EMD will send as representative to the Incident Command Post.
 - In the event that the EOC is activated, EMD personnel will be folded into the EOC organization and assume various EOC roles and responsibilities as assigned.
- e) Documentation
- i. Record Keeping
- All situational awareness notifications and bulletins released by EMD are saved in a uniquely named event folder located in the Department R: Drive.
 - Whenever the EOC is activated, or EMD personnel are assigned to a command post, all EMD employees are required to complete a 214 form.
- ii. Time Keeping
- The 214 form memorializes the number of hours EMD personnel spent on a particular incident.
 - In the case of EOC activation, the 214 form are collected by the Finance/Admin Section of the EOC.
 - The time spent on an incident is recorded on electronic time sheets as a separate line item.
 - EMD's Administrative Division can then calculate and record the total hours and dollars spent on the incident.
- iii. Financial Reporting
- EMD's Administrative Section is responsible for tracking disaster related response costs incurred by the Department.

3. Fire Department, Los Angeles (LAFD)

a) Reconnaissance and Information Gathering

i. Fact Gathering

- Civilian call-out via 9-1-1 or other notification process
- Fire Department observations
- Credible pre-incident information
- Respond to Incident Command Post location with Command Vehicle, Plans Trailer and portable generator trailer.
- Staff Planning Section positions within the Incident Command Post ICS structure.
- Develop initial ICS 201 form and work with other Unified Command agencies to begin development of Incident Action Plan for next operational period.

ii. Assessment

- Information will be transmitted through channels to the proper command level for compilation, evaluation and action.
- Initial information reports will originate from “size-up” reports from the first responding fire companies and Battalion Commanders.
- Subsequent information reports will require in-depth reconnaissance of area from the ground and air.
- Situational awareness and information assessments should include the reporting of approximate acreage involved, terrain of the area involved, density of vegetation involved, current and forecasted weather conditions, reporting of spot fires, evacuations, structural damage and rescue/medical needs, critical infrastructure and facilities housing people requiring additional assistance (nursing homes, assisted living facilities etc.).

iii. Information Sharing

- Information shall be forwarded concerning the following situations:
 - Fires: Life threatening, conflagration potential, evacuation needs, exposure potential, product involvement.
 - Structural Damage: Buildings, evacuation needs, bridges, dams, etc.
 - Physical Rescue: Problem evaluation, technical assistance required.
 - Hazardous Materials: Life threatening incidents, product, potential, evacuation needs.
 - Water Supply: Broken mains, dry system, etc.
 - Access Routes: Impassable streets, essential routes that safe, and clear access routes.
 - Utilities: Any utility issues that may hamper fire suppression activities (e.g. power outages that may cause pumps to gravity tanks to not operate or natural gas lines that are damaged).
 - Other Situations: Identify problems requiring Department assistance or situations affecting Department operations.

b) Incident Stabilization

i. Incident Response

- Fire Fighting
 - Field commanders shall consider the following:
 - Immediate life loss potential, conflagration potential, essential service occupancies, public health hazards, etc.
 - Structure protection: assigning fire companies to perform structure protection when and where safe to do so.
 - Implementation of Fire Attack, based upon terrain, vegetation density, weather conditions, available resources and other factors, the Incident Commander will employ various fire attack methods.
- Water Supply
 - Water supply for firefighting purposes may be inadequate or nonexistent. Consider alternate methods and sources of water. Standing water sources such as reservoirs, lakes and swimming pools will be utilized and water supply lines will be established using standard firefighting supply hose or plastic piping in the form of Swimming Pool Augmented Water Supply (SPAWS).
 - In the event of failure of a portion of the water system, commanders should consider the following:
 - Cause notification of Department of Water and Power and the Construction Services Hydrant Access Unit.
 - Consider a surface relay of water from an adjoining hydrant zone.
 - Local water storage facilities, reservoirs, swimming pools, tanks, etc., may provide a source of firefighting water.
 - Standing water sources such as reservoirs, lakes and swimming pools will be utilized and water supply lines will be established using standard firefighting supply hose or plastic piping in the form of Swimming Pool Augmented Water Supply (SPAWS).
 - Reserve hose in storage at fire stations and Supply and Maintenance.
 - Five-mile length of 6-inch portable water main is stored locally by OES. An additional ten-mile length is stored outside of the area (5-6 hours away).
 - Large volume water tenders are available through our Department and other agencies.
 - Consider helicopter for water drops and filling of portable 1,000-gallon tanks.
- Helicopter Operations
 - The Special Operations Deputy Chief shall, as necessary, make provisions for activating all available helicopters.

- A Chief Officer shall be assigned by the Deputy Department Commander to function as Air Support Group.
 - A Chief Officer shall be assigned in one of the helicopters as Air Recon and shall communicate with geographical Incident Commanders on the ground as needed.
 - Field Commanders should consider the following helicopter functions in meeting their responsibilities:
 - Utilizing a Helicopter Command (Helco) for direction of air operations.
 - Air attack by performing water drops.
 - Transportation of ground crews to potential landing sites to construct line or perform fire attack.
 - Patrol for fire reporting and perimeter observation of fire areas.
 - Specialized Air Operations (i.e.) hoist, rescue, air ambulance, FLIR etc.
 - Fire Department Helicopters shall be requested through the Division Commander.
- ii. Ongoing Information Gathering/Assessment/Sharing
Continue pre-identified modes of information gathering and reporting.
- iii. Assess Transition to Recovery/Demobilization
- Assess the capacity to de-escalate resources engaged in response operations and support.
 - Determine the gaps in response activities related to departmental roles and responsibilities.
 - Assess latent impact of brush fire on operations and recovery.
- c) Initial Recovery
- i. Initial Recovery Operations
- Determine priorities with regards to recovery operations.
 - Continue to provide and manage any needed supplies or equipment.
 - Ensure sufficient resources are on scene to accomplish Department priorities and tasks set forth in action plan.
- ii. Ongoing Information Gathering/Assessment/Sharing
- Ensure field reports follow established protocols and are given to the appropriate individuals and Departments.
 - Continuously improve situational awareness by assessing the available information from both field units and the EOC.
 - Update the EOC on Department responses and activities.
 - Gather, update, improve, and manage information with a standard systematic approach.
- iii. Demobilization of Department Resources
- Using information from the ICP, DOC, and EOC, determine the ability to demobilize resources and personnel.
 - Establish plans for demobilizing resources and personnel.

d) Department Command and Control

- Deputy Department Commander will assess the overall needs of the Department, and cause deployment of resources based on that determination.
- Division Commanders will coordinate activities within their commands and provide the necessary direction and control to ensure effective deployment and optimum utilization of available resources. They will reassign Battalion Commanders and resources to meet specific needs within that Division, and may coordinate resource allocations with other Divisions.
- Battalion Commanders will, as necessary, establish command post/staging areas to provide a location for Battalion coordination and control of all emergency operations within that geographic area of command. Incoming incident notification, dispatching, information and reconnaissance, interdepartmental/interagency coordination, etc., will be managed from this location.
- Emergency Medical Services Battalion Captains shall report to as directed for command assignments by their Battalion Commander.
- All commanders shall establish realistic plans and priorities based upon an objective appraisal of the known situation.
- All commanders shall establish strategy and tactics used to accomplish objectives which will vary according to existing conditions.
- In the event that individual commanders are unable to receive direction or assistance, their activities shall be guided by initiative and judgment to accomplish the overall objective.
- All commanders shall establish operational priorities based on problem assessment and availability of resources, considering that the overall objective during a major brush fire is to accomplish the following overarching priorities:
 - #1 Life Safety
 - #2 Incident Stabilization
 - #3 Preservation of Property
- Recall of Off Duty Personnel:
 - Recall, if initiated, will normally be conducted as outlined in Vol. 1, 2/7, of the LAFD Manual of Operation.
 - In the event of widespread telephone disruption or other notification difficulties, recall instructions may be broadcast over local radio and television stations. During a declared disaster, the Emergency Broadcast System will be utilized for the City of Los Angeles.
 - Off-duty members will attempt to remain available for recall.

e) Documentation

- i. Record-Keeping
 - All units will maintain an ICS-214 (Unit Activity Log)

- Units may be required to complete an ICS-221 (Demobilization Checkout).
 - Personnel may be required to complete an ICS 225 (Incident Personnel Performance Rating).
 - Units may be required to complete an OES F-42 (Emergency Activation Record).
 - All personnel will maintain an F-101 (Emergency Time Report)
- ii. Time Keeping
- Fire Department will make every effort to submit the appropriate timekeeping paperwork by the next working shift to the Commander, Special Operations Division, Emergency Services Bureau.
- iii. Financial Reporting
- Dispatches routinely involve only “on-duty” personnel. If the incident continues after normal operating hours for the shift, the members are paid over-time utilizing a variation code (V-code). Depending how large of an incident more than one v-code may be assigned to track costs such as a separate code for incident support.
 - In the event that the incident required personnel to work into the next work shift, back fill is required. Back fill is the term used for those hired behind another at their place of work, while the member that is assigned to normally work is tied to an incident. The member working as the back fill will also utilize the same V-code for the incident and make note of the person they are being hired to backfill for.
 - Once an incident has been completed, an internal form is completed notating all the personnel involved in the incident and the hours each worked. This form will also identify the type of equipment that was assigned as well. Another report is also completed that compares the V-code utilized for the incident to that of the record made in the field to ensure consistency. This is also compared to the record from the Department’s Metro Fire Dispatch that records the resources utilized.

4. Information Technology Agency (ITA)

a) Reconnaissance and Information Gathering

i. Fact Gathering

- Request supervisors to poll and report availability of those personnel affected by the brush fire(s) for work assignments.
- Contact vendors and verify ability to provide support.

ii. Assessment

- Test and restore as necessary repeater sites, Public Safety Radio Communications infrastructure as well as systems potentially affected by the brush fire.
- Have responsible staff document nature and extent of damage.

- Test and restore as necessary business systems according to predefined order.
- iii. Information Sharing
 - Provide information to ITA Management and EOC.
 - Information dissemination via the web (internet/intranet) and the City's Channel 35, and 3-1-1 Call Center, as well as e-mail, as appropriate, as systems are available.
- b) Incident Stabilization
 - i. Incident Response
 - Provide EOC technical support and communications support.
 - Provide communications support for incident command posts, including assistance in bringing up alternate EOC locations.
 - ii. Assess Transition to Recovery/Demobilization
 - Maintain operability of the City's Computer Systems.
 - Maintain liaison with vendors to assist in recovery & operations of systems.
 - Provide information technology mutual aid pursuant to established agreements.
- c) Initial Recovery
 - i. Initial Recovery Operations
 - Restore technology systems to normal operation.
 - Provide support to recovery operations conducted by other departments.
 - ii. Demobilization of Department/Agency Resources
 - At the direction of Agency General Manager or their designee, demobilize resources according to policies and procedures established in the Department Emergency Plan.
 - Direction to demobilize ITA resources located in the EOC facility will be received by EMD executive personnel and/or incident commander.
- d) Department Command and Control
 - ITA has designated a DOC suitable to conduct emergency operations for the agency
 - An alternate DOC location exists; changes of location are at the discretion of the ITA GM or their designee.
 - Procedures for DOC activation are detailed in the ITA Department Emergency Plan; copies reside with appropriate executive management, and the Enterprise Network Operations Center.
- e) Documentation
 - i. Record Keeping
 - ITA Administrative Staff will provide additional work orders as needed for accurate tracking of work performed associated with emergency operations
 - Existing record keeping systems/documents used to accurately track work performed

- ii. Time Keeping
Existing time keeping systems/documents used in conjunction with existing or new work orders, as directed by ITA Administrative Services Section
- iii. Financial Reporting
Collected and organized by ITA Administrative Services Section, according to CAO directives.

5. Police Department, Los Angeles (LAPD)

a) Reconnaissance and Information Gathering

i. Fact Gathering

- The first unit at scene, regardless of rank, is responsible for directing the Department's initial response and shall ensure that a situation estimate is obtained and forwarded to the LAFD (if not at scene) and Communications Division.
- Instruct Area personnel to report damage to the station (via telephone if possible), not to Communications Division. (Communications will give similar instructions in an all-units broadcast.)

ii. Assessment

Provide the Department Operations Center with a personnel status report, damage assessment of key installations as well as a general damage assessment of the Area.

iii. Information Sharing

The DOC will then provide the information found in the assessment to the EOC, if activated.

b) Incident Stabilization

i. Incident Response

- Work with LAFD (when they are on scene or when they arrive on scene) to:
 - Ensure that an updated situation estimate has been communicated to Communications Division and the (DOC)
 - Determine location of the emergency.
 - Determine size of the involved area (actual and potential).
 - Determine apparent direction of the fire.
 - Identify type of area (business, residential, hillside, etc.).
 - Identify any areas that may need to be evacuated.
- Facilitate evacuation consistent with guidelines indicated in the City of Los Angeles Evacuation Annex, Early Warning and Notification Annex and Emergency Public Information Annex as well as the LAPD Emergency Operations Guide, Volume Two, Supervisor's Field Operations Guide, Evacuation.
- Open major ingress/egress routes for emergency vehicles.
- Department personnel required and location of Staging Area. (Emphasize number of people, not units.)

- Assess communications equipment (e.g. telephones, Astro radios, Area Command Center (ACC) computers, Local Area Network (LAN)).
- ii. Ongoing Information Gathering/Assessment/Sharing
Maintain communications with personnel resources. Officers must fulfill their primary functions of observing, estimating, and communicating the overall situation estimate, allowing the DOC to prioritize resources and coordinate a Citywide response.
- iii. Assess Transition to Recovery/Demobilization
 - When an emergency occurs, the Department responds by sending personnel and equipment to the involved area to control the situation.
 - As control is established in the involved area, the Department resources assigned to incidents may be reduced; however, there remains an obligation to assist and support other City Departments and agencies working in the area in whatever law enforcement role that is necessary.
 - Once order is established, attention should be directed toward restoring public services.
- c) Initial Recovery
 - i. Initial Recovery Operations
 - Re-establish communication if disrupted.
 - Continue perimeter control to keep unauthorized vehicles and pedestrians out of closed areas, in accordance with direction from the LAFD Incident Commander/Unified Commander.
 - Continue to maintain the ingress/egress routes for emergency vehicles.
 - The mission of the LAPD is to restore conditions to normal as rapidly and efficiently as possible and continue to:
 - Protect lives
 - Restore and maintain order
 - Protect vital facilities
 - Arrest law violators
 - Protect property
 - ii. Ongoing Information Gathering/Assessment/Sharing
If damage is determined to be relatively localized (i.e., one major situation), go to the scene and establish an Incident Command Post.
 - iii. Demobilization of Department/Agency Resources
 - Deployment reduction should coincide with the removal of temporary regulations and the restoration of public service.
 - Care should be exercised in the withdrawal of law enforcement resources to ensure involved areas are protected.
 - Some emergencies present special problems because of a greater potential for looting; therefore, interior patrols should be maintained even after citizens are allowed limited access into closed areas.
- d) Department Command and Control

- The Chief of Police has the ultimate responsibility for the control of an Unusual Occurrence. An Unusual Occurrence is defined as an incident that takes place, generally unexpectedly and without design. It is out of the ordinary and will cause the Department to respond with added resources. It may include emergency situations that result from disaster, both natural and manmade. The role of the Chief of Police during an Unusual Occurrence is to ensure the Department's response is adequate and complies with all laws.
- e) Documentation
- i. Record Keeping
 - The Resource Unit Leader is responsible for equipment and personnel time recordings.
 - ii. Time Keeping
 - Under the supervision of the Resource Unit Leader, the Check-in Recorder is responsible for overseeing the recording of time for all Personnel/Equipment assigned to an incident. Personnel fill out Unit Activity Log ICS Form 214 during check-in and overtime slips, when needed, during demobilization to account for their time.
 - iii. Financial Reporting
 - The Finance/ Administration Section is responsible for collecting all cost data, performing cost effectiveness analyses, and providing cost estimates and cost saving recommendations for the incident.

6. Recreation and Parks, Department of (RAP)

- a) Reconnaissance and Information Gathering
 - i. Fact Gathering
 - Initial Size Up protocol within daily practice of Park Ranger Division, utilizing ICS and procedure to size an incident:
 - Wind (velocity, direction)
 - Current size of brush fire
 - Current location of fire
 - Intensity
 - Fuel
 - Vicinity to facilities (i.e., camps)
 - Terrain
 - Direction that resources should arrive
 - Establish temporary command post
 - Information managed by Park Ranger Communications Center, which becomes the DOC, when activated
 - ii. Assessment
 - Public safety will take precedence in determining emergency response objectives.
 - Account for all personnel.

- Employee work locations must be deemed safe prior to continuing to utilize the location.
 - Assessment of workforce and operational capability.
 - Size-up protocols updated as conditions change.
- iii. Information Sharing
- Provide situation assessment through the DOC to the EOC.
 - Recreation and Parks-Park Ranger Division
 - Park Ranger Watch Commander will keep
 - RAP Executive Staff informed
 - Will coordinate with agency reps and incident commander of LAFD
 - Will activate DOC as needed
 - Will document all related RAP activities
 - Will mobilize assets and support
 - Provide agency rep to attend Incident Command or Unified Command
- b) Incident Stabilization
- i. Incident Response
- Emergency response is based on collaboration with local LAFD Command, previous training by Park Ranger Division, and other input by Park Ranger Command.
 - Park Ranger Division creates an Event Action Plan (EAP relative to the participation with the LAFD Incident Command or Unified Command.)
 - Park Rangers perform evacuation protocols based on their extensive knowledge of the terrain, facilities, population, roads, and trails.
 - Coordination of Shelter-Social Services functions when the EOC is activated.
 - Arrange for shelter facilities for persons rendered homeless.
 - Report to EOC Operations Section.
 - Brief and document all activities within the Mass Care Branch.
 - Maintain database of vital information pertinent to Shelter-Social Services functions such as incidents, employee contact information, facilities, and maps.
 - Provide resource information and resources to other departments (e.g. tractors, trucks, light towers) via the EOC.
 - Provide personnel to perform disaster service worker functions to other departments (e.g. evacuation teams, traffic control, and park ranger law enforcement).
- ii. Ongoing Information Gathering/Assessment/Sharing
- Assessment of operational capabilities will be continuously updated.
 - Ensure Situational Awareness and mapping of damage is completed.
 - Complete damage assessments to critical infrastructure, department facilities and assess response capability.
- iii. Assess Transition to Recovery/Demobilization

- Assess the capacity to reduce resources engaged in response operations and support.
 - Determine the gaps in response activities related to the Department's roles and responsibilities:
 - Numbers of people spontaneously sheltering
 - General condition and need of the people spontaneously sheltering
 - Document equipment on site such as tents, port-a-potties, etc.
 - Situational awareness
 - Park closures
 - Park Rangers close park roads as necessary
 - Park Rangers collaborate with other Departments and entities, informing the incident commander and RAP
 - Assess latent impact of brush fire on operations and recovery.
 - Fire Watch is extremely necessary after a brush fire. The soil, trees, and brush are occupied by hot embers that will re-ignite long after the fire is over.
 - LAFD may assign resources to maintain watch for a specific period.
 - Park Rangers may assign resources to maintain watch for a specified period as well:
 - Tasks include cooling hot spots by use of smaller apparatus and extinguishers
 - Dig out and extinguish hot spots
 - Removal of hazards such as hanging branches
- c) Initial Recovery
- i. Initial Recovery Operations

Account for all Recreation and Parks Personnel.
 - ii. Ongoing Information Gathering, Assessment, and Sharing
 - Initiate report to the City Administrative Officer (CAO) relative to all casualties, damage, losses, expenditures incurred.
 - Provide the DOC with further assessment of damage to Critical Facilities and resources.
 - Daily report provided to the public, via the Internet, by Public Information Division consistent with EOC public information.
 - Re-establish communications if interrupted.
 - iii. Demobilization of Department Resources
 - Continuously assess the need of Department resources and personnel using information from the EOC.
 - Evaluate both short and long-term sheltering needs.
 - Determine intervals or timelines for demobilization of resources and personnel.
 - Communicate demobilizations and demobilization plans to relevant Departments and the EOC.
- d) Department Command and Control

- Assign Personnel to the Emergency Operations Center and DOC when activated.
 - The Emergency Preparedness Coordinator or the Senior Park Ranger will be the Operations Section Chief of the DOC and will have:
 - Constant communication and coordination with Executive Staff.
 - Constant communication and coordination with the Incident Command or Unified Command.
 - Constant communication and coordination with the EOO through the Emergency Management Department, EOC, or modified EMD Duty Officer.
 - Command and control of the DOC Staff Per the Los Angeles Administrative Code (Chapter 03, Division 08), the Department of Recreation and Parks functions as the head of the Public Welfare and Shelter Division of the City of Los Angeles Emergency Operation Organization (EOO).
- e) Documentation
- i. Record Keeping
 - The Department implements certain procedures for documenting costs associated with emergency/disaster response. The emergency preparedness coordinator is responsible for gathering all forms, time-keeping data, and other reports.
 - ii. Time Keeping
 - Recreation and Parks utilizes a database system known as “D-Time”. During an incident, specific work order codes are assigned so that all employees who worked the incident can document exact times.
 - iii. Financial Reporting
 - A comprehensive report is submitted to Finance and Executive Staff for approval and then submitted to the CAO. Cost tracking methods include the use of a designated work order number relative to the incident by all employees expending time, fuel, material and equipment. The information is gathered to calculate time used and cost incurred. A report is submitted to the executive staff and then to the Chief Administrative Officer of the City of Los Angeles.

7. Transportation, Los Angeles Department of (LADOT)

- a) Reconnaissance and Information Gathering
 - i. Fact Gathering
 - Windshield surveys conducted by staff in the field to report damage
 - ii. Assessment
 - Conduct LADOT roll call for employee accountability and initiate emergency call out rosters when necessary
 - iii. Information Sharing

- Report findings to the Communications Center who will relay to the Department Operations Center
- b) Incident Stabilization
- i. Incident Response
 - Mobilize personnel and material resources to fulfill the emergency mission of LADOT
 - Activate the DOC and/or ensure City EOC responders are activated when required
 - Provide assistance to LAPD and LAFD as needed
 - Coordinate with other agencies supplying common carrier services including accessible transportation resources in accordance with MOUs, MOAs and contracts.
 - ii. Ongoing Information Gathering/Assessment/Sharing
 - Ensure communication is established with essential facilities, field employees, other Divisions and the City's EOC
 - iii. Assess Transition to Recovery/Demobilization
 - Ensure immediate response operations are still needed.
 - Assess the viability of transitioning to a recovery phase.
 - Assess latent impact of brushfire on operations and recovery.
- c) Initial Recovery
- i. Initial Recovery Operations
 - Install and maintain traffic control devices
 - Develop and maintain emergency travel routes
 - ii. Ongoing Information Gathering/Assessment/Sharing
 - Maintain communications to provide regular informational briefings with the City EOC
 - iii. Demobilization of Department/Agency Resources
 - LADOT DOC will coordinate with EOC, LAPD, and LAFD and shall begin releasing resources.
- d) Department Command and Control
- The General Manager of LADOT has the ultimate responsibility for Command and Control.
 - The LADOT has established a succession plan in the event the General Manager is not available.
 - The emergency organization of the Department of Transportation conforms to the requirements of the Standardized Emergency Management System (SEMS) and the Incident Command System (ICS). During all DOC activations, the Incident Command System (ICS) organization shall be utilized at all times.
- e) Documentation
- i. Record Keeping
 - Request a work order number from LADOT accounting for the Emergency Event
 - All employees will maintain an ICS-214

ii. Time Keeping

- LADOT Emergency Preparedness Coordinator coordinates the collection of all response information for staff and resources deployed to an emergency incident. Responding staff hours are processed and recorded through the online “D-Time System timesheets which are reviewed and approved by-weekly by division supervisors.
- Time designated to a specific incident, both regular and overtime hours, is delineated by applying the hours worked to a work order number for that specific incident. All hours associated with the specific work order number are then calculated and a summary of work hours is completed.
- All hours associated with an incident are also captured and summarized into cost tracking worksheets. Worksheets are then processed and calculated using established LADOT practices and in conformance with the Public Assistance Program.
- Once staffs report their incident response hours, the payroll/timekeeping and accounting units review the documentation and generate a cost report based on the work order number. The accounting cost report is then cross checked with other documentation and worksheets.
- Equipment use is gathered from both equipment use logs and activity and reports generated by responding staff. An equipment usage report which identifies type of equipment used, hours used and reason for use is generated

iii. Financial Reporting

- Initiate a Disaster Accounting System to document disaster costs for potential cost recovery and reimbursements

8. Water and Power, Los Angeles Department of (LADWP)

a) Reconnaissance and Information Gathering

i. Fact Gathering

- During an emergency, there are several ways damage assessment information is reported to the DOC. These include:
 - Information from employees assigned to conduct windshield surveys, safety inspections of specific facilities, systems, and other areas
 - Information from the Control Centers that monitor critical infrastructure for both water and power systems
 - Citizens or customers reporting system damage to telephone or radio operators and customer service representatives at department offices
 - Radio and TV reports
 - Communications with other City agencies

ii. Assessment

- Following a brush fire event, LADWP Systems maintain established protocol to check the status of critical infrastructure and equipment. Actions include forming safety assessment teams, assessing

infrastructure for damage, and functionality, and then prioritizing repair work for assignments.

iii. Information Sharing

- Both Water and Power Systems work closely with the LADWP Office of Public Affairs to validate information, craft and disseminate internal and external information, broadcast and print, regarding service interruptions and progress of restoration efforts. Information is gathered and shared through various portals such as Public Information and Emergency Response (PIER), Twitter, Media outlets, as well as internal e-mail distribution.

b) Incident Stabilization

i. Incident Response

- Water System, Power System and joint Systems implement emergency response plans including damage assessment, and call out of all key personnel needed for restoration of services
- Deploy staff to the City of Los Angeles Emergency Operations Center (EOC) as requested
- Provide LAFD and EMD the Life Support Discount Program (LSDP) information on individuals in the affected area
- Public Affairs provides public information to media for broadcast/print regarding service interruptions and progress of restoration efforts
- LADWP Office of Emergency Management establishes and maintains communication links with the EOC
- Systems issue emergency communications equipment as secondary devices to employees with specific functional and operational responsibilities according to department emergency plans
- Gather and disseminate information on high-risk areas, road closures, and concentrated areas of damage
- Form safety assessment teams
- Activate the Emergency Command Center (EmCC (DOC)) in accordance with the LADWP Emergency Response Plan for command and management in the coordination of Energy Services response for restoration of Power Supply, which includes the Distribution System, Generation Facilities, Transmission Facilities and Power Purchasing Infrastructure;
- Assign a restoration coordinator
- Deploy patrol and trouble crews throughout the City and along the Department's major transmission routes into the City to locate trouble problems and work to make repairs and restore service as safely and quickly as possible.
- Responsible for transferring customer load to alternative sources and curtailment of customer load based on the demands of the emergency event.

- Support restoration efforts by providing equipment or personnel as available to assist in removing downed trees from de-energized electric lines, restoring access to facilities by utility personnel and equipment, and maintaining areas secure for utility restoration crews;
- Manage system load upon deficiencies;
- Work with appropriate local, state, and federal entities to facilitate the restoration of utilities immediately following a disaster;
- Attempt to secure assistance in accordance with existing contracts and agreements to meet reserve requirements as necessary;
- Perform damage assessment of essential facilities and equipment through emergency engineering inspections. Inspections will be commensurate with the availability of personnel for inspections and consistent with operating requirements (refer to the LADWP Operating Orders).
- Damage Reports will be made upon inspection and shall assign damage rating scores based on safety hazard to personnel, system reliability, system hazard and personnel safety, and unusable facility due to damage. Inspections will also comment on extent of damage and description of damage;
- Restore those power facilities which affect the greatest number of persons;
- Strive to maintain power services for police facilities, fire facilities (including hydrants), hospitals, wastewater and solid waste facilities.
- Damage cost estimates will have provided as requested by governmental authorities for the purpose of seeking State and/or Federal Disaster assistance upon approval of senior management;
- Ensure that facilities have reliable logistical support, services, and infrastructure systems [e.g., water, power, heating/ventilation/air conditioning (HVAC)], and adequate physical security and access controls;
- Ensure that the alternate facility is not in the same immediate geographical area as the primary facility, thereby reducing the likelihood that the alternate facility would be impacted by the same incident that impacts the primary facility.
- Consider cooperative agreements such as Memoranda of Understanding (MOUs), mutual aid agreements with other agencies, or contract agreements with vendors who provide services such as virtual office technologies.
- Maintain water supply to the distribution system for fire suppression and customer needs.
- Restore those water facilities which affect the greatest number of persons.
- Maintain/restore Water Quality.
- Maintain communication systems in working order.

- Damage Assessment and Reporting of water facilities.
 - Prevent or minimize property damage.
 - Water Facilities Repair.
 - Continue Water Data Gathering and Documentation.
 - Provide temporary water service connections (e.g. above ground service connections to fire hydrants).
 - Provide resources (equipment, materials, vehicles and labor) to setup and distribute emergency water supply to the public.
- ii. Ongoing Information Gathering/Assessment/Sharing
- Both Water and Power Systems work closely with the LADWP Office of Public Affairs to validate information, craft and disseminate internal and external information, broadcast and print, regarding service interruptions and progress of restoration efforts. Information is gathered and shared through various portals such as PIER, Twitter, Media outlets, as well as internal e-mail distribution. This process is continued throughout the response and recovery phases of a seismic event.
- iii. Assess Transition to Recovery/Demobilization
- Information regarding the demobilization of resources will be communicated from the field to the DOCs, and forwarded to the City EOC as appropriate.
 - Facilitating the situational status briefings help identify the System's ability to transition from recovery to demobilization as resources no longer needed for response/recovery can then be transitioned back into routine service.
- c) Initial Recovery
- i. Ongoing Information Gathering/Assessment/Sharing
- Both Water and Power Systems work closely with the LADWP Office of Public Affairs to validate information, craft and disseminate internal and external information, broadcast and print, regarding service interruptions and progress of restoration efforts. Information is gathered and shared through various portals such as PIER, Twitter, Media outlets, as well as internal e-mail distribution. This process is continued throughout the response and recovery phases of a brushfire event.
- ii. Demobilization of Department/Agency Resources
- The demobilization of the resources and personnel from the incident is a team effort involving all personnel from the respective System that is working on the incident. It is the responsibility of the Planning Section Chief to ensure that a systematic plan is established and implemented by the Demobilization Unit.
 - Information regarding the demobilization of resources will be communicated from the field to the DOCs, and forwarded to the City EOC as appropriate.
- d) Department Command and Control

- The DOCs are activated during emergency events that impact or threaten to impact LADWP operations. The Department Operations Centers (DOCs) serve as the centralized point for collection and dissemination of information and coordination of Department resources for response, recovery and employee safety during emergency situations or during any other event/incident that warrants the activation of the DOC.
 - The LADWP has three primary DOCs (Water, Power, and Information Technology) that perform internal coordination functions, including how the organization gathers, processes, and disseminates information, sets priorities, allocates resources and coordinates activities to restore normal operations and critical business functions. In general, large divisions or organizations maintain DOCs that are equipped to perform the internal coordination function during an emergency. Smaller divisions or organizations often do not maintain a DOC, but rely on the existing infrastructure in their normal work locations to perform this same function. The Senior Assistant General Manager for each system has the authority to activate their DOC. The following diagram identifies the DOCs in parenthesis and the divisions or organizations that report to them.
 - The LADWP maintains and operates a Crisis Management Center (CMC) that acts as a Department Operations Center in support of the Water and Power Systems DOCs. Activation of the CMC shall be at the request of the General Manager or designee.
 - The purpose of the CMC is as follows:
 - Provide a location and staff for the administrative and clerical functions of the Crisis Management Team (CMT) when they meet.
 - Support Customer Services and Public Affairs in administration, collection and dissemination of information to customers, media and other governmental agencies about a major disaster or emergency that significantly affects the Department.
 - Support Joint System and Building Emergency Coordinators (BECs) in the collection of damage assessment information regarding security and life/safety threats to Department employees.
 - Support the Financial Services Organization in the collection of damage assessment information that may significantly affect LADWP facilities such that a financial loss would adversely affect the Department.
 - Assist Joint System in their efforts to coordinate requests for personnel or material resources with other organizations.
- e) Documentation
- i. Record Keeping
 - Documentation should be started in the early stages of an emergency. Depending upon the situation, different types of documentation provide the source documents or database for the After Action Report. Documentation should not be restricted to reports or forms used exclusively by the planning function, but should include materials from

the entire emergency organization. Ideally, key components of this database, such as time-keeping procedures, should be identified as part of pre-incident planning. They should then be used during an actual event. There are many types of documentation. Some recommended types include:

- Action Plans developed to support operational period activities
- Forms used in Incident Command System and Emergency Operation Center
- Activity logs and journals
- Written messages
- Situation reports
- Function and position checklists
- Public information and media reports
- FEMA developed forms.

ii. Time Keeping

- Financial documentation and cost tracking is an important element of any emergency plan. Certain costs may be eligible for Federal or State reimbursement. The City Administrative Officer (CAO) is responsible for coordinating disaster grants and assistance following disasters. Reimbursement through the Federal Emergency Management Agency (FEMA) and the California Governor's Office of Emergency Services (Cal OES) is dependent on complete and accurate documentation of all disaster related work and expenses.
- Critical documents that are generated during an emergency response that are needed for cost recovery are the responsibility of the divisions to archive and protect. Cost recovery documentation includes the following:
 - Signed daily timesheets, civil service classifications, hours, base hourly rates and applicable fringe benefits for labor
 - Quantities, descriptions, purchase orders, invoices/vouchers, and payment records for materials or services
 - Usage records with dates, hours, and rates for equipment
 - Inventory depletion records for stock material usage
 - Contract documentation for services and material
- If any reports for damages are submitted to the EOC, a copy should be submitted to the CMC/Los Angeles County Department of Emergency Management (OEM). All systems are responsible for the collection of information about the event; location, scope, category, and cost estimate of response and damages. OEM is the single point of contact during the recovery phase until the Project Worksheets are approved. After this point, the Financial Services Organization (FSO) of the LADWP is responsible for directing LADWP-wide documentation related to Cal OES/FEMA and insurance claims.

iii. Financial Reporting

- Financial Services Organization (FSO) is responsible for directing Department-wide documentation related to FEMA/Cal OES disaster reimbursement claims and for coordinating submittals to the Office of the City Administrative Officer (CAO), which in turn, coordinates the Citywide FEMA/OES documentation and reporting requirements.
- The Disaster Reimbursement Documentation Manual (Manual) developed by the LADWP shall be used for assembling audit-ready packages for expenditures associated with emergency/disaster recovery/restoration and hazard mitigation. The Manual is based upon processes developed from previous disasters and it outlines the instructions and guidelines necessary for compiling documentation that is designed to meet the requirements of the Federal and state audits.
- Each of the three major systems in LADWP (Water, Power, and Joint) is responsible for compiling documentation and records of its own lead jobs or projects consistent with the Manual provisions. The effort is coordinated by a system-level FEMA Documentation Coordinator.

B. County of Los Angeles

Although the City of Los Angeles has no authority to assign responsibilities to county departments, many county departments are the primary agency responsible for providing certain services to the City of Los Angeles. Those county departments are listed in the following, along with the services they are responsible for providing in the event of a brush fire emergency.

1. **Emergency Management, Los Angeles County Office of (OEM)**
OEM will provide coordination through the County EOC if the event warrants. Mass Care, firefighting, and evacuation operations may require mutual aid from other jurisdictions. OEM will request resources through the Standardized Emergency Management System (SEMS) when necessary. OEM will communicate closely with the Los Angeles City EOC.
2. **Fire Department, Los Angeles County (LACFD)**
The LACFD is a first-responder agency responding to life and health threats of varying scope and degree. Due to the nature of brush fires to span across cities throughout Los Angeles County, LACFD will play a critical role in working alongside LAFD and other municipal fire departments in the event of a major brush fire.
3. **Public Health, Los Angeles county Department of (LACDPH)**
The LACDPH protects health, prevents disease, and promotes the health and well-being for all persons in Los Angeles County and is the City of Los Angeles' primary public health administrator. In the event of a major brush fire, the Environmental Health Program will monitor air quality, well water, and other environmental factors that may be harmful to the population of Los Angeles.

C. State of California

The City of Los Angeles has no authority to assign responsibilities to State of California departments, many State departments have primary or support responsibilities for providing certain services to the City of Los Angeles. Those state departments are listed in the following, along with the services they are responsible for providing in the event of a brush fire emergency.

1. California Department of Forestry and Fire Protection (CAL FIRE)

CAL FIRE is a state-wide organization that is responsible for the fire protection of millions of acres of public and private wild lands. Because of the Department's size and experience in managing major incidents, it is often asked to assist or take the lead in brush fires. In the event of a brush fire within the City of Los Angeles, resources and mutual aid may be requested from CAL FIRE if needed.

2. California Governor's Office of Emergency Services (Cal OES)

Cal OES exists to enhance safety and preparedness in California to protect lives and property by effectively preparing for, preventing, responding to, and recovering from all threats, crimes, hazards, and emergencies. Cal OES is the coordinating entity between agencies.

3. California Environmental Protection Agency (CAL/EPA)

The California Environmental Protection Agency is charged with developing, implementing and enforcing the state's environmental protection laws that ensure clean air, clean water, clean soil, safe pesticides and waste recycling and reduction. In the event of a major brush fire, CAL/EPA may work alongside LACDPH to identify and address environmental factors that could be potentially harmful to the population of Los Angeles.

D. Federal

Although the City of Los Angeles has no authority to assign responsibilities to Federal Departments, many federal departments have primary or support responsible for providing certain services to the City of Los Angeles. Those federal departments are listed in the following, along with the services they are responsible for providing in the event of a brush fire emergency.

1. Federal Emergency Management Agency (FEMA)

FEMA is the lead Federal agency for consequence management, which entails both preparedness for and dealing with the consequences of a major brush fire. Although the affected State and local governments have primary jurisdiction for emergencies, a major brush fire causing mass destruction could create havoc beyond their capability to respond. If this were to happen, FEMA would coordinate consequence management activities including measures to alleviate damage, loss, hardship, or suffering caused by the incident; to protect public health and safety; to restore essential government services; and to provide emergency assistance. FEMA would

implement the Federal Response Plan, cooperating with State and local emergency response agencies. Final authority to make decisions on-scene regarding the consequences of the incident (rescue and treatment of casualties, protective actions for the affected community) rests with the local Incident Commander.

E. Non-Governmental Organizations (NGO)

Although the City of Los Angeles has no authority to assign responsibilities to NGOs, how they respond and the services they provide in the event of a brush fire may greatly impact the City of Los Angeles. Listed below are the outside agencies that will be critical and the roles they will play in assisting the City.

1. American Red Cross (Red Cross)

The Red Cross prevents and alleviates human suffering in emergencies by mobilizing volunteers and donors. The Red Cross has responsibilities as outlined in the EOPs of Los Angeles County, State of California, and FEMA and provides services associated with mass care of populations. In the event of a brush fire requiring evacuation and sheltering, the Red Cross will engage in pre-determined operations for evacuation, mass care and sheltering and deploy an agency representative to the City EOC unless otherwise notified. Following a brushfire, the following actions may be taken by the Red Cross:

- Provide mass care services and help meet the immediate needs of affected people after a major or catastrophic brush fire. (See Mass Care Annex and Mass Feeding Annex). This scale of response may require unconventional service delivery methods to be considered.
- Red Cross will communicate and share information with the City through an Agency Representative or through available communications. Red Cross satellite phones are a primary point of communication when traditional communications are limited or inoperable. Red Cross has the ability to use multiple local radio systems.
- Provide an agency representative to the City EOC and or Command Post.
- Agency representative will be deployed upon request to the Red Cross Disaster Duty Officer. In the event of a catastrophic brush fire, the Red Cross will immediately deploy an agency representative to the designated City EOC unless otherwise notified.
- Agency representative will serve as the liaison between the City and the Red Cross EOC. Agency representatives serve as the conduit for information between the City and Red Cross and are not a decision-maker for Red Cross. Decisions regarding Red Cross service delivery are made at the Red Cross's EOC.
- Requests for mass care services such as sheltering, fixed or mobile feeding should be made through the Red Cross Agency Representative and Red Cross EOC.
- Red Cross requests for resources, access, and supplies may be requested through the Agency Representative at the City EOC.

F. Other Organizations

Although the City of Los Angeles has no authority to assign responsibilities to other organizations, many provide primary or support responsible for providing certain services to the City of Los Angeles. Those who provide services are listed in the following, along with the services they are responsible for providing in the event of a brush fire emergency.

1. Los Angeles Unified School District (LAUSD)

- Staffs the LAUSD desk in the Mass Care Branch in the Operations Section of the EOC.
- The LAUSD Office of Emergency Services or the LAUSD EOC is the point of contact for matters relating to the use of LAUSD public schools during emergencies.
- Works with American Red Cross and Recreation and Parks in designation and operation of shelter site.
- Renders LAUSD facilities and open spaces as shelter sites.
- Works with other departments and agencies as necessary in the event of a brush fire.
- Provides transportation resources in accordance with the LAUSD/LADOT agreement.
- LAUSD Police provide security for LAUSD shelter sites.

IV. DIRECTION, CONTROL AND COORDINATION

This Brush Fire Annex may be activated when the Mayor proclaims a local emergency, or if there is an automatic activation. An automatic activation follows a disaster or event that the City has identified, in advance, as one that requires an immediate response. Disasters requiring automatic activation are those events that pose an immediate threat to public safety.

Some portions of this Annex, such as the initial response, go into effect immediately following a brush fire event. The remainder of this Annex is only activated when the incident grows in scope to a point where activation of the Emergency Operations Center (EOC) is warranted. Activation of the EOC is not necessarily automatic or necessary with all brushfire incidents.

In advance of or simultaneous with the City plan activation, City departments and agencies including the Police Department, Fire Department, Department of Transportation, Department of Recreation and Parks and the Port of Los Angeles will also activate their departmental emergency plans.

V. ADMINISTRATION, FINANCE, AND LOGISTICS

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

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

VI. AGREEMENTS AND UNDERSTANDINGS

Currently there are no Memoranda of Agreement or Understanding for this Annex.

VII. AUTHORITIES AND REFERENCES

A. Authorities

1. Federal
 - a) The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended. <http://www.fema.gov/about/stafact.shtm>
 - b) Homeland Security Presidential Directive-5 (HSPD-5). <http://www.gpo.gov/fdsys/pkg/PPP-2003-book1/pdf/PPP-2003-book1-doc-pg229.pdf>
 - c) National Incident Management System. Department of Homeland Security. December 2008. http://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf
 - d) National Response Framework. Department of Homeland Security. January 2008. <http://www.fema.gov/pdf/emergency/nrf/nrf-core.pdf>
 - e) Americans with Disabilities Act of 1990, as amended. <http://www.ada.gov/pubs/ada.htm>
2. State of California
 - a) California Constitution <http://law.justia.com/california/constitution/>
 - b) California Emergency Services Act, 2006 <http://hazardmitigation.calema.ca.gov/docs/ESA-all8-06-final.pdf>
 - c) California State Emergency Plan <http://www.calema.ca.gov/PlanningandPreparedness/Pages/State-Emergency-Plan.aspx>
 - d) California Code of Regulations, Title 19, Chapters 1 through 6, including:
 - i. Chapter 1, Standardized Emergency Management System <https://law.resource.org/pub/us/ccr/gov.ca.oal.title19.html>
 - ii. Chapter 6, Disaster Assistance Act Regulations <http://www.kintera.org/atf/cf/%7BE475D1A4-FB9C-4135-AE8B-9310119C7F19%7D/CHAPTER%206%20%20CDAA.pdf>
3. County of Los Angeles
 - a) Operational Area Emergency Response Plan <http://lacoa.org/PDF/OA%20ERP.pdf>

4. City of Los Angeles
 - a) Executive Directive 23 – Individuals with Disabilities and Access and Functional Needs, May 23, 2011

B. References

1. Los Angeles Department of Public Health, “Adult Disability in Los Angeles County.” LA Health. Sept. 2006.
2. Kailes, J. and Enders, A. in “Moving Beyond ‘Special Needs’ A Function-Based Framework for Emergency Management Planning,” *Journal of Disability Policy Studies*, Vol./No. 44/207, pp. 230-237.

ATTACHMENT A: ACRONYMS

Acronym	Full Name
ACC	Area Command Center
ACTS	Animal Care Technician Supervisors
ADA	Americans With Disabilities Act
Animal Services	Department of Animal Services
AR	Agency Representative
BEC	Building Emergency Coordinator
Cal OES	California Governor's Office of Emergency Services
CAO	Chief Administrative Officer
CMC	Crisis Management Center
CMS	Consumable Medical Supplies
CMT	Crisis Management Team
CPG	Comprehensive Preparedness Guide
DME	Durable Medical Equipment
DOC	Department Operations Center
EmCC	Los Angeles Department of Water and Power Emergency Command Center
EMD	Emergency Management Department
EOB	City of Los Angeles Emergency Operations Board
EOC	Emergency Operations Center
EOO	Emergency Operations Organization
EOP	Emergency Operations Plan
FEMA	Federal Emergency Management Agency
FNSS	Functional Needs Support Services
FSO	Financial Services Organization
Helco	Helicopter Command
HVAC	Heating, Ventilation, and Air Conditioning
ICP	Incident Command Post
ICS	Incident Command Structure
ITA	Information Technology Agency
ITA	Information Technology Agency
LACDPH	Los Angeles County Department of Public Health
LADOT	Los Angeles Department of Transportation
LADWP	Los Angeles Department of Water and Power
LAFD	Los Angeles Fire Department
LAN	Local Area Network
LAPD	Los Angeles Police Department
LAUSD	Los Angeles Unified School District

MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NWS	National Weather Service
PIER	Public Information and Emergency Response
RAP	Department of Recreation and Parks
Red Cross	American Red Cross Los Angeles Region
SEMS	California Standardized Emergency Management System
SMART	Specialized Mobile Animal Rescue Team
SOP	Standard Operating Procedure
SPAWS	Swimming Pool Augmented Water Supply
VEERT	Volunteer Emergency Equine Response Team