

City of Los Angeles

EMERGENCY OPERATIONS PLAN



CRITICAL INFRASTRUCTURE

Hazard Specific Annex

August 2018



TABLE OF CONTENTS

ANNEX DEVELOPMENT AND MAINTENANCE	1
APPROVAL AND IMPLEMENTATION	2
RECORD OF CHANGES	3
CITY EMERGENCY OPERATIONS PLAN /ANNEX CROSS REFERENCE	4
BACKGROUND	5
I. PURPOSE, SCOPE, SITUATION, AND ASSUMPTIONS	6
A. Purpose	6
B. Scope	6
C. Situation Overview	7
D. Assumptions	8
II. CONCEPT OF OPERATIONS	11
A. Terminology	11
B. Potable Water	11
C. Electricity	12
D. Waste Water Collection & Treatment	12
E. Natural Gas	12
F. Information Technology & Communications	12
G. Roadways and Bridges	13
H. Other Impacted Agencies	14
I. Documentation and Time-Keeping	14
III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES	15
A. City of Los Angeles	15
B. County of Los Angeles	40
C. State of California	40
D. Federal	41
E. Other	41
IV. DIRECTION, CONTROL, AND COORDINATION	43
V. ADMINISTRATION, FINANCE, AND LOGISTICS	44
VI. AGREEMENTS AND UNDERSTANDINGS	45

VII. AUTHORITIES AND REFERENCES..... 46

Attachment A: Acronyms..... 48

ANNEX DEVELOPMENT AND MAINTENANCE

This Annex is developed in support of the City of Los Angeles Emergency Operations Plan (EOP) to facilitate response during incidents of damage to critical infrastructure.

This Annex is developed in cooperation and with input from City departments with primary response or support activities, as well as input from appropriate non-City agencies with identified activities related to critical infrastructure disturbances.

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 how all of the activities identified in this document directly relate to their own department, as well as how those activities interact with, support, or require support from other departments identified within this plan. 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 and/or identifies a conflict between their listed activities 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 EOP. It serves as either a stand-alone plan or companion document to an applicable Function Support 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 (EMC). When approved by the EMC, the committee presents the document to the Emergency Operations Board (EOB) with a recommendation for approval. Upon review and approval by the Emergency 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.

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.

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

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).

RECORD OF CHANGES

Each revision or correction to this Annex must be recorded. The record contains the date, location, and brief description of change, as well as who requested or performed such change.

Table 1: Record of Changes

Date	Section/Page	Description of Change	Changed By
8/16/18	All	Bi-Annual Update	L. Meyerhofer

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) is referenced, see the **Mass Care and Sheltering Annex; Resettlement Processing Center Annex; and 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**.
- Hazard Specific Annexes include the **Tsunami Annex, Earthquake Annex, Adverse Weather Annex, Brushfire Annex, Urban Flooding Annex, Off-Airport Major Aircraft Response Annex, Debris Flow Annex, Civil Disturbance Annex, Terrorism Prevention & Protection Annex and 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 American 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

As with all metropolitan cities, Los Angeles maintains extensive complex infrastructures that provide residents, commuters, and visitors with critical services and key resources, such as, water, power, sanitation, natural gas, fuel, telecommunications, and other vital services. Each day, dozens of minor interruptions to these services occur across the City as a result of equipment failures, traffic accidents, and other natural and manmade causes. While inconvenient for those directly involved, the majority of these interruptions pass without posing a significant threat to public health or safety.

In contrast, a major interruption to some of these services or resources can cause significant personal and economic hardship for a large number of residents. A failure of one critical infrastructure can potentially have a domino effect causing other critical infrastructures to fail as well. For example, a severe disruption to the power supply can affect the water pressure caused by inoperable pumps, thus contaminating the City's water supply. A prolonged interruption and a delayed recovery response to critical infrastructures in the City of Los Angeles will pose a significant threat to the health, safety, and property of its residents.

A newly emerging danger is that of intentional man-made disruptions to telecommunications infrastructures. Cyber attacks from states, state-sponsored groups, and non-state actors, are an increasing threat that has the potential to cause devastating critical infrastructure emergencies. All utilities rely on computer networks, the internet, and telecommunication networks to control the distribution of key resources. Damage or paralysis to any of these infrastructures can result in the inability to distribute critical resources for an indefinite period of time.

The operations described in this Annex are designed to be scalable. They can be used during incidents that effect parts of the City, the City in its entirety, or even incidents that go far beyond City borders. This Annex presents the types of adverse experiences caused by a disruption to a critical infrastructure. The management of resulting emergencies will be handled similar to any other event, whether it is related to a critical infrastructure or not.

I. PURPOSE, SCOPE, SITUATION AND ASSUMPTIONS

A. Purpose

This Annex details government's responsibilities for the restoration of a major critical infrastructure. 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 all agencies, organizations, and personnel with critical infrastructure responsibilities. Organizations, operational concepts, responsibilities, and procedures regarding Critical Infrastructure capabilities are defined within this Annex.

The Annex has been developed to meet the following objectives:

- Provide a concept of operations and responsibilities for each appropriate department within the City of Los Angeles.
- Define methodologies and procedures necessary for the rapid notification of City departments and the public in an event that impacts critical infrastructure. 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, Los Angeles County Operational Area (OA), and other local governments' emergency response plans and operations.
- Identify pre-event, response, and recovery actions that can realistically be performed by responsible City departments in order to mitigate potential impacts.
- Identify agencies within City departments responsible for these tasks and supporting departments that will assist in accomplishing them.
- Ensure that City plans, procedures, and liaisons are consistent and coordinated with private-sector infrastructure providers.
- Ensure, to the extent possible, consistency with the OA, State of California, and other local government and district plans and procedures.

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 performing emergency public safety or other critical services.
- City Departments that operate critical infrastructure systems that disproportionately impact people with disabilities and others with access and functional needs.

- City Departments that primarily support departments with public safety functions.
- City Departments that provide essential services or resources.

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*"², the 2016 population estimate for the City of Los Angeles is 4,030,904. This estimates out at approximately 8094 persons per square mile.

The City of Los Angeles is one of the most diverse cities in the entire world. Angelenos come from throughout the world, speak nearly 200 languages, and represent dozens of different religions. The community members who live, work, and play in Los Angeles include persons 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 disability³. 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 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

² California Department of Finance, E-1 Population Estimates for Cities, Counties, and the State, January 1, 2015 and 2016

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

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

2. Vulnerabilities

The City of Los Angeles has multiple accessible and redundant warning and notification systems that it will utilize to reach the public for warnings, notification, and support. The primary mode of notification will be the NotifyLA application. Other modes will include news releases and public service announcements to the media and directly through social media. Factors to consider are the type of disaster, the population density, 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 continues to develop, update and/or maintain memorandum of understandings (MOUs), memorandums of agreements (MOAs), and contract amendments with private vendors to increase response capability and available resources. In addition, the City of Los Angeles’ Business Operations Center (BOC) maintains communication channels with the private sector who may provide donations in an emergency.

Due to the population density 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 response to incidents of damage to critical infrastructure 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 and 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 multiple 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.
- A disaster may occur at any time with little or no warning, and response and/or recovery needs may exceed the capabilities of local and State governments, the private sector, and nonprofit organizations in the affected areas.
- Catastrophic disaster scenarios will change nearly all facets of everyday life. Almost nothing will operate the same as before the event. These scenarios are very different from the changes that occur in large emergency situations and produce far greater impacts on residents, businesses, and government.
- Response activities and short-term and long-term recovery activities will occur concurrently at different rates, which may create tension and a competitive demand

for resources. This dynamic will be exacerbated when there are secondary hazards (e.g., aftershock to an earthquake) and/or inadequate processes for prioritizing needs.

- The scope of the disaster may require the Mayor of the City of Los Angeles to proclaim a Local Emergency, the Governor of California to proclaim a State of Emergency, and/or the President of the United States to declare a Major Disaster or Emergency.
- The City may need to request assistance through mutual aid and/or from the OA, the State, and the Federal government in accordance with the National Response Framework (NRF).
- During a catastrophic event, personnel with essential operational responsibilities may suffer damage to their homes and personal property, which will have lasting effects well into the recovery phase. These personnel may suffer loss of or separation from family members or concern for their well-being; this will affect their ability to serve in their operational capacities. Higher than normal distress or psychological impacts will occur and ultimately influence staffing availability and resources.
- Disruption of critical infrastructure systems will disproportionately impact people with disabilities and others with access and functional needs.
- Many resources critical to the disaster recovery process may be scarce, and competition to obtain such resources may be significant. Participation from many outside agencies and organizations will be needed throughout the recovery phases.
- Private-sector entities will play a significant role in the repair of critical infrastructure. These entities will provide the primary workforce for much of the infrastructure recovery phase.
- Voluntary organizations within and beyond the region will play a major role throughout the affected areas by providing supplies and services.
- When activated, Department Operations Centers (DOCs) for agencies with infrastructure maintenance and operation responsibilities will provide situation status information to the EOC, when activated, or to the EMD Duty Officer as needed.
- In cases where agency DOCs are not activated, personnel at Unified Command Posts (UCP) or Incident Command Posts (ICP) will provide the EMD Duty Officer with situation status information.

II. CONCEPT OF OPERATIONS

A. Terminology

For a list of acronyms, see Attachment A.

B. Potable Water

Potable water is water that is safe to drink or use with minimal risk of physical harm in the short or long term. The **Los Angeles Department of Water and Power (LADWP)** operates and maintains the potable water system for the City of Los Angeles as a municipally owned and operated utility.

LADWP operates 419 miles of aqueduct, 1 filtration plant, 2 ammoniation stations, 31 chlorination stations, and 7,221 miles of distribution mains and trunklines. However, not all of these operations lie within the City of Los Angeles; LADWP produces approximately 460 million gallons of water per day for the City. LADWP is responsible for addressing any interruption to the potable water supply system including assessment of damage, repair, restoration of services, coordination of mutual aid through the California Utilities Emergency Association (CUEA), and representation in the EOC as Water System Unit Leader within the Utilities Branch of the Operations Section.

C. Electricity

The loss of electricity due to a disruption of critical infrastructure will shut down several vital services Los Angeles residents rely on for survival: the storage and preservation of food, communications, street and housing lighting, heat generation, life sustaining equipment, and numerous other requirements for living.

LADWP operates 3,656 miles of transmission lines, 23 receiving stations, and 158 distribution stations. However, not all LADWP operations lie within the City of Los Angeles. LADWP produces more than 26 million megawatt-hours per year; the number of megawatt-hours used varies depending on time of year and weather conditions. During Fiscal Year (FY) 2010- 2011, the yearly demand was 25.2 million megawatt-hours. The maximum plant capability is currently 7,880 megawatts. On August 31, 2017 peak demand reached 6,502 megawatts.

LADWP operates and maintains the electrical power system for the City of Los Angeles as a municipally owned and operated utility. LADWP is responsible for addressing any interruption to the power supply system including assessment of damage, repair, restoration of services, coordination of mutual aid through the California Utilities Emergency Association (CUEA), and representation in the EOC as Power System Unit Leader within the Utilities Branch of the Operations Section.

D. Waste Water Collection and Treatment

Waste water collection and treatment is defined as the safe collection and processing of household, business, and industrial liquid and commercial waste through waste water system infrastructure and treatment facilities. Loss or disruption of the waste water collection system and treatment system can result in serious public health problems for the City of Los Angeles.

The Los Angeles Department of Public Works (DPW), Bureau of Sanitation (Sanitation) operates and maintains the waste water collection and treatment system for the City. The Bureau of Sanitation is responsible for operating and maintaining one of the world's largest wastewater collection and treatment systems. Over 6,500 miles of sewers serve more than four million residential and business customers in Los Angeles and 29 contracting cities and agencies. These sewers are connected to the City's four wastewater and water reclamation plants that process an average of 550 million gallons of wastewater each day. Sanitation is responsible for addressing any interruption to the waste water collection and treatment system including assessment of damage, repair, restoration of services, coordination of public works mutual aid through the Operational Area and State of California Emergency Management Agency (CalOES), and representation in the EOC as Sanitation Unit Leader within the Public Works Branch of the Operations Section.

E. Natural Gas

Natural gas is defined as the system for the production and delivery of pressurized natural gas energy for household and commercial use. Loss or disruption of the natural gas system can result in serious public safety and health problems including the inability to heat water, homes and businesses and to enable gas powered appliances to function.

The Southern California Gas Company (Sempra) is the legally established, exclusive provider and distributor of natural gas services to the City of Los Angeles. Sempra is responsible for operating and maintaining the natural gas system for its customers in Los Angeles, including City facilities. Sempra is responsible for addressing any interruption to the natural gas system including assessment of damage, repair, restoration of services, coordination of public works mutual aid through the California Utilities Emergency Association (CUEA) and mutual aid agreements with other natural gas providers, and representation in the EOC as the Natural Gas System Unit Leader within the Utilities Branch of the Operations Section.

F. Information Technology and Telecommunications

Information technology and telecommunications are defined as voice, data, and radio systems used to process and exchange information. They include, but are not limited to, land line and wireless telephone services, computer connectivity and Internet services, City operated public safety radio systems, and City operated public safety audio visual display systems. Loss or disruption of information technology and telecommunications systems can seriously impact overall public safety in the City of Los Angeles, specifically

with respect to 9-1-1 emergency telephone services and related radio dispatch systems. Disruption could also impact all City functions that require telephone, data network, and/or Internet connection services.

The Los Angeles Information Technology Agency (ITA) is responsible for operating and maintaining City owned information technology and telecommunications systems and coordinating the operations and maintenance of private tele-utility services such as commercial telephone, radio, television, and Internet access. ITA manages 124 Communications/Radio facilities and one computer data center and server room which is located in City Hall East and is backed-up in regular intervals with a back-up server located off-site. ITA also manages multiple connections to City systems and applications operating in the cloud, an out-of-area disaster recovery location in Las Vegas, and an alternate network core function from a location at the Van Nuys City Hall.

ITA provides interface with major tele-utilities such as AT&T, Verizon, T-Mobile, Sprint, etc. who provide services to the residents on a contractual basis. ITA also provides agency representatives to the City's EOC as the Technology Unit Leader of the Logistics Section and the EOC Technology Support Unit of the Management Section.

G. Roadways & Bridges

Roadways and bridges are defined as City owned or maintained transportation highway and street system for use by motor vehicles and other related transit systems. Loss or disruption of roadways and bridges could have a serious impact on public safety, public transportation, commercial transit, and shipping in the City of Los Angeles and the surrounding region.

The Los Angeles, Department of Public Works (DPW), Bureau of Street Services (Street Services) is responsible for operating and maintaining the network of City streets in Los Angeles. The Bureau of Street Services maintains 7,300 miles of City streets and alleys and 427 bridges which include vehicular bridges, pedestrian bridges, pedestrian tunnels, vehicular tunnels, equestrian tunnels, and bikeway bridges.

DPW/Street Services is responsible for ensuring that City streets are accessible and passable in emergencies and crisis situations, especially for public safety first responder vehicles and personnel. The responsibility also extends to debris removal and repair/restoration of City streets as a recovery function. Street Services also coordinates with the Operational Area and the State of California Emergency Management Agency (Cal OES) for public works mutual aid, and with the Los Angeles Department of Transportation (LADOT), California Department of Transportation (Caltrans), and the Metropolitan Transit Authority (MTA) for transit and traffic planning in the event of a disruption to roadways and bridges.

H. Other Impacted Agencies

Several other emergency response, recovery, and support agencies in the City of Los Angeles are also impacted by an interruption of critical infrastructure and services. Proprietary agencies such as the Port of Los Angeles (POLA) and Los Angeles World Airports (LAWA) maintain critical transportation and commercial facilities and services. In the event of damage to or interruption of critical infrastructure, specific continuity of operations plans (COOPs) to maintain Port of Los Angeles and airport operations can be found in those agencies' Departmental Emergency Plans and affiliated Standard Operating Plans (SOPs). Similarly, LADOT coordinates traffic and transit planning and enforcement for the City and details its COOPs for critical infrastructure damage or interruption in their Departmental Emergency Plan and affiliated SOPs.

I. Documentation and Time-Keeping

During an emergency situation or incident, it is important to keep record of 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 and 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. Building and Safety, Los Angeles Department of (LADBS)

a) Reconnaissance and Information Gathering

i. Fact Gathering

- Establish continuous communications link with all offices for possible reassignment of staff.
- Verify lines of communication between management staff and other City agencies.

ii. Assessment

- Perform communication equipment check of all handheld radios and base stations.
- Assess the impact and establish continuous communications link with all offices using available means of communication.
- Contact Department personnel in potentially affected areas and reassign to alternate offices as necessary.
- Procure, distribute, and restock emergency supplies.
- Develop a work-around for financial banking based operations.

iii. Information Sharing

- Conduct briefings for key personnel on emergency operations tactical plans.
- Distribute emergency Incident timesheets and instruct staff on reporting work hours.
- Establish contacts and liaisons with shelter and mass care providers.
- Verify lines of communication between management, staff, and other City agencies.
- Gather and disseminate information on issues such as concentrated areas of damage, road closures, high-risk security areas, etc.

b) Incident Stabilization

i. Incident Response

- Staff Emergency Operations Center (EOC) as needed.
- Activate the Department's Operation Center (DOC).
- Secure Department personnel to transport the Mobile Command Post.
- Acquire portable toilets as needed.
- Procure, distribute, and restock flashlights.
- Establish contacts and liaisons with EMD duty officer or EOC, if activated, regarding shelter and mass care providers.
- Contact Department personnel in potentially affected areas and advise.
- Place essential Department personnel on standby for overtime assignments.
- Obtain additional communication equipment from EOC and distribute as necessary (radio, cell phones, etc.).

- Building Inspection of structures for safety assessment pursuant to State ATC20 protocols. A summary of safety assessment information shall be provided to the EOC.
 - Ongoing Information Gathering, Assessment & Sharing. Safety Assessment information shall be transmitted to the EOC or EMD Duty Officer as needed.
 - Assess security needs for personnel and offices in the affected areas.
 - Consider reassigning Department personnel in affected areas to alternate offices.
 - Gather and disseminate information on issues such as concentrated areas of damage, road closures, high security areas, etc.
 - Assess Transition to Recovery/Demobilization.
 - Assign personnel to document and log events for After Action Report.
- c) Initial Recovery
- i. Initial Recovery Operations
 - Compile all necessary documents and apply for all reimbursable expenses to appropriate governmental agencies (Federal Emergency Management Agency (FEMA), CalOES, etc.).
 - Prepare an After Action Report
 - ii. Ongoing Information Gathering, Assessment and Sharing
 - Activate data entry system for documentation and reporting of safety assessment information.
 - iii. Demobilization of Department/Agency Resources
 - Restock and replace emergency supplies used.
 - Deactivate the DOC.
 - Debrief all participating staff.
- d) Department Command and Control
- i. Provide information to employees on obtaining financial assistance.
- e) Documentation
- i. Record Keeping
 - A unique designation that will be used for tracking purposes shall be designated for the critical infrastructure disruption event. Such designation shall be utilized by the Department's cost accounting, plan checking, and inspection programs (e-Time, Plan Check and Inspection System (PCIS), Code Enforcement Information System (CEIS), etc.).
 - ii. Time Keeping
 - Proper documentation shall be any forms used by LADBS that document disaster related tasks performed (Rapid Screening Inspection Form, Emergency Inspection Request forms, etc.); the amount of time spent on each disaster related task (daily time sheets, mileage statements, etc.); invoices or receipts for the purchase of disaster related supplies; invoices and timesheets for any disaster related contract services used; and any

other documentation as determined necessary by the Department, the City, or reimbursing agencies such as FEMA.

iii. Financial Reporting

- All disaster-related documents shall be reviewed for completeness and accuracy by data entry staff and then sent to Financial Services Section at regularly scheduled intervals. All collected documentation shall be stored in accordance with Financial Services Section procedures and general accounting practices.

2. Emergency Management Department (EMD)

a) Reconnaissance and Information Gathering

i. Fact Gathering

- EMD Duty Officer serves as a 24-7 point of contact to collect information on events and incidents.
- When EOC is activated, EMD staffs the Planning and Information Section Coordinator position to manage citywide fact gathering.
- EMD is responsible for reaching out to all affected City departments during events, incidents, and emergencies to ensure gathering of situational awareness information.

ii. Assessment

- EMD Duty Officer, in concert with EMD management, assesses the severity and impact of events, incidents, or emergencies and determines whether EOC should be activated and at what level.
- If EOC is not activated, Duty Officer assesses impact of infrastructure interruption and provides citywide coordination by communicating with affected departments.
- If EOC is activated, EMD as the Planning and Information Section Coordinator will ensure all available information is analyzed. EOC will be activated to a level that insures citywide collection and analysis of information on safety and damage assessment.

iii. Information Sharing

- EMD Duty Officer, in concert with EMD management, determines appropriate means for sharing Citywide situational awareness with affected departments via teleconference calls, EMD bulletins, press releases, and use of WebEOC system.
- If EOC is activated, EMD as the Planning and Information Section Coordinator will share situational awareness with other staff in the EOC and Department Operations Centers (DOCs) via WebEOC system, emails, press releases (in concert with EOC Public Information Officer (PIO), and other means as necessary.

b) Incident Stabilization

i. Incident Response

- EMD's incident response role is to activate the EOC as needed and provide a Liaison Officer to an Incident Command Post (ICP) or Unified Command Post (UCP) as necessary.

ii. Ongoing Information Gathering, Assessment and Sharing

- EMD Duty Officer or EOC Planning and Information Section Coordinator is responsible for insuring ongoing fact gathering and situational awareness Citywide.
- Planning and Information Section manages the EOC Coordination Process to produce written EOC Coordination Plans for each operational period. Planning and Information Section Disabilities, Access and Functional Need Technical Specialist (DAFN Technical Specialist) is responsible for ensuring appropriate situational awareness regarding citywide disabilities and access or functional needs issues and that the approved EOC Coordination Plan identifies all necessary and appropriate objectives and actions.

iii. Assess Transition to Recovery/Demobilization

- EOC Planning and Information Section manages and coordinates transition to recovery phase and demobilization of the EOC. EMD staffs the Recovery Officer position during response phase and recommends concept of operations for recovery phase of the EOC activation.

c) Initial Recovery

i. Initial Recovery Operations

- EMD establishes concept of operations and staffing plan for EOC recovery operations.
- Coordinates formal transition from response to recovery phase and advises the City on all recovery issues.

ii. Ongoing Information Gathering, Assessment and Sharing

- When EOC remains activated for recovery phase, EMD continues as Planning and Information Section Coordinator and Recovery Officer and may also serve as EOC Director.
- Planning and Intelligence Section continues coordination of citywide situational awareness for recovery phase.
- EMD coordinates overall short and long-term recovery operations for the City in concert with the City Administrative Office (CAO), Cal OES, and FEMA.
- Planning and Intelligence Section DAFN Technical Specialist advises EOC Management on all disabilities, access or functional needs related recovery issues.

iii. Demobilization of Department/Agency Resources

- EMD is only responsible for coordinating demobilization of the City EOC.

- d) Department Command and Control
 - i. EMD Department Operations Center responsible for coordinating overall department activities during an event or incident where the EOC is activated. EMD Assistant General Manager and/or Administrative Services Division Chief serve as DOC Director.
- e) Documentation
 - i. Record Keeping
 - As Coordinator of the EOC Planning and Intelligence Section, EMD is responsible for maintaining hard copy and electronic records related to activations of the EOC, especially those needed for disaster reimbursement grants.
 - ii. Time Keeping
 - EMD is responsible for maintaining time keeping records of its employees during steady state and emergency situations including activations of the City's EOC. EMD shall maintain basic time keeping records for EOC responders; individual responder departments maintain specific payroll related time keeping records for their staff, including those who respond to the EOC.
 - iii. Financial Reporting
 - EMD shall coordinate with the Office of the CAO regarding financial reporting and cost tracking for the City during proclaimed local emergencies and activations of the City's EOC.

3. Engineering, Bureau of (Engineering)

- a) Reconnaissance and Information Gathering
 - i. Fact Gathering
 - Identify critical facilities/functions dependent on water distribution.
 - Identify critical facilities/functions dependent on power.
 - ii. Assessment
 - Assess the scope of water/power interruption and potential hazards or operational problems.
 - iii. Information Sharing
 - Advise LADWP of critical operations dependent on water distribution.
 - Establish contact and liaison with Board of Public Works, EOC, other jurisdictions and outside agencies.
- b) Incident stabilization
 - i. Incident Response
 - Staff EOC/Bureau Operations Center (BOC) as needed.
 - Structural Engineering Division – Assess damage to bridges.
 - Wastewater Conveyance Engineering Division - Assess damages to sewer and storm drain systems as requested by the Bureau of Sanitation.
 - BOE Contractors - Repair damages to bridges, sewer, and storm drain systems.

- Utilize alternate work sites as addressed in Bureau emergency plans.
- Support all EOO divisions as requested.
- ii. Ongoing Information Gathering, Assessment & Sharing
 - Assessment of operational capabilities will be continuously updated.
 - Continue pre-identified modes of information gathering and reporting.
- iii. Assess Transition to Recovery/Demobilization
 - Document time, labor, and equipment use.
 - Determine the gaps in response activities related to departmental roles and responsibilities.
- c) Initial Recovery
 - i. Initial Recovery Operations
 - Maintain emergency water supplies.
 - Working with other Departments to establish recovery goals and determine priorities.
 - Allocate resources and personnel according to established priorities.
 - Determine any potential long-term recovery needs and seek mutual aid assistance if necessary.
 - ii. Ongoing Information Gathering, Assessment and Sharing
 - Assessment of operational capabilities will be continuously updated.
 - Continue pre-identified modes of information gathering and reporting.
 - iii. Demobilization of Department/Agency Resources
 - 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
 - Determine if the Bureau of Engineering Emergency Plan should be activated, and if activated the Emergency Preparedness Liaison will notify EMD.
 - Establish and maintain communications between the EOC, BOC's and operational command centers.
 - Review mutual aid agreements and standing contracts. Reach out to stakeholders as necessary.
- e) Documentation
 - i. Record Keeping
 - Initial Damage Assessments are to be reported on FEMA/OES mandated forms.
 - The Administration Division is responsible for securing copies of all rental equipment charges, materials and copies of all field documentation charged to work order(s) used in the emergency, for tracking full cost recovery and future invoicing for seeking reimbursement from the State Office of Emergency Services and/or the Federal Emergency Management Agency (FEMA).

- Engineering is responsible for maintaining the City of Los Angeles engineering records. Hard and electronic copies are maintained in Engineering offices and servers. Electronic copies are also maintained with the ITA Division.
- ii. Time Keeping
 - FEMA and OES have forms to report the initial emergency response including: force account labor, contract labor and equipment and expense.
 - The Administration Division is responsible for securing copies of all timesheets.
 - Engineering is responsible for maintaining time keeping records for its employees. Engineering shall maintain basic time keeping records for EOC activation. Division Managers are responsible for maintaining employee's daily timesheet records.
- iii. Financial Reporting
 - Disaster related work and expenses must follow the Bureau's normal cost-accounting guidelines.
 - Financial tracking and management will be coordinated through the Budget, Cost and Revenue Section of the Bureau's Administrative Services Division. That Section is responsible for financial tracking and management coordination. The Section coordinates with the Office of Accounting and the CAO.
 - Costs are tracked using the City's Financial Management System (FMS) and/or Merlin, plus time sheets, purchase records, etc. will constitute documentation to support the Bureau's expenditure claims.
 - The Administration Division is tasked with verifying that designated work orders have been opened and that all related Bureau costs are being charged correctly to that work order.
 - Engineering shall coordinate with the office of the CAO regarding financial reporting and cost tracking for the City during a proclaimed local emergency or EOC activation.

4. Fire Department, Los Angeles (LAFD)

a) Reconnaissance and Information Gathering

- i. Fact Gathering
 - Gather facts on an ongoing basis.
 - Utilize public media, real time street data, Life Support Equipment Discount Program (LSDP) database and recon information of incoming personnel as fact gathering sources.
- ii. Assessment
 - Maintain use of fuel cache at local Fire Stations (maintain 1/3 of tank at all times).
 - If transportation thoroughfares are interrupted, determine alternate routes for response and hospital deliveries.
- iii. Information Sharing

- Provide and maintain information sharing with Metropolitan Fire Communications (MFC), the Joint Regional Intelligence Center (JRIC), LAFD, and other appropriate agencies.
- Control information provide to the media and other public information outlets.

b) Incident stabilization

i. Incident Response

- Receive notification of a critical interruption.
- Identify and evaluate the interruption and determine the level of Metropolitan Fire Communications (MFC) notification.
- MFC notification of Hydrant Unit of Fire Prevention Bureau (FPB).
- Hydrant Unit notification of LADWP.
- Direct activation of the Department Operation Center (DOC).
- Field units to notify MFC of power related interruptions.
- MFC to notify LADWP of power related interruptions.
- Field units will assess natural gas lines and report significant findings to MFC.
- MFC to notify Sempra Inc. of gas line interruptions in service.
- Field Units to notify MFC of interruptions to sewer system.
- MFC will notify the Dept of Public Works of significant interruptions to sewage system.
- Field Units to notify MFC of dam head and or reservoir breaches.
- MFC to notify LADWP, Army Corp of Engineers (USACE), and private reservoir operators of breaches to major static water supplies.
- Consider a Tactical Alert.
- Assist community in water drinking needs.
- Acquire “water buffalos” if needed.
- Assist in acquiring water tenders.
- LAFD would be ordered to go on “Radio Watch”.
- Respond to any requests given by MFC.
- Respond to elevator rescues, request for support of health and medical needs for people dependent on power for life sustaining equipment.
- Coordinate field personnel response to impacted areas or incident sites.
- If communications are interrupted, use radio, text or Fire Phone to inform MFC of the interruption.
- If MFC communications are affected, contact ITA immediately.
- In case of any computer related failures, contact ITA immediately.
- Report immediately any paging system interruptions to ITA.
- Report immediately any cellular telephone system interruptions to ITA.
- Provide support to City departments as needed.
- Relocate resources to the area in need.
- Request mutual aid from County of Los Angeles.

- LAFD Administrative Services Bureau would address any problems resulting in banking and finance interruptions.
- ii. Ongoing Information Gathering, Assessment & Sharing
 - Notify Fire Chief or Deputy Department Commander (DDC) of the critical infrastructure disruption.
 - Notify Council Districts and Mayor's Office.
 - Recall all off-duty resources and personnel.
 - Communications failure (radio, cell phone, landline, between LAFD or EMS, resources and hospitals would result in the activation of Department of Health Services communications failure protocol.
- iii. Assess Transition to Recovery/Demobilization
- c) Initial Recovery
 - i. Initial Recovery Operations
 - Notify employees of fire and EMS system problem.
 - Relocate employees as needed.
 - Acquire portable toilets if needed.
 - Provide drinking water if needed.
 - Request additional security.
 - Activate reserves or emergency resources.
 - Brief key personnel.
 - Instruct employees accordingly.
 - Arrange for emergency funds for employees as needed.
 - Replenish water caches in fire equipment apparatus, fire stations, and drinking water caches.
 - Replace broken hard fire equipment/inventory and assets such as hose, nozzles, self-contained breathing apparatus (SCBA), etc.
 - Prepare After Action Report/Post Incident.
 - ii. Ongoing Information Gathering, Assessment and Sharing
 - Based on the type of emergency information gathering will continue throughout the disaster operational period/s.
 - Information will be pushed/pulled to the appropriate sources in and outside the organization.
 - Through the JRIC and MFC information will be shared with the appropriate agencies.
 - iii. Demobilization of Department/Agency Resources
 - Resources will be demobilized in concert with the mitigation of the disaster.
- d) Department Command and Control
 - Provide information to employees on how to obtain financial assistance.
 - Provide information on how to recover from disaster or calamity. The goal is to allow LAFD employees to recover as soon as possible.

e) Documentation

i. Record Keeping

- Document costs of recovery.
- Activation of the Department Finance Section to document time related cost in preparation for Fire Management Assistance Grant (FMAG) application (if applicable).
- Designate a unique variable staffing code to track employee cost associated with all aspects of the incident.
- Designate a line item for each major funding account for expendables and hard assets used in the mitigation of the incident.

ii. Time Keeping

- Proper documentation will be provided via the Network Staffing System (NSS). Time will be divided by task, and function.
- Contracts, MOU's and other related documentation shall be used to reimburse agencies, companies or organizational cost.

iii. Financial Reporting

- Report costs to the Chief Administrative Officer (CAO).
- Use the FEMA based forms such 101, F-49. Etc to report cost associated with the mitigation of the disaster.

5. **General Services, Department of (GSD)**

a) Reconnaissance and Information Gathering

i. Fact Gathering

- Information will be communicated by the EOC representative back to Senior Management and vice versa.
- Continue pre-identified modes of information gathering and reporting.

ii. Assessment

- Assessment of operational capabilities will be continuously updated.
- Provide situation assessment through the Department's Operations Center (DOC) to the EOC.
- Continue to assess need for currently mobilized resources.
- Continue to account for personnel and equipment.

iii. Information Sharing

- Provide support to city departments as needed.
- Continue to send reports to the DOC.

b) Incident stabilization

i. Incident Response

- Notify employees of building's water system problems.
- Relocate employees as needed.
- Brief key personnel.
- Instruct employees accordingly.
- Arrange for emergency funds for GSD employees as needed.

ii. Ongoing Information Gathering, Assessment & Sharing

- Conduct briefings as necessary.
 - Communicate via 2-way radios and cell phones as necessary.
 - Initiate critical internal city mail distribution.
 - Brief personnel and instruct employees as accordingly.
 - Conduct briefings with management.
- 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.
- c) Initial Recovery
- i. Initial Recovery Operations
- Perform buildings generator maintenance.
- ii. Ongoing Information Gathering, Assessment and Sharing
- iii. Demobilization of Department/Agency Resources
- 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
- The DOC is activated by executive management when conditions warrant a centralized departmental operational response. The DOC liaises between executive management and the GSD divisions.
 - Emergency response objectives are to be based on life safety, property damage and restoration of air operations.
 - General Services General Manager will assign a lead to restore essential facilities, equipment and records. The lead will evaluate and coordinate needs based on up-to-date lists of GSD facilities and records.
 - General Services General Manager will make the final determination regarding construction-related services.
- e) Documentation
- i. Record Keeping
- The GSD's Finance & Special Operations Division, in coordination with other divisions, is responsible for documenting costs associated with a departmental emergency/disaster response within the guidelines of ICS as required by Standard Emergency Management System and National Incident Management System.
 - Time Keeping
 - GSD's Finance & Special Operations Division, in coordination with other GSD divisions, is responsible for documenting GSD employee's time allocated to the emergency or disaster.

- ii. Financial Reporting
 - Oversee the cost accounting, procurement, and claims processing associated with the emergency.
 - Maintain records of expenditures for personnel and equipment.
 - Provide preliminary and follow-up estimates of damage costs and loss for reimbursement from federal and/or state funds.
 - Work with the CAO to manage federal/state reimbursements.

6. Housing and Community Investment Department of Los Angeles (HCIDLA)

a) Reconnaissance and Information Gathering

- i. Fact Gathering
 - Establish communication with EOC.
 - Determine damage and safety of office locations.
 - Communicate with LADBS to obtain preliminary information regarding plans to conduct safety assessments and begin coordination.
 - Communicate with HCIDLA employees and coordinate when and where to report.
- ii. Assessment
 - Assess phone, data and systems connectivity, including state of hotline.
 - Assess number of staff able to report in to work.
 - Set up DOC and establish initial situational awareness picture with LADBS.
- iii. Information Sharing
 - Notify the EOC of any department activations.
 - Staff Mass Care and Safety Assessment EOC seats.
 - Activate department PIO function to coordinate public information.

b) Incident stabilization

- i. Incident Response
 - Collaborate with LADBS to conduct safety assessments, if requested.
 - Operate hotline and public counters.
 - Provide staff as Disaster Service Workers, if requested.
- ii. Ongoing Information Gathering, Assessment & Sharing
 - Coordinate with ITA on technology/systems issues.
 - Continue to assist LADBS on safety assessment work, as requested.
 - Ensure internal processes in place for employee timesheets, paychecks, and human resources related needs and issues.
 - Communicate any Disabilities and Access and Functional Needs assistance and training needs to the EOC.
- iii. Assess Transition to Recovery/Demobilization
 - Coordinate with LADBS on demobilization.
 - Determine transition of staff from response to recovery tasks.
 - Assess staffing in DOC and EOC.

- c) Initial Recovery
 - i. Initial Recovery Operations
 - If multi-family properties are affected, issue orders to correct.
 - Conduct Rent Stabilization Ordinance work; investigate and provide information on tenant and landlord rights; utilize contractor for Fair Housing services.
 - ii. Ongoing Information Gathering, Assessment and Sharing
 - Coordinate with LADBS on any needed tracking of housing-related damage and rebuilding costs.
 - Assess housing recovery needs.
 - Assist in seeking sources of funding, if requested.
 - iii. Demobilization of Department/Agency Resources
 - Coordinate demobilization with LADBS.
- d) Department Command and Control
 - Ensure the following positions are filled: General Manager; Executive Officer; Assistant General Managers; and Directors.
- e) Documentation
 - i. Record Keeping
 - Maintain all records of response and recovery work, including financing, construction, occupancy, and loan/grant documentation.
 - Maintain chronological records of the DOC/EOC activities.
 - ii. Time Keeping
 - Staff will document all time spent on emergency incident, including recovery work.
 - iii. Financial Reporting
 - Accounting will request and compile all expense documentation from all HCIDLA Divisions and coordinate with EMC the documentation submission to the CAO – to determine cost recovery/reimbursement.

7. Information Technology Agency (ITA)

- a) Reconnaissance and Information Gathering
 - i. Fact Gathering
 - Request supervisors to poll and report availability of personnel for work assignments.
 - Verify back-up systems are operational and files have been backed up.
 - Verify availability of critical files from offsite locations in the event files are not available locally.
 - Contact vendors and verify ability to provide support.
 - ii. Assessment
 - Test and restore as necessary: data center, public safety dispatch centers, sites with public safety radio communications infrastructure, channel 35, 3-1-1, radio, voice, and data systems, and business systems according to predefined order.

- Have responsible staff document the nature and the extent of the damage.
- iii. Information Sharing
- Assist in obtaining/providing information about transportation resources to ITA employees.
 - Provide information to ITA Management and the EOC.
- b) Incident stabilization
- i. Incident Response
- Provide the EOC with technical and communications support.
 - Provide communications support for incident command posts, including assistance establishing alternate EOC locations.
 - Activate ITA DOC if necessary, according to procedures outlined in the ITA Department Emergency Plan.
 - Organize ITA personnel into response team(s) as required for incident(s) response.
 - Dispatch response team(s) to incident(s) in order to repair and/or maintain radio/voice/data/business systems.
- ii. Ongoing Information Gathering, Assessment & Sharing
- Continue to apprise ITA management and the EOC of relevant information as it is gathered and assessed in order to make informed decisions.
- iii. Assess Transition to Recovery/Demobilization
- Maintain operability of the City's computer systems.
 - Maintain liaison with vendors to assist in recovery and operations of systems.
 - Provide information technology mutual aid pursuant to any established agreements.
- c) Initial Recovery
- i. Initial Recovery Operations
- Restore technology systems to normal operations.
 - Provide support to recovery operations conducted by other departments.
- ii. Ongoing Information Gathering, Assessment and Sharing
- Continue to apprise ITA management and the EOC of relevant information as it is gathered and assessed in order to make informed decisions.
- iii. Demobilization of Department/Agency Resources
- At the direction of Agency General Manager (GM) or their designee, demobilize Agency emergency 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 Department Operations Center (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 in the Enterprise Network Operations Center.
- e) Documentation
 - i. Record Keeping
 - ITA administrative staff will supply 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's administrative services section.
 - iii. Financial Reporting
 - Collected and organized by ITA administrative services section, according to CAO directives.

8. Sanitation, Bureau of (Sanitation)

- a) Reconnaissance and Information Gathering
 - i. Fact Gathering
 - Identify critical facilities/functions dependent on power.
 - ii. Assessment
 - Assess the scope of power interruption and potential hazards or operational problems.
 - iii. Information Sharing
 - Advise LADWP of critical operations dependent on power distribution.
 - Establish contact and liaison with County Sanitation Districts.
 - Establish contact and liaison with EPA and Health.
 - Establish contact and liaison with LADWP.
 - Establish contact and liaison with POLA and LAWA.
- b) Incident stabilization
 - i. Incident Response
 - Staff EOC/BOC as needed.
 - Evaluate overflowing untreated sewage and water to streets, beaches, and oceans.
 - Assess damage to waste water collection and treatment systems.

- Coordinate with Bureau of Engineering for repair of wastewater collection and treatment systems.
- Support all EOO divisions as requested.
- ii. Ongoing Information Gathering, Assessment & Sharing
 - Continue to gather information of operational status of all divisions.
 - Document all mission and resource requests along with status.
 - Consider need to hold over operations staff.
- iii. Assess Transition to Recovery/Demobilization
 - Document time, labor, and equipment use.
- c) Initial Recovery
 - i. Initial Recovery Operations
 - Maintain emergency generators and fuel supplies, along with mobile fueling resources.
 - Bureau Operations Center prepares action plan and operational period. Objectives are evaluated and new assessments are used to prepare the next action plan.
 - Utilize alternate work sites as addressed in Bureau emergency plans.
 - ii. Ongoing Information Gathering, Assessment and Sharing
 - Update information on operational status of all divisions. Continue documentation on mission and resource requests.
 - iii. Demobilization of Department/Agency Resources
 - Track the return and document resource requests.
- d) Department Command and Control
 - i. BOC Director will update Bureau management as needed.
- e) Documentation
 - i. Record Keeping
 - Duty log is used to document decisions and actions that were made (with justification) and to record events and status updates.
 - ii. Time Keeping
 - Timesheets will be used to request reimbursement of state and federal funds during declared disasters.
 - Ensure accurate time keeping of all employee's overtime with proper work order numbers.
 - iii. Financial Reporting
 - Keep track of labor, supplies and equipment costs related to the emergency.
 - Documentation will be used to request reimbursement and prepare loss estimates.

9. Street Services, Bureau of (Street Services)

a) Reconnaissance and Information Gathering

i. Fact Gathering

- Assess damage to City streets to insure first responder and infrastructure restoration crew access.
- Identify need for debris removal.
- Identify critical facilities/functions dependent on water distribution.
- Identify critical facilities/functions dependent on power.
- Identify critical facilities/functions dependent on natural gas, compressed natural gas (CNG), and liquid natural gas (LNG).

ii. Assessment

- Assess impact of damage to city streets or debris to first responder and infrastructure restoration crew's access.
- Assess the scope of water interruption and potential hazards or operational problems.
- Each division will assess its own operational status and conduct damage assessments.
- Review Public Works Mutual Aid Plan.
- Complete State and Federal "Initial Damage Estimate" (IDE) and "Preliminary Damage Assessment" (PDA) forms as required.

iii. Information Sharing

- Advise LADWP of critical operations dependent on water distribution.
- Encourage employees to have emergency cash on hand.
- Establish contact and liaison with County DPW and US Army Corps of Engineers.
- Establish contact and liaison with LADOT, CalTrans, and Metropolitan Transit Authority (MTA).
- BOC in communication with the EOC providing status reports.
- BOC providing facility and infrastructure status reports on Web EOC.

b) Incident stabilization

i. Incident Response

- Staff EOC/BOC as needed.
- Assess damage to streets, bridges, and channels.
- Clear roadways of debris.
- Create alternate traffic routes.
- Repair streets, bridges, channels, sewer, and storm drain systems.
- Utilize alternate work sites as addressed in Bureau emergency plans.
- Support all EOC divisions as requested.
- Activate Bureau Continuity of Operations (COOP) plan.

ii. Ongoing Information Gathering, Assessment & Sharing

- Update status reports on Web EOC.
- Monitor reports from LA County Public Works.
- Monitor media, social networks, and field reports.

- iii. Assess Transition to Recovery/Demobilization
 - Document time, labor, and equipment use.
 - Review Mutual Aid Plan/ activate as required.
- c) Initial Recovery
 - i. Initial Recovery Operations
 - Maintain emergency water supplies.
 - Maintain water trucks.
 - Maintain fuel supply.
 - Maintain generators, where required.
 - Provide coordination restoration assistance to City departments upon request.
 - ii. Ongoing Information Gathering, Assessment and Sharing
 - Monitor reports from LA County Public Works.
 - Monitor media, social networks, and field reports.
 - Monitor Web EOC reports.
 - iii. Demobilization of Department/Agency Resources
 - Monitor Mutual Aid Contracts.
 - Prepare after action report/post incident.
- d) Department Command and Control
 - Bureau Command and Control is transferred to the BOC when activated.
 - The BOC shall determine the response and recovery objectives to be achieved during each operational period.
 - BOC shall establish/maintain communications between the EOC, BOCs, and operational command centers.
 - All field status reports shall be received in the BOC.
 - The coordinator for the Public Works Mutual Aid is the Street Services Bureau Director.
- e) Documentation
 - i. Record Keeping
 - Complete Daily Worksheets.
 - Obtain project number for the incident.
 - Use of FEMA Summary Record Forms.
 - Track all labor, equipment, materials, rental, and contract work, as well as the supporting documents.
 - Create a separate file for the incident, along with corresponding Project Worksheet.
 - ii. Time Keeping
 - Open a work order number for the incident.
 - Track all regular and overtime hours.
 - Keep copies of reported time for the incident.
 - iii. Financial Reporting
 - Track all costs associated with the incident.

- Tracking internal resource requests, department-to-department resource requests, including the tracking of personnel.
- Report all costs to the Chief Administrative Officer (CAO).

10. Transportation, Los Angeles Department of (LADOT)

a) Reconnaissance and Information Gathering

i. Fact Gathering

- Ensure the existence of contracts to supply resources to sustain LADOT.
- Ensure existence of arrangements (credit cards, contacts, etc.) to provide substitute services.
- Ensure arrangements are in place for secure backup storage of cash receipts.

ii. Assessment

- Assess the scope of the problem.
- Maintain inventory of work locations with backup power.
- Prioritize critical intersections.
- Maintain inventory of facilities and reserves.
- Maintain current list of alternate contact numbers of critical employees.
- Maintain current inventory of 800 MHz radios.
- Identify government services critical to departmental operations.
- Maintain current inventory of geographic distribution of critical employees.
- Identify alternate work sites.
- Assess minimum cash-on-hand necessary to maintain departmental operations (payroll and expenses).

iii. Information Sharing

- Develop and share situational awareness regarding street closures and traffic re-routing with the EOC.
- Inform employees of the impact of street closures and deploy resources as needed.

b) Incident stabilization

i. Incident Response

- Relocate employees as necessary.
- Request supplies of water and portable restrooms.
- Deploy Traffic Officers to critical intersections.
- Implement alternate access systems.
- Inform employees of the situation.
- Establish alternate fueling locations.
- Request additional gas and oil as necessary.
- Switch over to back-up communication systems.
- Activate and update message on emergency call-in number.
- Activate substitute services.
- Implement additional public transportation service as necessary.

- Inform employees about location of emergency equipment and facilities.
 - ii. Ongoing Information Gathering, Assessment & Sharing
 - Assess the scope of the problem.
 - Document costs.
 - Develop spending plan for various outage periods.
 - iii. Assess Transition to Recovery/Demobilization
 - Implement spending plan.
- c) Initial Recovery
 - i. Initial Recovery Operations
 - Restore normal operations.
 - ii. Ongoing Information Gathering, Assessment and Sharing
 - Debrief employees.
 - Prepare After Action Report as required.
 - Prepare financial report as required.
 - iii. Demobilization of Department/Agency Resources
 - Determine intervals or timelines for demobilization of resources and personnel.
 - Communicate demobilizations and demobilization plans to relevant Departments and the EOC.
 - Assess the resources and personnel needed for any long-term roadway closures.
- d) Department Command and Control
 - i. 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).
 - ii. During all DOC activations, the Incident Command System (ICS) organization shall be utilized at all times.
- e) Documentation
 - i. Record Keeping
 - All hours associated with an incident are also captured and summarized into cost tracking worksheets. The worksheets are then processed and calculated using established LADOT practices and in conformance with the Public Assistance Program.
 - The detailed documentation is reviewed by the payroll/timekeeping unit and accounting unit. Worksheets identifying equipment usage are also collected and summarized.
 - ii. Time Keeping
 - Department of Transportation (LADOT) records staff hours through the “D-Time” System.
 - All time keeping is processed through the online D-Time System and timesheets are reviewed and approved bi-monthly by division supervisors.

- Time designated to a specific incident is delineated by applying the hours worked to a work order (project number) for the specific incident and entered into the D-Time System. All hours associated with that work order number are then calculated and a summary of work hours is completed.
- iii. Financial Reporting
 - All costs associated with the incident are submitted to the CAO for inclusion in the Public Assistance Program.

11. Water & Power, Los Angeles Department of (LADWP)

a) Reconnaissance and Information Gathering

- i. Fact Gathering
 - Identify critical infrastructure and support services.
 - Determine the scope and damage to the Systems.
- ii. Assessment
 - Assess damage to Water System facilities and infrastructure (i.e. storage, aqueduct, treatment facilities, pumping stations, and water distribution lines).
 - Assess damage to Power System facilities and infrastructure (i.e., generation plants, distribution plants, distribution lines).
- iii. Information Sharing
 - Provide liaison with SCG (Southern California Gas Company).
 - Establish and maintain communications with EOC, other jurisdictions and outside agencies as needed.
 - Information disseminated to the public regarding water or power outages by the LADWP is done via the LADWP website (508 compliant) for people who are deaf or hard of hearing. All other public information such as media releases or interviews will be conducted in accordance with policies and procedures outlined in the Emergency Public Information Annex.

b) Incident stabilization

- i. Incident Response
 - Mobilize crews for emergency response.
 - Staff EOC and Water & Power DOCs as needed.
 - When necessary, shut down utilities in the incident area to prevent burst pipes, fires, or other compounding problems that may be created by a slide. LAFD will use the Life Support Device Discount Program (LSDDP) list provided by LADWP to notify and evacuate individuals who will be adversely impacted (impact to life safety) by disrupted or loss of utility services.
 - Establish alternate water supply as needed.
 - Make necessary service repairs to restore water service.

- Begin recovery and mitigation activities to permanently repair Water System facilities and infrastructure (i.e. storage, aqueduct, treatment facilities, pumping stations, and water distribution lines).
 - Make necessary repairs to restore power.
 - Begin recovery and mitigation activities to permanently repair Water & Power System facilities and infrastructure (i.e. generation facilities and structures, transmission lines, and power distribution systems).
 - Provide support to other City departments as needed.
 - Coordinate the release of public information in accordance with the LADWP crisis communications plan.
- ii. Ongoing Information Gathering, Assessment & Sharing
- Coordinate utility fuel needs with suppliers.
 - Coordinate data and voice communication needs.
 - Provide utility status information to the EOC.
 - Coordinate with LADOT and DPW (for debris removal of routes) to determine appropriate routes for LADWP crews and service personnel.
- 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. Initial Recovery Operations
- Provide temporary or emergency water and power services as required.
 - Restore those water and power facilities which affect the greatest number of persons.
 - Strive to maintain water and power services for police facilities, fire facilities hospitals, wastewater & solid waste facilities, and to life support (LSDP) customers.
 - Assign restoration coordinator.
 - Provide equipment and personnel as available to assist in downed tree removal, restoring access to facilities, and maintaining areas secure for utility restoration crews.
 - Coordinate documentation with FEMA, State, and other entities.
 - Initiate consideration of fast-track repair permit ordinance.
 - Expedite plan check and permitting process.
 - Form Long Term Reconstruction task force as necessary.
- ii. Ongoing Information Gathering, Assessment and Sharing
- Provide public information regarding locations and hours of operation for offices that have been relocated as well as those operating normally.

- Work with the media to keep the public informed of the status of the restoration of basic services.
 - Continue to update LADWP website and telephone information lines with the latest current information regarding outages.
- iii. 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 LADWP 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.
 - The General Manager (or Acting General Manager) will normally convene periodic meetings of certain high-level managers (referred to as the CMT for the purpose of using this forum) to:
 - Disseminate information to line management for their prompt use in keeping LADWP employees informed of the nature of the emergency, the impact of the emergency on Department operations and services to customers, as well as the plans for and progress made in restoration.
 - Develop policies and/or procedures for coping with the emergency situation, where such policies and/or procedures are not directly related to water and electric operating-type matters (Note that water and electric operating-type matters are handled by the respective Water and Power Emergency Command Centers).
 - Identify and recruit labor and other resources for allocation to Department operating-type business units engaged in responding to the emergency, as well as to other City emergency response organizations.
 - The Voice Operations Center Chief Communications Operator shall be responsible for providing personnel for the Communications Room of the CMC. At least one Communications Operator shall be available for assignment in the CMC for the duration of the time the CMC is in operation. If required by the Director, the Communications Operator shall be able to provide telecommunication and radio operation services.
- 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 Systems Emergency Operation Centers

- 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 Emergency Management Agency (CalOES) 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/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/CalOES disaster reimbursement claims and for coordinating submittals to the L. A. City Chief Administrative Officer's Office (CAO), which, in turn, coordinates the Citywide FEMA/OES documentation and reporting requirements.
 - The Disaster Reimbursement Documentation 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) are responsible for compiling documentation and records of its own lead jobs or projects consistent with the Disaster Reimbursement Documentation 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 agencies 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 critical infrastructure disturbance.

1. Public Works, Los Angeles County Department of (LACDPW)

Los Angeles County Public Works is responsible for debris removal, assessment of damage to County owned roads and bridges, and operation of the flood control system. Some of these infrastructure elements interface with those of the City. LADPW is responsible for coordinating with the County for restoration of these elements that impact the City.

As needed, LACDPW can send an agency representative to the City's EOC to coordinate issues. Both the City and County are participants in the regional public works mutual aid system.

C. State of California

Although the City of Los Angeles has no authority to assign responsibilities to State of California departments, many State departments have primary or support responsibility 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 critical infrastructure disturbance.

1. California Department of Transportation (Caltrans)

State highways and freeways are maintained by Caltrans. Many of these highways and related infrastructures run through the City of Los Angeles and interface with City and/or County maintained roads, bridges, etc. LADOT is responsible for coordinating with CalTrans to restore those key infrastructure elements that impact the City of Los Angeles. Caltrans is provided a work location in the City's EOC Transportation Branch. As needed, the City can request an agency representative to respond to the EOC to assist with coordination of transit issues.

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

Cal OES manages the State of California’s Emergency Management Program in accordance with the Standardized Emergency Management System (SEMS). In this capacity they coordinate statewide infrastructure response and recovery with local jurisdictions (County Operational Areas (OAs), cities and special districts). For example, the California Utilities Emergency Association (CUEA) mitigates statewide utilities issues out of the State’s Emergency Operations Center. The City’s **EMD** coordinates emergency planning, response, recovery, and mitigation with Cal OES.

3. **California Independent Systems Operator (ISO)**

LADWP is the City’s point of contact with the State of California ISO regarding issuance of flex power alerts and other statewide power saving measures that affect their customers.

4. **California Utilities Emergency Association (CUEA)**

LADWP is a member of CUEA and coordinates utilities mutual aid for the City 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 responsibility 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 critical infrastructure disturbance.

1. **Federal Emergency Management Agency (FEMA)**

EMD coordinates its emergency planning, training, exercising, response, recovery, and mitigation programs in accordance with the standards of FEMA/DHS. During disasters and emergencies, federal resources and assistance regarding critical infrastructure disruptions may be provided to the City.

2. **U.S. Army Corps of Engineers (USACE)**

The U.S. Army Corps of Engineers (USACE) responds to natural disasters and other emergencies in order to provide engineering expertise to local and state governments in support of FEMA. USACE has specialty capabilities to assist in certain circumstances having to do with providing potable water and auxiliary power.

E. Other

Although the City of Los Angeles has no authority to assign responsibilities to other organizations, many have primary or support responsibility 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 critical infrastructure disturbance.

1. Metropolitan Transit Authority (MTA)

MTA operates and maintains a regional bus and rail transit system that includes routes that run through the City. LADOT is responsible for coordinating with MTA for restoration of those infrastructure elements and transit systems that impact the City of Los Angeles.

MTA is provided a work location in the City's EOC Transportation Branch. As needed, the City can request an agency representative to respond to the EOC to assist with coordination of transit issues.

2. Southern California Gas Company (Sempra)

Southern California Gas Company is the licensed, exclusive provider of natural gas services to businesses and residences in the City of Los Angeles.

3. Private Telephone Service Providers/Carriers

ITA is the City's liaison with private telephone utility service providers/carriers under contract (e.g., AT&T, Verizon, Sprint, T-Mobile, and Time Warner). They coordinate requests for restoration of City telecommunication services and maintenance in the event of a critical infrastructure interruption.

IV. DIRECTION, CONTROL, AND COORDINATION

This Critical Infrastructure Annex may be activated when the Mayor declares 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 the event of a critical infrastructure disruption. The remainder of this Annex is only activated when the incident grows in scope to a point where activation of the EOC is warranted. Activation of the EOC is not necessarily automatic or necessary with all critical infrastructure disturbances.

In advance of or simultaneous with the City plan activation, City departments and agencies will also activate their departmental critical infrastructure plans.

V. ADMINISTRATION, FINANCE, AND LOGISTICS

Each department is required to document internal administrative procedures 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, department to department (DOC-to-DOC), field to department (field-to-DOC), and department to EOC (DOC-to-EOC) resource requests. Each department is responsible for tracking their own resources, including the tracking of personnel.

If an incident meets designated thresholds for the 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

- i. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended. <https://www.fema.gov/robert-t-stafford-disaster-relief-and-emergency-assistance-act-public-law-93-288-amended>
- ii. Homeland Security Presidential Directive-5 (HSPD-5)

<https://www.dhs.gov/sites/default/files/publications/Homeland%20Security%20Presidential%20Directive%205.pdf>
- iii. National Incident Management System. Department of Homeland Security. December 2008. http://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf
- iv. National Response Framework. Department of Homeland Security. January 2008. <http://www.fema.gov/pdf/emergency/nrf/nrf-core.pdf>
- v. Americans with Disabilities Act of 1990 and 2010, as amended. <http://www.ada.gov/pubs/ada.htm> and http://www.ada.gov/2010ADAstandards_index.htm
- vi. FEMA Emergency Management Institute Independent Study Course IS-271.a, Anticipating Hazardous Weather & Community Risk, 2nd Edition, University Corporation for Atmospheric Research, September, 2012

2. State of California

- a) California Constitution. <http://law.justia.com/california/constitution/>
- b) California Emergency Services Act, 2006. <http://www.caloes.ca.gov/LegalAffairsSite/Documents/Cal%20OES%20Yellow%20Book.pdf>
- c) California Code of Regulations, Title 19, Chapters 1 through 6, including:
 - i. Chapter 1, Standardized Emergency Management System. http://www.caloes.ca.gov/PlanningPreparednessSite/Documents/SEMS_Regulations.pdf
 - ii. Chapter 6, Disaster Assistance Act. <http://www.caloes.ca.gov/PlanningPreparednessSite/Documents/02%20California%20Code%20of%20Regulations%20900q.pdf>

- d) California State Emergency Plan.
<http://www.calema.ca.gov/PlanningandPreparedness/Pages/State-Emergency-Plan.aspx>
- 3. County of Los Angeles
Operational Area Emergency Response Plan
<http://www.caloes.ca.gov/PlanningPreparednessSite/Documents/SEP%20Update%20for%20Public%20Comment%202016.pdf>
- 4. City of Los Angeles
 - a) Los Angeles City Emergency Operations Plan

B. References

1. *FEMA Emergency Management Institute Independent Study Course IS-271.a, Anticipating Hazardous Weather & Community Risk, 2nd Edition, University Corporation for Atmospheric Research, September, 2012*
2. Los Angeles (City) State & County QuickFacts.
<https://www.census.gov/quickfacts/fact/table/losangelescitycalifornia/PST045217>
3. National Weather Service Glossary. Accessed via <http://w1.weather.gov/glossary/>
4. Los Angeles Department of Public Health, "Adult Disability in Los Angeles County." LA Health. Sept. 2006.
5. 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

Final Acronym	Full Name
ADA	Americans With Disabilities Act
Cal OES	California Governor's Office of Emergency Services
Caltrans	California Department of Transportation
CAO	Chief Administrative Officer
CAO	City Administrative Officer
CEIS	Code Enforcement Information System
CMC	Crisis Management Center
CMT	Crisis Management Team
CNG	Compressed Natural Gas
COOP	Continuity of Operations
CPG	Comprehensive Preparedness Guide
CUEA	California Utilities Emergency Association
DAFN	Disability Access and Functional Needs Technical Specialist
DDC	Deputy Department Commander
DOC	Department Operations Center
DPW	Department of Public Works
EMD	Emergency Management Department
EMS	Emergency Medical Services
EMU	Emergency Management Unit
Engineering	Department of Public Works Bureau of Engineering
EOB	City of Los Angeles Emergency Operations Board
EOO	Emergency Operations Organization
EOP	Emergency Operations Plan
FMAG	Fire Management Assistance Grant
FMS	Financial Management System
FNSS	Functional Needs Support Services
FPB	Fire Prevention Bureau
FSO	Financial Services Organization
GM	General Manager
GSD	Department of General Services
HCIDLA	Housing and Community Investment Department of Los Angeles
ICP	Incident Command Post
ICS	Incident Command System
IDE	Initial Damage Estimate
ISO	California Independent Systems Operator
ITA	Information Technology Agency
JRIC	Joint Regional Intelligence Center
LACDPW	Los Angeles County Department of Public Works
LADBS	Los Angeles Department of Building and Safety

LADOT	Los Angeles Department of Transportation
LADWP	Los Angeles Department of Water and Power
LAFD	Los Angeles Fire Department
OA	Los Angeles Operational Area
LAWA	Los Angeles World Airport
LNG	Liquid Natural Gas
LSDP	Life Support Discount Program
MFC	Metropolitan Fire Communications
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MTA	Metropolitan Transit Authority
NIMS	National Incident Management System
NSS	Network Staffing System
PCIS	Plan Check and Inspection System
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
POLA	Port of Los Angeles
SAM	Safety Assessment Module
Sanitation	Department of Public Works Bureau of Sanitation
SCBA	Self-contained Breathing Apparatus
Sempra	Southern California Gas Company
SEMS	California Standardized Emergency Management System
SOP	Standard Operating Procedure
Street Services	Department of Public Works Bureau of Street Services
UCP	Unified Command Post
USACE	United States Army Corps of Engineers