

City of Los Angeles

EMERGENCY OPERATIONS PLAN



DAM/RESERVOIR FAILURE

Hazard Specific Appendix

November 2019



TABLE OF CONTENTS

APPENDIX 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.....	6
D. Assumptions.....	9
II. CONCEPT OF OPERATIONS.....	11
A. Terminology	11
B. Initial Safety Assessment	12
C. Search and Rescue	12
D. Public Safety Utility Control	12
E. Safety and Security Operations	13
F. Vital Infrastructure Assessment, Repair, and Continuity.....	13
G. Building Safety Assessment	13
H. Vital Traffic Corridor Management.....	14
I. Debris Clearance	14
J. Documentation and Time-Keeping.....	14
III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES.....	15
K. City of Los Angeles	15
L. County of Los Angeles.....	45
M. State of California	46
N. Federal	46
O. Non-Governmental Organizations (NGO).....	47
P. Other	48
IV. DIRECTION, CONTROL, AND COORDINATION.....	49
V. ADMINISTRATION, FINANCE, AND LOGISTICS.....	50
VI. AGREEMENTS AND UNDERSTANDINGS.....	51
VII. AUTHORITIES AND REFERENCES.....	52

Attachment A: Acronym55
Attachment B: Dams and Reservoirs That Can Adversely Impact the City of Los Angeles.....57

APPENDIX DEVELOPMENT AND MAINTENANCE

This Appendix is developed in support of the City of Los Angeles Emergency Operations Plan in an incident that requires response to a dam/reservoir failure event.

This Appendix is developed in cooperation and with input from the City departments that have primary response or support responsibilities, as well as input from appropriate non-City agencies with identified activities related to a dam/reservoir failure event.

This Appendix is developed to describe the overall citywide response function and capabilities, and is to be used by each department identified within this Appendix 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 responsibilities 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 Appendix or identifies a conflict between their listed activities and/or responsibilities within this Appendix 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 Appendix 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 Appendix will be conducted by departments and agencies that are identified within the Appendix, 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 Appendix to the City of Los Angeles Emergency Operations Plan (EOP). This Appendix serves as either a stand-alone plan or companion document to the Hazard Specific Annex of the Emergency Operations Plan (EOP). The Appendix was developed with input from all applicable City of Los Angeles departments and allied stakeholders. Upon completion, it is reviewed by the City’s Emergency Management Committee. When approved by the Emergency Management Committee, it is presented to the Emergency Operations Board (EOB) with a recommendation for approval. Upon review and approval by the EOB, the document goes to the Mayor of the City of Los Angeles with a recommendation to approve and forward to the City Council for adoption. 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 Appendix was developed with input from all applicable Los Angeles City departments. This Appendix 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).

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 the **Logistics Annex**.
- Where reference is made to evacuations, see the **Evacuation Annex**.
- Where reference is made to Federal, State, Local or Non-Governmental Organizations providing recovery information, see the **Local Assistance Center Annex** and **Recovery Annex**.
- Where reference is made to response and restoration of critical infrastructure, see the **Critical Infrastructure Annex**.
- 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**, and the **CBRN Annexes (Chemical, Biological, Radiological, and Nuclear)**.
- All actions related to fulfilling the purpose of this annex will adhere to the City of Los Angeles Citywide American with Disabilities Act (ADA) guides, documents, and checklists.
- Where City departments have tasks assigned relative to this Appendix, please refer to that specific department's SOP.

BACKGROUND

This Appendix is developed in support of the City of Los Angeles Emergency Operations Plan to facilitate response to dam/reservoir failure emergencies. It is developed in cooperation and with input from the City departments with primary response or support responsibilities, as well as input from appropriate non-City agencies with identified activities related to dam/reservoir failure emergencies. The Los Angeles Department of Water and Power (LADWP) owns and operates Dams and Reservoirs in the City of Los Angeles and will play a critical role in the stabilization and restoration of an incident affecting its infrastructure. LADWP has created Emergency Action Plans for all of its Dams and Reservoirs which address procedures for emergency response.

The operations described in this Appendix are designed to be scalable. They can be used during incidents that effect parts of the City, all of the City, or incidents that go beyond City borders.

Dam/Reservoir failures can be catastrophic to human life and existing infrastructure. Dam/Reservoir failures in the United States can be, but is not limited to, the result of one of the following:

- Overtopping of the primary dam structure accounts for 34 percent of all dam/reservoir failures. These can occur due to inadequate spillway design, settlement of the dam crest, blockage of spillways, and other factors.
- Foundation defects due to differential settlement, slides, slope instability and uplift pressures accounts for 30 percent of all dam/reservoir failures.
- Failure due to piping and seepage accounts for 20 percent of dam/reservoir failures. These are caused by internal erosion along hydraulic structures such as spillways, erosion due to animal burrows, and cracks in the dam/reservoir structure.
- Failure due to problems with conduits and valves accounts for 10 percent of dam/reservoir failures. These are typically caused by the piping of embankment material into conduits through joints or cracks.

The remaining 6 percent are due to other miscellaneous causes. Many of the historical dam/reservoir failures in the United States have been secondary results of other disasters. The prominent causes are earthquakes, landslides, extreme storms, massive snowmelt, equipment malfunction, structural damage, foundation failures, and sabotage.

The most common disaster-related causes of dam/reservoir failure are earthquakes, excessive rainfall, and landslides. Poor construction, lack of maintenance and repair, and deficient operational procedures are preventable or correctable by a program of regular inspections. Terrorism and vandalism are serious concerns that all operators of public facilities must plan for and are under continuous review by public safety agencies.

In the past 55 years, there have been two incidents of failure or partial failure:

- The Baldwin Hills Reservoir experienced a complete failure in 1963, which released millions of gallons of water into the surrounding neighborhood. In the process, over 270 homes were destroyed and 5 lives were lost.
- The Lower San Fernando Dam was severely damaged in the 1971 San Fernando Earthquake and experienced a partial failure. It lost 30 feet of height when the soil became liquefied and flowed into the water. Through concerted actions, a complete failure was avoided.

I. PURPOSE, SCOPE, SITUATION AND ASSUMPTIONS

A. Purpose

This Appendix details the City of Los Angeles' general concept of operations for the managed movement of people during a dam/reservoir failure event. This Appendix can be used in conjunction with other plans designed for the protection of the population. This Appendix is applicable to all locations and to all agencies, organizations, and personnel with dam/reservoir failure responsibilities. Organizations, operational concepts, responsibilities, and procedures regarding Dam Reservoir Failure capabilities are defined within this Appendix.

The Appendix has been developed to meet the following objectives:

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

B. Scope

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

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

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

C. Situation Overview

1. Characteristics

a) Location

The City of Los Angeles covers 498 square miles with approximately 468 square miles of land (214 square miles of which are hills and mountains) and approximately 29 square miles of water. The San Gabriel and Santa Susana Mountains bound the City on the North and the Santa Monica Mountains extend

across the middle of the City. The Palos Verdes Hills and Pacific Ocean bound the City on the South and West.

b) Demographics

According to the California Department of Demographic Research Unit's "*E-1 Population Estimates for Cities, Counties, and the State*"², the 2016 population estimate for the City of Los Angeles is 4,030,904. This breaks down to approximately 8094 persons per square mile³.

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

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

People with Disabilities

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

Others with Access and Functional Needs

Others with Access and Functional Needs is a broad definition that includes anyone who might have additional needs before, during, or after a disaster in accessing services. This includes individuals that may or may not meet the definitions of disability under existing civil rights laws, such as people with limited or no English language proficiency, individuals that are institutionalized,

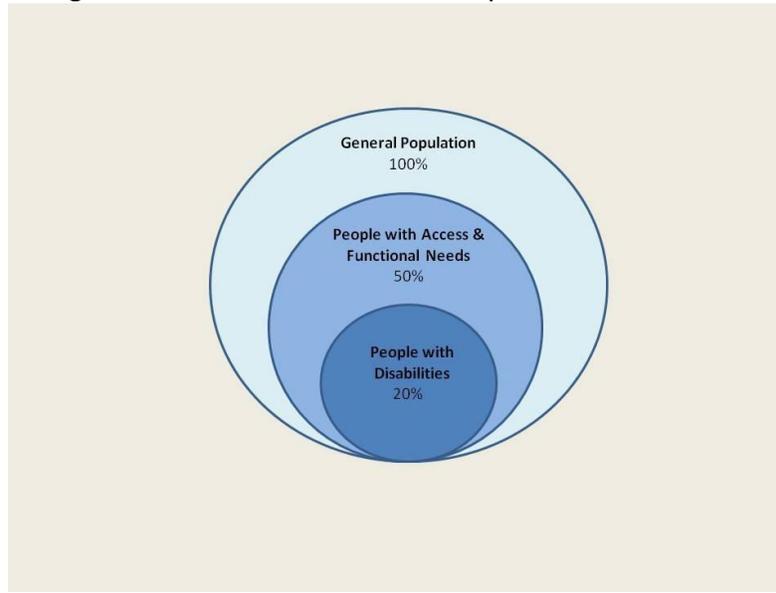
² California Department of Finance, E-1 Population Estimates for Cities, Counties, and the State, January 1, 2015 and 2016

³ "Los Angeles (City) State & County QuickFacts." Quickfacts.census.gov/qfd/states/06/0644000.html).

⁴ Los Angeles Department of Public Health, "Adult Disability in Los Angeles County." LA Health. Sept. 2006}

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.

The image below clarifies the relationship in these definitions.



2. Vulnerabilities

The City of Los Angeles has multiple, accessible, redundant warning and notification systems to reach the public. 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 areas in the City, 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 Agreement (MOAs), and contract amendments with private vendors to increase response capability and available resources.

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 Appendix 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 Appendix. Before implementing this Appendix, confirm that the processes, procedures, and protocols are unchanged. If necessary, before implementing, modify the Appendix so that it is consistent with updated processes, procedures, and protocols.
- Only departments that have a response role or a role closely supporting the response to a dam/reservoir failure incident will be included in this plan. The departmental roles listed are limited to those applicable to the incident.
- In any disaster, primary consideration is given to the preservation of life, then incident stabilization and property preservation. 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 a dam/reservoir incident. EOC activation will be determined based on the scope and scale of the incident.
- Electronic communications utilizing information technology systems will be compliant with Section 508 of the Rehabilitation Act.
- All printed public education material produced to support this Appendix for distribution to the general public shall be produced and available in accessible formats.
- Many residential, commercial and institutional structures could be damaged; requiring a large Urban Search & Rescue/Heavy Rescue mobilization.
- Residents could be displaced, requiring shelter and social service needs. Sheltering activities could be short term or long term depending on the severity of the incident.
- Some events requiring evacuation will have little to no warning.
- Large-scale movement of populations may be necessary; otherwise, non-impacted jurisdictions may become “host” to displaced populations.
- Vital infrastructure, such as potable water supplies, electrical power, natural gas distribution systems, and sewer services, could be compromised. Re-establishment of these vital resources will be critical.
- Vital vehicle and rail corridors could be damaged and impassible, damaging transportation operations. 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.

II. CONCEPT OF OPERATIONS

A. Terminology

Access and Functional Needs – 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. Utilize Emergency Support Function (ESF) #6 to coordinate assistance without regard to race, ethnicity, religion, nationality, gender, age, disability, English proficiency, or economic status of those who are seeking assistance as a result of a disaster.

Dam – As defined by the California Department of Water Resources, Division of Safety (DSOD), any artificial barrier, together with appurtenant works, which does or may impound or divert water, and which:

- Is 6 feet or will have an impounding capacity of 50 acre-feet or more;
- Is or will be 25 feet or more in height from the natural bed of the stream or watercourse at the downstream toe of the barrier, and impounds more than 15 acre-feet of water, or from the lowest elevation of the outside limit of the barrier, as determined by the DSOD, if it is not across a stream channel or watercourse, to the maximum possible water storage elevation. Jurisdictional height of a dam, as determined by DSOD, is the vertical distance measured from the lowest point at the downstream toe of the dam to its maximum storage elevation, which is typically the spillway crest;

Disability – “Disability” in this context is a legal term rather than a medical one. It refers to a federally protected class under the 1990 Americans with Disabilities Act. Nationally, people with disabilities make up about 20% of the population. To be in compliance with the law, emergency managers must apply the concepts of accessibility, inclusion, and nondiscrimination in providing services to the general public which includes communication of public information and warnings, transportation, mass care and sheltering, and evacuations. A physical or mental impairment that substantially limits one or more of the major life activities of such individual. Major life activities include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working. A major life activity also includes the operation of a major bodily function, including but not limited to, functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.

Reservoir⁵ – Any reservoir which contains or will contain the water impounded by a dam.

For list of acronyms, see Attachment A.

⁵The California Water Code, Division 3, Part 1, Chapter 1, Section 6002 and 6004.4

B. Initial Safety Assessment

Initial safety assessments will take place immediately following a significant, unusual, or emergency event. For dams/reservoirs within the City, the Department of Water and Power (LADWP) is responsible for classifying the event into one of three emergency levels:

- High Flow Operation – A high flow condition exists when there is no danger of dam failure, but natural or man-made flows in the reservoir cause flooding downstream of the dam. During flooding, flows may cause spillway releases.
- Non-Failure Emergency – A non-failure or possible hazardous situation developing exists when there is time to correct or modify an observed dam safety condition, which could escalate into dam failure if left unattended, but does not pose immediate danger..
- Potential Failure This is a situation where a failure may eventually occur, but pre-planned actions taken during certain events (such as major floods, earthquakes, evidence of piping, etc.) may moderate or alleviate failure.–
- Imminent Failure - This emergency level signifies when no corrective action will stop the failure of the dam, that there is no longer any time available for corrective measures to prevent or mitigate the failure of the dam, or the dam has already failed. It is impossible to determine how long it will take for a failure to occur or for a complete breach to occur once failure begins. All emergency and evacuation measures will be initiated at once.

For dams/reservoirs not within the City, safety assessments will be conducted by the owner of the dam/reservoir. Departments or jurisdictions will then share information with the City EOC, if activated, or the Emergency Management Department (EMD) Duty Officer, if the event does not warrant activation of the EOC. Jurisdictions will notify the appropriate City agencies of their findings of initial safety assessments.

C. Search and Rescue

In the event of a dam/reservoir failure, search and rescue operations will be critical in the preservation of life. The Los Angeles Fire Department (LAFD) will be the lead agency in search and rescue operations with numerous other departments and agencies playing supporting roles. LAFD will be organizing search and rescue operations by developing a map of areas to be searched, establishing grids, defining responsibilities, and searching each sub-area. LAFD will record locations where victims are found and shall not remove dead bodies prior to the arrival of the coroner unless absolutely necessary. In addition, LAFD will organize and provide supervision to civilian disaster service workers under their direction and control. Other City departments, outside agencies, Non-Governmental Organizations (NGOs), and private sector entities can be requested to provide support if needed.

D. Public Safety Utility Control

Dam/reservoir failures have the potential to damage utility infrastructure and disrupt continuity of service. Damage to utilities will be reported by all departments and the public and private sector throughout the event. LADWP will isolate and discontinue all water and power systems that create life-threatening emergencies and deploy crews to repair damaged infrastructure. The Los Angeles Department of Transportation (LADOT) will deploy a combination of Traffic Signal Repair Crews and Construction Crews to address downed traffic signals. Telecommunications, computer, radio, and database

systems will be maintained and repaired by the Information Technology Agency (ITA). Assistance from the private sector may be required if damage to private utilities occurs (i.e. Southern California Gas Company). Other City departments, outside agencies, NGOs, and private sector entities can be requested to provide support if needed.

E. Safety and Security Operations

Following a significant dam/reservoir failure event, the safety and security of the people of Los Angeles will be paramount. The Los Angeles Police Department (LAPD) will be the lead agency in assuring the safety and security of the public. To accomplish this, LAPD will define and establish perimeters around hazards, maintain law and order, and communicate other hazards to the appropriate department or agency. LADOT will assist in traffic management and identifying evacuation routes. Other City departments, outside agencies, NGOs, and private sector entities may be requested to provide support if needed.

F. Vital Infrastructure Assessment, Repair and Continuity

Department of Public Works (DPW), Bureau of Engineering (Engineering) and LADOT will assess all roadways, bridges, and other vital transportation infrastructure for damage and operational capability. DPW will provide damage assessment teams to locations with high priority such as command and control centers. The Los Angeles Department of Building and Safety (LADBS) will assess buildings pre-determined to be crucial to City operations. Designated personnel from ITA are responsible for assessing damage and prioritizing repair to critical public safety systems as well as citywide voice, data and radio systems. LAPD maintains a list of Critical Infrastructure and Key Resources (CIKR) and will conduct windshield surveys of such resources that are in the proximity of the failed dam/reservoir when the area is deemed safe to enter. Other City departments, outside agencies, NGOs, and private sector entities can be requested to provide support if needed.

G. Building Damage Assessment

LADBS will establish a procedure to expedite assessments and permit issuance for damaged buildings. Inspectors and engineers will conduct safety assessment inspection of structures within a geographic area and tag inspected buildings utilizing the Applied Technology Council-20 (ATC-20) placarding system. Public Works Bureau of Engineering will provide additional inspectors and assist LADBS with the ATC-20 process. All reports of damaged buildings will be directed to LADBS and if activated, the information will then be shared with the EOC. Other City departments, outside agencies, NGOs, and private sector entities can be requested to provide support if needed. LADBS will notify City residents and patrons of the evaluated safety assessment by placing a color placard at the main entrance of the building. For buildings that have been “red tagged” or deemed to be unsafe to enter, LADBS will place a physical barrier well in advanced of the entrance of the structure to provide people who are blind or low vision with a physical barrier to alert them. Barrier or scene tape used by police and fire to mark an area closed to the public are examples of approved barriers. Additionally, LADBS will enact the Safety Assessment Posting (SAP) program, by posting building safety assessments electronically on-line for the public.

H. Vital Traffic Corridor Management

LADOT will provide specific routes for emergency response personnel and other routes for the general public. LADOT will also develop emergency travel routes when necessary. Department of Public Works, Bureau of Street Services shall coordinate with the EOC to identify and respond to obstructions affecting critical routes and pre-identified County disaster routes. Street Services will also clear priority public right-of-ways identified by the EOC. LAPD will assist LADOT in directing traffic flow and maintain a high visibility of enforcement. A perimeter around closed routes will also be maintained by LAPD and LADOT traffic enforcement officers. Other City departments, outside agencies, NGOs, and private sector entities can be requested to provide support if needed.

I. Debris Clearance

Prioritization of debris removal will be directed from the EOC. Response efforts are first directed to activities that protect lives, public health, and safety; such as evacuations and sheltering, firefighting, utility restoration, and clearing roads of hazards (i.e. debris and electrical hazards). The major emphasis during the initial response phase is to simply push debris from the traveled way to the curb to open emergency evacuation routes and roadways to critical facilities and affected neighborhoods. DPW will deploy Damage Assessment Teams to the field to assess and map the types and the locations of the debris after a disaster. DPW will also manage contractors and contracts to facilitate debris removal and long term recovery operations. Other City departments, outside agencies, NGOs, and private sector entities can be requested to provide support if needed.

J. Documentation and Time-Keeping

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

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

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

III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. City of Los Angeles

1. Animal Services, Department of (Animal Services)

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

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

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

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

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

a) Reconnaissance and Information Gathering

i. Fact Gathering

- The Agency Representative (AR) is the Department’s Emergency Preparedness Coordinator. The AR will attend briefings on the current situation and then report to staff members.
- Field units will provide initial reports to the AR.
- Assessments of animal care facilities will be performed and reported to the AR, including capacity availability and type of open cage space available.

- Information received by the AR will be compiled, evaluated, and acted upon as necessary.
 - An Animal Control Officer Leader will organize a grid within the affected area for team assignments to ensure evacuation areas have been thoroughly searched.
- ii. Assessment
- Animal Services will assess the overall anticipated needs of the Department.
 - Assess potential need for an Animal Control Officer and Volunteer Emergency Equine Response Team (VEERT).
 - Determine availability of Medical Personnel.
- iii. Information Sharing
- The Animal Care Technician Supervisors (ACTS) will perform an assessment of their animal care facilities and report the capacity capabilities and type of open cage space available to the AR.
 - The ACTS will prepare their facilities for incoming evacuated animals.
 - The ACTS will keep the AR informed on capacity, needs, and activities at all times.
 - The AR and the Animal Services EOC Responder will keep an open line of communication.
 - Field Personnel will communicate with a Team Leader.
 - Information will be transmitted to the Team Leader, then to the AR for compilation, evaluation and action.
- b) Incident Stabilization
- i. Incident Response
- Animal Services will set up temporary and separate animal shelters near mass care shelter sites as necessary.
 - Open the Pierce College, Hansen Dam or LA Equestrian Center for the intake of evacuated animals/livestock as necessary and assign a Shelter Unit Leader as directed by the AR. **Note: Hansen Dam Equestrian Center is another facility available to handle large animals. It is located in the Hansen Dam Recreation Center and may not be appropriate during flooding conditions.**
 - Staff shelters with Department staff.
 - Provide animal food, water, and other supplies as necessary.
 - If necessary, follow the Mobilization of Active Personnel protocol as outlined in the Department of Animal Service Emergency Plans Chapter 4.
 - Develop a plan for an operation which will continue for an extended period of time including:
 - Existing operations
 - Potential problem development
 - Operation limitations
 - Logistical needs

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

- iii. Demobilization of Department Resources
 - The Department will begin scaling back activated incident command positions, while considering effective operations and safety.
- d) Department Command and Control
 - i. The Animal Services Emergency Preparedness Coordinator will report to the AR and assess the overall needs of the Department, and cause the deployment of resources based on that determination.
 - ii. The AR will decide whether to open the Pierce College, Hansen Dam or Los Angeles Equestrian Center for the intake of animals/livestock and assign an ACTS. **Hansen Dam Equestrian Center is another facility available to handle large animals. It is located in the Hansen dam Recreation Center and may not be appropriate during flooding conditions.**
 - iii. The AR will have a Lieutenant, or their designated representative, report to staging area for effective control of resources during the performance of evacuations and other related activities.
 - iv. Staff will be placed on twelve (12) hour shifts.
 - v. Employees will contact their district, supervisor, or person in charge to verify if they must immediately report to support emergency response efforts during an emergency. Registered trained volunteers will be coordinated through the AR.
 - vi. Rotating shifts will be developed to utilize all staff throughout the incident.
- e) Communications
 - i. The Public Information Officer will utilize the Department's social media to disseminate information regarding emergency shelter sites.
 - ii. The Animal Services PIO will utilize the Emergency Alert System and other media contacts as the Office of the Mayor designates.
 - iii. Animal Services will set up a hotline, including a TTY number, to assist pet owners in locating their shelter-bound animal.
 - iv. Continue communications throughout incident.
 - v. Divisions will report to executive management on the current status of their communications abilities.
 - vi. Continue utilizing redundant communications outlined in "Initial Size-Up" section.
 - vii. To the extent possible and as permitted, the Department will begin utilizing primary methods of communication.
- f) Logistics
 - i. ACTS will determine the overall needs of their facilities.
 - ii. The ACTS for off-site shelters will determine the overall needs of their temporary facility.
 - iii. Supervisors will ensure employees report to work at their normal shift, unless informed through the Emergency Alert System or other media that the Mayor's Office or the City Emergency Operations Board has directed non-immediately essential employees not to report to work.
 - iv. The AR will decide whether to activate the VEERT.

- v. The Animal Control Officer Team Leaders will organize a grid where evacuations need to be conducted, define responsibilities, and search the areas assigned to each team.
 - vi. The Animal Control Officers will conduct animal/livestock evacuations according to the Incident Action Plan and the direction of the AR. They will perform the rescue of injured, unattended, and stray animals/livestock by taking into consideration potential structural damage and evacuation areas and routes.
 - vii. The Animal Control Officer will record the locations of where the animals/livestock are evacuated from and keep record of any dead animals/livestock.
 - viii. The Department will provide animal food and other supplies as necessary and will arrange with the Department of General Services (GSD) to obtain water supplies for the animals.
 - ix. The Department will coordinate animal sheltering activities with:
 - American Red Cross (Red Cross)
 - Los Angeles Unified School District (LAUSD)
 - Recreation and Parks (RAP), who is responsible for providing Safe Refuge Centers and shelter facilities to the public
 - Los Angeles County Animal Control, County lifeguards and volunteer rescue groups for cetacean stranded animals.
 - x. Examine MOUs, with other agencies for continued staffing needs.
- g) Documentation
- i. Record Keeping
 - The AR and their staff, including the Resource Leader (RL), are responsible for the call-ups of and task assignments for staff and equipment relative to the disaster.
 - The AR, RL, or their staff, maintain a log of these activities and utilize the ICS-204 and ICS-218 forms. The Department has instructed all personnel to use the ICS-214 and 218 forms while performing duties relative to the incident, and inter-departmental forms.
 - All other employees not working the incident will use every day Department forms, to avoid any reimbursement conflicts.
 - ii. Time-Keeping
 - The AR, Animal Services EOC Responder, and staff will track and maintain all costs relative to care for animals evacuated during the incident under the identification number of the animal within the Chameleon System.
 - iii. Financial Reporting
 - Supervisors will assure that all staff involved in the disaster are utilizing the ICS-forms.

2. Building and Safety, Los Angeles Department of (LADBS)

a) Reconnaissance and Information Gathering

i. Fact Gathering

- Situational awareness information will be transmitted through appropriate channels to the proper Command Staff for compilation, evaluation and action.
- Initial situational awareness reports will originate from the field resources to Command Staff during preliminary safety assessments in the immediate area by radio or status check.
- Field resources will gather and disseminate situational awareness on issues such as areas of damage, road closures, and high risk security areas and communicate to the Operations Chief in order to inform inspectors and Safety Assessment Teams (SAT).
- Field Commanders will, as necessary, initiate inspection teams to develop situational awareness. Inspection teams can be utilized as availability and conditions permit. This may be the only source of reporting unsafe buildings.
- Surveys will be conducted along the pre-established map route or through windshield surveys within each district. This may vary due to time of day or existing conditions.
- All reports will be directed to the Logistics Chief who will monitor these reports to maintain situational awareness and also forward data to appropriate staff for data input.

ii. Assessment

- Gather information and establish a list of unsafe buildings in affected areas for the purpose of directing safety assessment operations.
- Field Commanders, as necessary, will initiate inspection teams to develop situational awareness. Inspection teams can be utilized as availability and conditions permit.
- Surveys will be conducted along the pre-established map route or through windshield surveys within each district. This may vary due to time of day or existing conditions.
- All reports shall be directed to the Logistics Chief who will monitor these reports to maintain situational awareness and forward data to appropriate staff for data input.

iii. Information Sharing

- The Department will issue policy statements to the Mayor, media and City departments thru the Public Information Officer (PIO).
- Provide safety assessment report to the Mayor, City Council and EMD through WebEOC.
- Operations Chief will contact the Department's General Manager, Executive Officer or Bureau Chief, as per protocols, and advise them of operations.

b) Incident Stabilization

i. Incident Response

- Code Enforcement Bureau
 - Impose emergency building regulations.
 - Provide inspection staff for safety assessment.
 - Provide support staff as needed for phones and data entry.
- Engineering Bureau
 - Provide engineers for safety assessment and plan check
 - Perform safety evaluation.
 - Enter inspection and safety evaluation data.
 - Prepare safety assessment reports.
 - Follow insurance protocols for permits, requests for inspections, and insurance expedite of permits for unsafe properties.
 - Process ordinances needed to address changes to current codes to expedite the abatement of hazardous condition.
 - Establish procedures to secure and repair damaged properties.
 - Establish procedure to expedite plan check and permit issuance on unsafe buildings.
- Inspection Bureau
 - Provide inspection staff for safety assessment.
 - Provide support staff as needed for phones and data entry.
 - Account and prepare a report of inspectors and engineers who are ready for deployment.
 - Staff the EOC, activate the Department Operations Center (DOC), and establish the Incident Command Post (ICP).
 - Enter inspection and safety evaluation data.
 - Prepare safety assessment reports.
 - Evaluate resources and staffing needs.
 - Update Department status on WebEOC.
 - Conduct briefings and debriefings for all Department staff.
- Resource Management Bureau
 - Compile all necessary documentation and apply for all reimbursable expenses to appropriate governmental agencies (FEMA, Cal OES).

ii. Ongoing Information Gathering/Assessment/Sharing

- Gather information and establish a list of unsafe buildings in affected areas for the purpose of directing safety assessment operations.
- Notify the EOC and other agencies of safety assessment inspection results as needed.
- Gather and tabulate statistics on LADBS post-emergency response capabilities, activities/findings including type of construction, extent and estimated cost of damages.
- Perform safety evaluations of buildings and “drive-by” triage-type windshield surveys.

- Code Enforcement Bureau will provide inspection staff for safety assessment and provide support staff as needed for photos and data entry.
- iii. Assess Transition to Recovery/Demobilization
- Assess the capacity to de-escalate resources engaged in response operations and support.
 - Determine the gaps in response activities related to departmental roles and responsibilities.
 - Assess latent impact of dam/reservoir failure on operations and recovery.
 - Analyze building code provisions based on the extent of damage to structures and develop recommendations for code changes.
- c) Initial Recovery
- i. Demobilization of Department/Agency Resources
- The Department will reassess and determine need for activated positions.
- ii. Ongoing Information Gathering/Assessment/Sharing
- LADBS will notify City residents and patrons of the evaluated safety assessment by placing color placard at the main entrance of the building. For buildings that have been “red tagged” or deemed to be unsafe to enter, LADBS shall place a barrier well in advanced of the entrance of the structure to provide people who are blind or low vision with a physical barrier to alert them. Barrier or scene tape used by police and fire to mark an area closed to the public is an example of an approved barrier. Additionally, LADBS will enact the SAP program, by posting electronic building safety assessments on-line for the public.
- iii. Initial Recovery Operations
- The Department will begin scaling back activated incident command positions, while considering effective operations and safety.
- d) Department Command and Control
- i. Prepare both short term and long term plans; such plans will consider the overall plan for the Department’s operation. Considerations must be given to the existing situation, potential problem development, operational limitations, and logistics needs, and staffing requirements.
- ii. The LADBS General Manager or his authorized representative will establish overall policies and coordinate with the City EOB when activated.
- iii. Operations Chief will assess the overall needs of the Department, and will determine the need to deploy resources based on that assessment.
- iv. Command Staff will coordinate activities within their jurisdictions and control, to ensure effective deployment and optimum utilization of available resources. They will reassign staff and resources as needed to meet specific needs within their divisions.
- v. General Assessment Director will, as necessary, establish the Departments ICP or staging areas to provide a location for departmental coordination and control of all emergency operations within that geographic area of

command. Incoming incident notification and dispatching will be managed from this location or forwarded to appropriate Command Staff.

- vi. Command staff will establish plans and priorities based upon the known situation.
 - vii. Command Staff will establish tactics used to accomplish objectives which will vary according to existing conditions.
 - viii. In the event communications are down and Command Staff are unable to receive direction or assistance, their activities will be guided by initiative and judgment to accomplish their objectives.
 - ix. Command Staff will establish operational priorities based on problem assessment and availability of resources, considering that the overall objective during a dam/reservoir failure disaster is to accomplish the following priorities: life safety, incident stabilization, and preservation of property.
 - x. General Assessment Branch Director and Operations Chief will obtain information on the dam/reservoir failure.
 - xi. Operations Chief will contact the Department's General Manager, Executive Officer, or Bureau Chief as per protocols and advise them of operations.
 - xii. Provide assistance to other departments and agencies as needed.
- e) Communications
- i. Should communications fail completely:
If sufficient daylight is present (one (1) hour before dawn/one (1) hour after dusk), SATs will report to the designated safe area of their assigned "Big 20" City facility. An interior survey evaluation will commence if there are three (3) team members and the building is deemed safe to enter based on the consensus of those present. **Note:** This site is on the City of Los Angeles intranet and is not accessible to those outside the City of Los Angeles system.
 - If sufficient daylight is not present, no evaluation will be performed.
- f) Logistics
- i. Emergency supply containers are available for use during an emergency, and are located at the following locations:
 - Bureau of Sanitation Yard, Stoner Avenue
 -
 - Bureau of Sanitation Yard, N. San Fernando Road
 - Bureau of Sanitation Yard, S. Denver Avenue
 - Bureau of Sanitation Yard, N. Gaffey Street
 - Bureau of Street Services, N. Alabama Avenue
 - Recreation & Parks Central Service Yard, Chevy Chase Drive
 - Lopez Canyon Landfill, Lopez Canyon Rd.
 - Council District 3 Field Office, Vanowen St.
- g) Documentation
- i. Record Keeping
 - A unique designation that will be used for tracking purposes shall be designated for the dam/reservoir failure event. Such designation shall be utilized by the Department's cost accounting, plan checking, and inspection programs (i.e. e-Time, PCIS, CEIS,).

- ii. Time-Keeping
 - Proper documentation will be any forms used by LADBS that document disaster related tasks performed (i.e. Rapid Screening Inspection Form, Emergency Inspection Request forms); the amount of time spent on each disaster related task (i.e. daily time sheets, mileage statements); 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.

3. Emergency Management Department (EMD)

a) Reconnaissance and Information Gathering

i. Fact Gathering

- EMD Duty Officer and Duty Team will obtain situational awareness information from multiple city departments.
- EMD Duty Officer will direct staff in collecting and consolidating ongoing reconnaissance information from other departments' field units, the Incident Command Post (ICP) and other available information sources.
- If the situation warrants, EMD will send a representative to the ICP.

ii. Assessment

- EMD will work with other departments to determine the scope of the incident and its impact on residents, as well as City functions and facilities.

iii. Information Sharing

- EMD will facilitate information sharing between departments. This is typically done via conference call initiated by the Duty Officer/Team.
- EMD will share information with the Mayor's Office of Public Safety.
- EMD will share information with the City Councilmembers through the Chief Legislative Analyst.

b) Incident Stabilization

i. Incident Response

- The EMD Duty Office and Duty Team will coordinate and execute the process to activate the City EOC, if necessary, in accordance with EMD standard operating procedures.
- Los Angeles County Office of Emergency Management (LACOEM), the EOB, the Mayor, and other relevant stakeholders will be notified of the City EOC activation and the level of the activation.
- EMD may fill the LNO, Assistant LNO, and/or an Agency Representative position at the Command Post.
- EMD Duty Officer will coordinate with LAPD and LAFD to initiate a NotifyLA message to the public if an evacuation is necessary.
- NotifyLA is a public mass notification system powered by the Nixle 360 platform.

- NotifyLA is a web-based application that leverages comprehensive databases of geographically located hardline (copper-wire) phone numbers that do not require citizen opt-in for emergency usage.
- NotifyLA allows the City of Los Angeles Emergency Management Department to initiate voice messages, text messages and e-mails to the public based on their geographic location. Examples of emergency notifications include evacuation notices, shelter-in-place notices and imminent threat to life or property.
- NotifyLA has the capability to send messages through the Wireless Emergency Alerts (WEA) system. This system allows those with mobile devices to receive geographically targeted, text-like messages alerting them of imminent threats to safety in their area.
-
- ii. Ongoing Information Gathering/Assessment/Sharing
 - The EMD Duty Officer will communicate with the County Office of Emergency Management Duty Officer to monitor the incident.
 - EMD will monitor, record, evaluate, and assess information obtained by DPW, LAFD and LAPD during initial size up to anticipate future emergency management needs of the departments.
- iii. Assess Transition to Recovery/Demobilization
 - EMD will develop incident objectives related to recovery and demobilization.
 - EMD will assess the capacity to de-escalate resources engaged in response operations and support.
- c) Initial Recovery
 - i. Initial Recovery Operations
 - EMD will evaluate long-term recovery needs, and facilitate resource coordination between stakeholders.
 - ii. Ongoing Information Gathering/Assessment/Sharing
 - EMD will continuously improve situational awareness by evaluating and disseminating information from field operations and relevant stakeholders.
 - The Communications Division and Joint Information Center (JIC) will ensure that the City has a unified voice during a crisis.
 - iii. Demobilization of Department Resources
 - EMD management staff will evaluate its ability to demobilize resources and personnel; determine intervals or timelines for demobilization of resources and personnel; and communicate plans to relevant departments.
 - EMD will determine a plan and time period in which assets will be relinquished and restoration of normal activity will occur. Reductions of resources may

coincide with restoration of public services and lifting of temporary safety restrictions.

- d) Department Command and Control
 - i. The EMD Duty Officer will be in charge of the EMD Duty Team and other department resources.
 - ii. The EMD Duty Officer will take direction from the EMD General Manager and/or Assistant General Manager.
 - iii. If the situation warrants, EMD will send a representative to the Incident Command Post.
 - iv. In the event that the EOC is activated, EMD personnel will assume various EOC roles and responsibilities as assigned.
 - v. EMD Duty Officer will communicate with the LACOEM Duty Officer to exchange information regarding the incident.
- e) Communications
 - i. EMD will coordinate use of the 1-800 Information Helpline to provide the public with updated information about incidents.
 - ii. EMD will ensure communications systems are operational.
 - iii. EMD will verify that WebEOC is functional and incoming information from departments is posted to the Significant Events Board.
 - iv. EMD will partner with LAPD and LAFD to disseminate early warnings and notifications to the public that pertain to emergency management, including evacuation information and shelter locations.
- f) Logistics
 - i. EMD management will anticipate future personnel needs and schedule EMD staff accordingly.
 - ii. EMD will activate mutual aid procedures to ensure all future emergency management personnel needs are met, whether at the EOC or at other locations such as UCPs, FACs, LACs, shelters, etc.

4. Fire Department, Los Angeles (LAFD)

- a) Reconnaissance and Information Gathering
 - i. Fact Gathering
 - LAFD will respond to Incident Command Post location with Command Vehicle, Plans Trailer, and portable generator trailer.
 - Staff the Planning Section positions within the Incident Command Post ICS structure.
 - Develop initial ICS-201 form and work with other Unified Command agencies to begin development of Incident Action Plan for the next operational period.
 - Capture and collect historical data and information for after action reporting and documentation.
 - ii. Assessment
 - Information will be transmitted through channels to the proper command level for compilation, evaluation and action.
 - Initial information reports will originate from field resources to Battalion Commanders as a result of the preliminary assessment in the immediate

area by radio/status check.

- Subsequent information reports will require in-depth reconnaissance of each geographic area of responsibility, from the ground and air.
- Battalion Commanders shall, as necessary, initiate reconnaissance patrols to develop situational awareness. Helicopters, vehicles, foot patrols, and amateur radio systems can be utilized as availability and existing conditions permit. This may be the only source of reporting fires, structural damage, rescue/medical needs, flooded areas, stranded residents, abandoned animals, and swift water rescue needs.
- Reconnaissance will be conducted along the pre-established map route within each company district. This may vary due to time of day or existing conditions.
- LAFD stations will conduct vehicle “windshield” survey of first due reporting district.

iii. Information Sharing

- Information will be forwarded to LAFD Metro Fire Communications, LAFD DOC, and City EOC, if activated, concerning the following situations:
 - Structural Damage: Buildings, bridges, and dams. Assess any evacuation needs.
 - Physical Rescue: Problem evaluation, technical assistance required.
 - Hazardous Materials: Life threatening incidents, product, potential, evacuation needs.
 - Water Supply: Broken mains, and dry system.
 - Access Routes: Impassable streets or essential routes that can be cleared.
 - Utilities: Area wide disruption of telephone service, power outages, gas leaks.

iv. Incident Response

- Search and Rescue
 - When organizing search and rescue operations within complex structures or geographic areas, LAFD will develop a map of the area to be searched, establish grids, define responsibilities, and search sub areas.
 - In efforts to locate trapped victims, LAFD will implement standardized search and rescue operations and request specialized Urban Search & Rescue resources for complex operations.

- LAFD will record locations where victims are found. Dead bodies will not be moved prior to arrival of the coroner, unless absolutely necessary.
- Request needed light and heavy rescue equipment, lighting, and personnel. (A list of special equipment available from other agencies is available at Metro Fire Dispatch).
- LAFD will utilize helicopters for transporting specialized personnel and equipment as needed.
- Organize and provide close supervision over the activities of civilian disaster workers.
- Helicopter Operations
 - The Special Operations Deputy Chief will, as necessary, make provisions for activating all available helicopters.
 - A Chief Officer will be assigned by the Deputy Department Commander to function as Air Support Group.
 - A Chief Officer will be assigned in one of the helicopters as Air Recon and will communicate with geographical Incident Commanders on the ground as needed.
- Hazardous Materials Incidents
 - Underground high-pressure gas and petroleum pipelines severed or damaged by water from a dam/reservoir failure could cause fire and life hazards in any area of the City. Consider ruptured storage tanks, container breakage in storage facilities, and transportation mishaps. Flammable liquids or toxic chemicals could be in the streets and inside structures. Toxic gases/products may permeate an area.
- v. Ongoing Information Gathering/Assessment/Sharing
 - LAFD will continue pre-identified modes of information gathering and reporting.
 - Damage to Department facilities should be documented with photographs and other reports.
- vi. Assess Transition to Recovery/Demobilization
 - LAFD will assess the capacity to de-escalate resources engaged in response operations and support.
 - Determine the gaps in response activities related to departmental roles and responsibilities.
 - Assess latent impacts of dam/reservoir failure on operations and recovery.
- b) Initial Recovery
 - i. Initial Recovery Operations
 - LAFD will determine priorities with regards to recovery operations.
 - Continue to provide and manage any needed supplies or equipment.
 - Ensure sufficient resources are on scene to accomplish Department priorities and tasks set forth in action plan.

- ii. Ongoing Information Gathering/Assessment/Sharing
 - LAFD will continuously improve situational awareness by assessing the available information from field units and the EOC.
 - Update the EOC on Department responses and activities.
 - Gather, update, improve, and manage information with a standard systematic approach.
- iii. Demobilization of Department Resources
 - Using information from the ICP, DOC, and EOC, LAFD will determine the ability to demobilize resources and personnel.
 - LAFD will establish plans for demobilizing resources and personnel.
- c) Department Command and Control
 - i. Fire Chief will establish overall policies and coordinate with the City EOB when activated.
 - ii. Deputy Department Commander will assess the overall needs of the Department, and will deploy resources as needed based on that determination.
 - iii. Bureau Commanders will coordinate activities within their commands and provide the necessary direction and control to ensure effective deployment and optimum utilization of available resources. They will reassign Battalion Commanders and resources to meet specific needs within that Division, and may coordinate resource allocations with other Divisions.
 - iv. Battalion Commanders will, as necessary, establish command post/staging areas to provide a location for Battalion coordination and control of all emergency operations within that geographic area of command. Incoming incident notification, dispatching, information, reconnaissance, and interdepartmental/interagency coordination, will be managed from this location.
 - v. Emergency Medical Services (EMS) Battalion Captains will report to as directed for command assignments by their Battalion Commander
 - vi. All commanders will establish realistic plans and priorities based upon an objective appraisal of the known situation
 - All commanders will establish strategy and tactics used to accomplish objectives which will vary according to existing conditions
 - In the event that individual commanders are unable to receive direction or assistance, their activities will be guided by initiative and judgment to accomplish the overall objective.
 - All commanders will establish operational priorities based on problem assessment and availability of resources, considering that the overall objective during a dam/reservoir failure disaster is to accomplish the following overarching priorities:
 - Life Safety
 - Incident Stabilization

- Preservation of Property
- d) Communications
 - i. Each Battalion and Division Headquarters, or Command Post, will provide "interdepartmental/interagency liaison" at their respective command post location. LAFD radio capability will be maintained at such locations and a Communication Plan shall be developed as part of the overall Incident Action Plan (IAP).
- e) Logistics
 - i. Logistical needs should be addressed as early as practical to facilitate requests arriving in a timely manner.
 - ii. Commanders will determine the total needs to maintain a sustained operation within a planning framework.

5. Police Department, Los Angeles (LAPD)

- a) Reconnaissance and Information Gathering
 - i. Fact Gathering
 - LAPD will determine the size of the incident, and the potential scope of the impacted area. The Department will use this assessment to determine field resources and perimeter control.
 - ii. Assessment
 - LAPD will assess the potential need of personnel to respond to the incident.
 - iii. Information Sharing
 - LAPD will establish communications between field officers and Incident Command to report damages.
 - Provide information to the DOC and/or EOC, as appropriate, as it is received from field personnel.
- b) Incident Stabilization
 - i. Incident Response
 - LAPD will select and establish an ICP and staging location(s).
 - The Department will work in conjunction with LAFD to monitor areas that are threatened by a dam/reservoir failure emergency.
 - The Department and LAFD have concurrent jurisdiction in emergencies involving evacuation within the City.
 - Evacuation warnings are declared through a mutual agreement between LAPD and LAFD.
 - Determine the ingress/egress routes for emergency vehicles and evacuation routes.
 - If necessary, establish a perimeter around the affected areas and structures.
 - Develop a security plan for the interior and exterior of the evacuated areas as needed.
 - If necessary, establish crowd control and crowd management techniques.

- Provide security for sheltering, temporary distribution centers, and other emergency facilities as appropriate.
- ii. Ongoing Information Gathering, Assessment and Sharing
 - LAPD Officers will fulfill their primary functions of observing, estimating, and communicating the overall situation estimate, allowing the DOC to prioritize resources and coordinate a citywide response.
- iii. Assess Transition to Recovery/Demobilization
 - LAPD will assess the potential need for ongoing perimeter control and roadway closures.
 - As control is established in the involved area, the Department resources assigned to incidents may be reduced; however, there remains an obligation to assist and support other City departments and agencies working in the area in whatever law enforcement role that is necessary.
 - Once the initial incident has stabilized, LAPD attention will be directed toward restoring public services.
- c) Initial Recovery
 - i. Initial Recovery Operation
 - LAPD will oversee residential re-entry by assisting in the removal of barricades and opening roadways up again when the situation has been deemed safe.
 - Oversee any ongoing security concerns.
 - ii. Ongoing Information Gathering, Assessment and Sharing
 - LAPD will determine the gaps in response activities related to departmental roles and responsibilities.
 - Assess latent impacts of weather changes.
 - iii. Demobilization of Department/Agency Resources
 - Department deployment reduction should coincide with the removal of temporary regulations and the restoration of public service.
 - Care should be exercised in the withdrawal of law enforcement resources to ensure involved areas are protected.
 - Some emergencies present special problems, such as a greater potential for looting; therefore, interior patrols should be maintained even after community members are allowed limited access into closed areas.
- d) Department Command and Control
 - i. Identify and prioritize critical functions.
 - The role of the Chief of Police during a major Unusual Occurrence is to ensure the Department's response is adequate and complies with all laws.
 - ii. The Chief of Police will chair the City EOB.
 - The Chief of Police along with other board members will establish policy for citywide operations as they relate to the management of the Unusual Occurrence.

- The Chief of Police will also participate in the MERC to establish policy for citywide operations.
- iii. Logistical needs that are beyond the Department's procurement capabilities will be requested through the EOC.
- e) Communications
 - i. Police responsibilities will vary depending on the amount of damage caused. After minor flood, not all of the following logistics and documentation responsibilities listed police responsibilities will apply; however, after a major flood, most or all of them will apply.
- f) Logistics
 - i. The Logistics Section is responsible for all of the services and support needs of the incident, including obtaining and maintaining essential personnel, facilities, equipment, and supplies.
- g) Documentation
 - i. Record Keeping
 - Under the supervision of the Planning Section Chief, the Documentation Unit Leader is responsible for the maintenance of accurate, up-to-date incident files. Examples of incident documentation include:
 - The Incident Action Plan (IAP)
 - Incident reports
 - Communication logs
 - Injury claims
 - Situation status reports.
 - Thorough documentation is critical to post-incident analysis.
 - Some of these documents may originate in other sections.
 - This unit shall ensure each section is maintaining and providing appropriate documents.
 - Incident files will be stored for legal, analytical, and historical purposes.
 - All incident messages affecting or reporting a change in the tactical situation or the Department participation in the Unusual Occurrence, will be recorded on an ICS-213 Form, General Message Form, or incident's chronological log.
 - Each Incident Command Post and the DOC will maintain a Situation Status chronological log. The log shall be a summary of all significant information relative to the Unusual Occurrence.
 - ii. Time-Keeping
 - Under the supervision of the Planning Section Chief, the Resource Unit Leader is responsible for maintaining the status of all resources (primary and support) during an incident. This is achieved by overseeing the check-in of all resources, maintaining a status-keeping system of all resources.
 - The Resource Unit Leader oversees the recording of time for all personnel/equipment assigned to an incident. Personnel fill out an

Activity Log ICS-214 Form during check-in and overtime slips and during demobilization to account for their time as needed.

iii. Financial Reporting

- The Finance/ Administration Section is responsible for collecting all cost data, performing cost effectiveness analyses, and providing cost estimates and cost saving recommendations for the incident.

6. Public Works, Department of (DPW)

a) Reconnaissance and Information Gathering

i. Fact Gathering

- DPW will deploy teams to assess staffing, infrastructure, and utilities.
- Establish communications within the City.

ii. Assessment

- Each bureau will conduct an assessment of workforce and operational capability; and provide a report to their designated manager/supervisors.
- Bureau supervisors will assess and notify effected personnel to remove department and personal vehicles/equipment from buildings and parking structures as needed.

iii. Information Sharing

- DPW will send representative to EOC when activated.
- Update necessary reports with information from DPW employees on the field.

b) Incident Stabilization

i. Incident Response

- Sanitation
 - Will conduct remote assessment of sewer flow and pumping capability and provide a status report to division manager.
 - Sewage treatment plants will conduct a visual inspection of all operating systems and provide a status report to division manager, if in an affected area.
- Street Services and Street Lighting
 - Will assess its capability to assist with life support operations and provide a preliminary status report to General Managers and to bureau emergency coordinator.
 - Assist LADWP by barricading and marking areas with electrical hazards.
- Engineering
 - Will mobilize bridge and tunnel inspection teams in the affected area.
 - Will prepare to staff EOC with Geographic Information Systems (GIS) mapping and Public Works support.
- Public Information Office
 - Will prepare to staff EOC assisting the PIO functions, if necessary.

- ii. Ongoing Information Gathering/Assessment/Sharing
 - Assessment of operational capabilities will be continuously updated by DPW.
 - DPW will continue pre-identified modes of information gathering and reporting.
- iii. Assess Transition to Recovery/Demobilization
 - DPW will assess the capacity to demobilize resources engaged in response operations and support.
 - Determine the gaps in response activities related to departmental roles and responsibilities.
 - Assess latent impact on operations and recovery.
- c) Initial Recovery
 - i. Initial Recovery Operations
 - Working with other departments, DPW will establish recovery goals and determine priorities.
 - Develop a list of needed repairs and establish repair priorities.
 - Allocate resources and personnel according to established priorities.
 - Restock and replace emergency supplies as needed.
 - Determine any potential long-term recovery needs and seek mutual aid assistance, if necessary.
 - ii. Ongoing Information Gathering/Assessment/Sharing
 - DPW will update necessary reports with information from employees in the field.
 - iii. Demobilization of Department/Agency Resources
 - DPW will continuously assess the need of Department resources and personnel utilizing information from the EOC.
 - 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
 - i. Determine if the DPW Emergency Plan should be activated, and if activated, the Emergency Preparedness Coordinator will notify EMD.
 - ii. DPW will establish and maintain communications between the EOC, Bureau Operations Center (BOCs) and operational command centers.
 - iii. Review the Debris Management Annex and ensure that personnel and resources are in place to assist in transferring and temporarily storing debris if necessary.
 - iv. Review mutual aid agreements and standing contracts; and will reach out to stakeholders as necessary.
- e) Logistics
 - i. Each BOC shall identify critical equipment resource locations and available operators.
- f) Documentation

- i. Record Keeping
 - DPW will report initial Damage Assessments on FEMA/Cal OES mandated forms.
 - The Financial Management 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 FEMA.

7. Recreation and Parks, Department of (RAP)

a) Reconnaissance and Information Gathering

i. Fact Gathering

- RAP will deploy inspection teams to gather information.
- Determine impact of dam/reservoir failure on properties and structures.
- Determine which nearby facilities may be used as incident command staging areas or as shelters.

ii. Assessment

- Public safety will take precedence in determining emergency response objectives.
- RAP will assess the workforce and operational capability.
- Evaluate the potential need of shelter use and shelter-social service functions.

iii. Information Sharing

- RAP will provide situation assessment to the EOC through the DOC.

b) Incident Stabilization

i. Incident Response

- RAP will perform evacuations of affected recreation facilities in accordance with the policies and procedures outlined in the City of Los Angeles' Evacuation Annex.
- Coordinate Shelter-Social Service functions when the EOC is activated.
- Arrange for shelter facilities for persons rendered homeless.
- Report to EOC Operations Section.
- Brief and document all activities within the Mass Care Branch.
- Maintain database of vital information pertinent to Shelter-Social Service functions such as incidents, employee contact information, facilities, and maps.
- Provide resource information and resources to other departments (e.g. tractors, trucks, light towers) via the EOC.
- Provide personnel to perform disaster service worker functions to other departments (e.g. evacuation teams, traffic control, and park ranger law enforcement).
- Provide situation assessment to the EOC through the DOC.

- ii. Ongoing Information Gathering/Assessment/Sharing
 - Assessment of operational capabilities will be continuously updated by RAP.
 - RAP will ensure situational awareness and mapping of damaged area is completed.
 - Complete damage assessments to critical infrastructure and Department facilities; and assess response capability.
 - iii. Assess Transition to Recovery/Demobilization
 - RAP will assess latent impact of dam/reservoir failure on operations and recovery.
 - Assess the capacity to demobilize resources engaged in response operations and support.
 - Determine the gaps in response activities related to the Department's roles and responsibilities:
 - Numbers of people requiring sheltering.
 - General condition and need of the people sheltering.
 - Document equipment on site such as tents and port-a-potties
 - Situational awareness.
 - Road closures.
 - Park closures.
 - Assess latent impact of flood on operations and recovery.
- c) Initial Recovery
- i. Initial Recovery Operations
 - RAP will account for all RAP personnel.
 - Remove debris at designated sheltering facilities and other facilities.
 - Continue to facilitate sheltering of all affected by the incident.
 - ii. Ongoing Information Gathering, Assessment, and Sharing
 - RAP will initiate report to the Chief Administrative Officer (CAO) relative to all casualties, damage, losses, expenditures incurred.
 - Provide the DOC with further assessment of damage to critical facilities and resources.
 - Provide daily report to the public via the internet, by Public Information Division. Report is to be consistent with the EOC Public Information Division.
 - Re-establish communications if interrupted.
 - iii. Demobilization of Department Resources
 - RAP will initiate report to the CAO relative to all casualties, damage, losses, and expenditures incurred.
 - Provide the DOC with further assessment of damage to Critical Facilities and resources.
 - Continuously assess the need of Department resources and personnel using information from the EOC.
 - Evaluate both short and long-term sheltering needs.

- Determine intervals or timelines for demobilization of resources and personnel.
 - Communicate demobilizations and demobilization plans to relevant Departments and the EOC.
- d) Department Command and Control
 - i. RAP will assign personnel to the EOC and DOC when activated.
 - ii. The Emergency Preparedness Coordinator or the Senior Park Ranger will be the DOC Operations Section Chief and will have:
 - Constant communication and coordination with Executive Staff.
 - Constant communication and coordination with the field Incident Command or Unified Command in a park related incident.
 - Constant communication and coordination with the EOC through the EOC, EMD, or EMD Duty Officer.
 - Command and control of the DOC staff per the Los Angeles Administrative Code (Chapter 03, Division 08), the RAP functions as the head of the Public Welfare and Shelter Division of the City of Los Angeles EOC.
- e) Logistics
 - i. RAP will coordinate with the Red Cross to provide supplies and staffing at shelter sites.
 - ii. Supply heavy equipment, operators and four-wheel drive vehicles to support other departments as requested.
 - iii. Continue to assess need for currently mobilized resources.
 - iv. Continue to account for personnel and equipment.
- f) Documentation
 - i. Record Keeping
 - The Department implements certain procedures for documenting costs associated with emergency/disaster response.
 - The emergency preparedness coordinator is responsible for gathering all forms, time-keeping data, and other reports.
 - The Department maintains status reports and documentation on all Department incidents and expenditures during an incident.

8. Transportation, Los Angeles Department of (LADOT)

- a) Reconnaissance and Information Gathering
 - i. Fact Gathering
 - Informal windshield surveys will be conducted by LADOT staff in the field to report damage.
 - LADOT will work with Bureau of Street Services to determine whether private pipelines in City streets have been damaged, and if these damages will affect the delivery of crude oil, gas, and steam in the area.
 - Determine whether the incident has disrupted railways or rail service in the City.

- ii. Assessment
 - LADOT will assess Department facilities for damage and equipment and materials to determine status of essential services and public services, if in an affected area.
 - Assess status of departmental equipment, material, and supplies for damage.
 - Conduct initial damage/safety assessment of the transportation infrastructure including freeways, streets, bridges, and railroads.
- iii. Information Sharing
 - LADOT will report findings to the Communications Center who will relay to the DOC.
 - Ensure communications with essential facilities, field employees, other Divisions, and City EOC.
 - Communicate to other departments, stakeholders, and the public any road closures or route alterations.
 - The Department's DOC serves as the centralized point for the collection and dissemination of information and coordination of Department resources for response, recovery, and employee safety during emergency situations or any other event/incident that warrants the activation of the DOC.
 - Additional designated LADOT personnel will report to the City EOC upon its activation.
- b) Incident Stabilization
 - i. Incident Response
 - LADOT will activate the DOC and/or ensure City EOC responders are activated when required.
 - Provide assistance to LAPD and LAFD as needed.
 - Work with other agencies to identify locations to be controlled, closed, or barricaded.
 - Assist LAPD with traffic route planning and staffing key traffic control points.
 - Deploy barricades and personnel to the incident or the area around the incident to assist with blocking streets and controlling traffic.
 - The Department EOC representatives will report to their stations as pre-designated.
 - Coordinate transportation services with other agencies supplying common carrier services.
 - Mobilize emergency transportation resources to transport emergency workers, evacuate citizens, and expedite emergency operations.
 - If necessary, LADOT will coordinate transportation services (including accessible transportation) for the public displaced from usual travel routes and facilities according to LADOT's MOUs, MOAs and contracts.
 - Provide assistance to LAPD and LAFD.

- ii. Ongoing Information Gathering/Assessment/Sharing
 - LADOT will ensure communication is established with essential facilities, field employees, other Divisions, and the City EOC.
 - Continue to prepare and enforce special traffic control plans in areas around the incident.
 - Regularly brief other departments and stakeholders on the emergency status.
- iii. Assess Transition to Recovery/Demobilization
 - LADOT will ensure immediate response operations are still needed.
 - Assess the viability of transitioning to a recovery phase.
 - Assess latent impact of incident on operations and recovery.
- c) Initial Recovery
 - i. Initial Recovery Operations
 - LADOT will install and maintain traffic control devices.
 - Develop and maintain emergency travel routes.
 - Materials and temporary traffic controls will remain in place until the completion of repairs to roadways and other transportation facilities.
 - ii. Ongoing Information Gathering/Assessment/Sharing
 - LADOT will maintain communications to provide regular informational briefings with the City EOC.
 - iii. Demobilization of Department/Agency Resources
 - LADOT DOC will coordinate with EOC, LAPD, and LAFD to begin releasing resources.
 - Continuously assess the need of Department resources and personnel using information from the EOC.
 - 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) Logistics
 - i. All resource requests will be communicated directly to the DOC from LADOT field personnel or the City EOC.
 - ii. All resource requests that are not functions of the LADOT shall be documented and forwarded to the Logistics Section of the EOC for further action.

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

- a) Reconnaissance and Information Gathering
 - i. Fact Gathering
 - During an emergency, there are several ways damage assessment information is reported to the LADWP DOC. These include:

- Information from employees assigned to conduct windshield surveys, safety inspections of specific facilities, systems, and other areas.
 - Information from the Control Centers that monitor critical infrastructure for both water and power systems.
 - Customers reporting system damage to LADWP customer service representatives.
 - Radio and TV reports.
 - Communications with other City agencies.
- ii. Assessment
- LADWP Systems maintain established protocol to check the status of critical infrastructure and equipment. Actions include forming safety assessment teams, assessing infrastructure for damage, and functionality, and then prioritizing repair work for assignments.
- iii. Information Sharing
- LADWP will provide personnel to support the City's JIC in promoting one voice, one message public announcements. All incoming media requests will be coordinated through the City EOC.
 - Information will be disseminated to line management (chain-of-command). Information will be shared in order to keep LADWP employees informed of the nature of the emergency, the impact of the emergency on Department operations and services to customers, and the plans for and progress made in restoration.
- b) Incident Stabilization
- i. Incident Response
- - Water System, Power System and Joint Systems implement emergency response plans including damage assessment, and call out of all key personnel needed for restoration of services.
 - Establish command and control of incident operations.
 - LADWP will deploy staff to the City EOC as requested. LADWP OEM establishes and maintains communication links with the EOC.
 - Gather and disseminate information on high-risk areas, road closures, and concentrated areas of damage.
 - Notify the public when the Department will shut down utilities in an incident area to prevent burst pipes, fires, or other compounding problems that may be created by a dam/reservoir failure.
 - Activate the LADWP DOCs in accordance with the LADWP Emergency Response Plan for command and management in the coordination of Water and Power Services response for restoration.
 - Damage assessment and reporting of water facilities will be conducted by LADWP.
 - Form safety assessment teams.
 - Perform damage assessment of essential facilities and equipment through emergency engineering inspections. Inspections will be commensurate with the availability of personnel for inspections and consistent with operating requirements.

- Damage Reports will be made upon inspection and shall assign damage rating scores based on safety hazard to LADWP personnel, system reliability, and damage to a facility. Inspections will also comment on extent of damage and description of damage.
- Prevent or minimize property damage.
- Repair water facilities.
- Maintain and restore water quality.
- Restore those water and power facilities which affect the greatest number of persons.
- Strive to maintain power services for police facilities, fire facilities (including hydrants), hospitals, wastewater, and solid waste facilities, if they are in an affected area.
- Maintain communication systems in working order.
- Identify and ensure the logistical operations of alternate work locations, if needed and ensure that facilities have reliable logistical support, services, infrastructure systems [e.g. water, power, heating/ventilation/air conditioning (HVAC)], and adequate physical security and access controls.
- Ensure that the alternate facility is not in the same immediate geographical area as the primary facility, thereby reducing the likelihood that the alternate facility would be impacted by the same incident. LADWP will maintain water supply to the distribution system for fire suppression and customer needs.
- Continue water data gathering and documentation.
- Arrange for emergency fencing, shoring, and repair of City facilities as required to ensure public safety.
- Deploy patrol and trouble crews throughout the City and along the Department's major transmission routes into the City to locate trouble problems and work to make repairs and restore service as safely and quickly as possible.
- Responsible for transferring customer load to alternative sources and curtailment of customer load based on the demands of the emergency event.
- Support restoration efforts by providing equipment or personnel as available to assist in removing downed trees from de-energized electric lines, restoring access to facilities by utility personnel and equipment, and maintaining areas secure for utility restoration crews.
- Work with appropriate Local, State, and Federal entities to facilitate the restoration of utilities immediately following a disaster.
- Damage cost estimates will be provided by LADWP as requested by governmental authorities for the purpose of seeking State and/or Federal disaster assistance upon approval of senior management.

- If necessary, LADWP will consider fast-track repair permit ordinance.
 - Provide equipment and personnel to assist in removing downed trees from de-energized electric lines.
 - Identify and ensure the logistical operations of alternate work locations.
 - Form safety assessment teams.
 - Restore access to facilities.
- ii. Maintain secure areas for utility restoration crews
- Ongoing Information Gathering/Assessment/Sharing
- LADWP will perform damage assessment of Department essential facilities and equipment through emergency engineering inspections. Inspections will be proportionate to the availability of personnel for inspections and consistent with operating requirements.
 - Damage Reports will be made upon inspection and shall assign damage rating scores based on safety hazard to personnel safety, system reliability, system hazard, and facility accessibility due to damage. Inspections will also comment on extent of damage and description of damage.
 - Damage cost estimates will be provided as requested by governmental authorities for the purpose of seeking State and/or Federal Disaster assistance upon approval of senior management.
 - Continue water data gathering and documentation.
 - LADWP Communications, Marketing and Community Affairs (CMCA) will work to validate information and then disseminate internal information.
 - CMCA will provide information to the JIC and the media for broadcast/print regarding any service interruptions and the progress of restoration efforts.
- 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 helps 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.
- The Corporate Safety division will evaluate and recommend actions concerning hazardous waste removal, air quality, recycling, and other environmental services.

c) Initial Recovery

i. Initial Recovery Operations

- LADWP will continue to restore services and assets as need for mutual aid resources.
- If necessary, LADWP will maintain the activation of the DOCs in accordance with the Department Emergency Response Plan for command and management in the coordination of restoration of Water and Power Services
- Assign a restoration coordinator.
- Support restoration efforts by providing equipment or personnel as available to assist in removing downed trees from de-energized electric lines, restoring access to facilities by utility personnel and equipment, and maintaining areas secure for utility restoration crews.
- Work with appropriate Local, State, and Federal entities to facilitate the investigation of the structure failure and restoration of utilities immediately following an incident.
- Attempt to secure assistance in accordance with existing contracts and agreements to meet reserve requirements as necessary.
-

ii. Ongoing Information Gathering/Assessment/Sharing

- LADWP will manage system load upon deficiencies.
- Perform damage assessment of essential facilities and equipment through emergency engineering inspections. Inspections will reflect the availability of personnel for inspections and will be consistent with operating requirements.
- Damage Reports will be made upon inspection and shall assign damage rating scores based on safety hazard to personnel, system reliability, system hazard and personnel safety, and unusable facility due to

damage. Inspections will also comment on extent of damage and description of damage.

- Damage cost estimates will be provided by LADWP as requested by governmental authorities for the purpose of seeking State and/or Federal Disaster assistance upon approval of senior management.
- Continue water data gathering and documentation.

iii. Demobilization of Department/Agency Resources

- The demobilization of the resources and personnel from the incident is a team effort involving all LADWP 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 it is implemented by the Demobilization Unit.
- Information regarding the demobilization of resources will be communicated from the field to the LADWP DOCs, and then forwarded to the City EOC as appropriate.

d) Department Command and Control

- i. The DOCs are activated during emergency events that impact or threaten to impact LADWP operations. The DOCs serve as centralized points for collecting and disseminating 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.
- ii. The LADWP has three primary DOCs. These are the EmCC, Power Distribution Operations Center (PDOC) and the Water Emergency Command Center (WECC). These three perform internal coordination functions, including how the organization gathers, processes, and disseminates information. The DOCs set priorities, allocates resources, and coordinates activities to restore normal operations and critical business functions.
 - In general, large divisions or organizations maintain DOCs that are equipped to perform the internal coordination function during an emergency.
 - The Senior Assistant General Manager for each system has the authority to activate their DOC.
- iii. The LADWP maintains and operates a Crisis Management Center (CMC) that acts in support of the Water and Power Systems DOCs. Activation of the CMC shall be at the request of the General Manager or designee. Members of the CMC include executive level staff who provide strategic guidance to the GM for continuity of business and operations

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.

- If any damage reports 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 (i.e. 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 LADWP Financial Services Organization (FSO) is responsible for directing Department-wide documentation related to Cal OES/FEMA and insurance claims.

B. County of Los Angeles

Although the City of Los Angeles has no authority to assign responsibilities to County departments, , County departments would be the first to respond to a County dam/reservoir failure threatening the City of Los Angeles. Those County departments are listed below, along with the services they are responsible for providing in the event of a dam/reservoir failure emergency.

1. Fire Department, Los Angeles County (LACoFD)

The LACoFD is a first-responder agency responding to life and health threats of varying scope and degree. The Health Hazardous Materials Division's (HHMD's) Emergency Operations Section (EOS) provides 24-hour-a-day response to spills and releases of hazardous materials and wastes throughout the County.

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

LACDPW is responsible for the design, construction, operation, maintenance, and repair of roads, traffic signals, bridges, airports, sewers, water supply, flood control, water quality, water conservation facilities, and for the construction of capital projects. As a first responder agency for the County, LACDPW maintains a 24-hour Emergency Operations Center to respond to emergencies and disasters, as well as problems reported by the public and other agencies.

3. Sheriff's Department, Los Angeles County (LASD)

The Los Angeles County Sheriff's Department is the primary public safety agency for jurisdictions within the County of Los Angeles. The Department maintains patrol divisions and homeland security, among many other responsibilities for the County.

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 supporting responsibility for providing certain services to the City of Los Angeles. Those State departments are listed below, along with the services they are responsible for providing in the event of a dam/reservoir failure emergency.

A. California Department of Transportation (Caltrans)

Caltrans is the state agency responsible for highway, bridge, and rail transportation planning, construction, and maintenance. Caltrans aids in pre-planning, road management, and traffic control and routing. These tasks are also managed in cooperation with Local law and State law enforcement.

B. California Highway Patrol (CHP)

The California Highway Patrol acts to prevent loss of life, injuries and property damage as a result of traffic collisions by enforcing the California Vehicle Code and other laws to prevent crime. In the event of traffic and emergency incidents, CHP promote safe and efficient movement and people and goods. The CHP also has duties to “protect the public, their property, State employees and the State infrastructure”; which as needed involves collaboration with Local, State and Federal public safety agencies.

C. Department of Water Resources, Division of Safety of Dams (DSOD)

DSOD Engineers inspect over 1,200 dams on a yearly schedule to insure they are performing and safely maintained. DSOD works closely with dam owners to identify and correct most potential problems before they become more serious. When notified of a potentially unsafe condition, DSOD will inspect the dam, and depending on the circumstances may initiate or require a follow-up investigation. When unsafe conditions develop, DSOD works with owners and their consultants to address and remedy the condition in a timely manner. To minimize risk, DSOD may impose a reservoir restriction to limit the water surface to a level that is judged safe, and may direct the dam owner to implement their emergency action plan (EAP), or request that they develop one in coordination with local authorities. The EAP is a written document that outlines actions to be undertaken during an emergency in order to minimize or eliminate the potential loss of life and property damage. DSOD classify downstream hazard potential of all state jurisdictional dams based on sunny-day loading conditions as Low Hazard potential, Significant Hazard Potential, High Hazard Potential and Extremely High Hazard potential. DSOD review and approve inundation maps for all jurisdictional dams except dams classified as Low Hazard Potential.

D. California Governor’s Office of Emergency Services (CalOES)

The California Governor’s Office of Emergency Management Dam Safety Planning Division review and approve EAPs containing inundation maps by DSOD, developed by the dam owner in consultation with local public safety agencies, adhere to FEMA guidelines to a minimum.

E. Federal

Although the City of Los Angeles has no authority to assign responsibilities to Federal Departments, many Federal departments have primary or supporting responsibility for providing certain services to the City of Los Angeles. Those Federal departments are listed below, along with the services they are responsible for providing in the event of a dam/reservoir failure emergency.

1. United States Army Corps of Engineers (USACE)

The United States Army Corps of Engineers is responsible for vital infrastructure within Los Angeles, such as the Hansen and Sepulveda Dams. The primary objective

of the Corps' Dam Safety Program is to maintain public safety by making sure dams owned and operated by the Corps are safe, and the risks to the public are minimized. Dams are classified based upon confirmed or unconfirmed dam safety issues, the combination of life or economic consequences should failure occur, and the probability of failure. This process enables prioritizes dam safety actions to correct deficiencies; which include interim risk reduction measures to be undertaken while further investigations are conducted and remedial actions are implemented.

2. United States Department of Homeland Security (DHS)

DHS maintains one vital mission: to secure the nation from the many threats we face and ensure a homeland that is safe, secure, and resilient against terrorism and other hazards. DHS prevents terrorism and enhances national security, secures and manages federal borders and ensures resilience to disasters.

1. Federal Emergency Management Agency (FEMA)

FEMA is the lead Federal agency for consequence management, which entails both preparedness for and dealing with the consequences of a major dam/reservoir failure event. Although the affected State and Local governments have primary jurisdiction for emergencies, a major dam/reservoir failure event causing mass destruction could create havoc beyond their capability to respond. If this were to happen, FEMA would coordinate consequence management activities including measures to alleviate damage, loss, hardship, or suffering caused by the incident; to protect public health and safety; to restore essential government services; and to provide emergency assistance. FEMA would implement the Federal Response Plan, cooperating with State and Local emergency response agencies. Final authority to make decisions on-scene regarding the consequences of the incident (rescue and treatment of casualties, protective actions for the affected community) rests with the Local Incident Commander.

F. Non-Governmental Organizations (NGO)

Although the City of Los Angeles has no authority to assign responsibilities to NGOs, many NGOs have primary or supporting responsibility for providing certain services to the City of Los Angeles. Those NGOs are listed in the following, along with the services they are responsible for providing in the event of a dam/reservoir failure emergency.

1. American Red Cross Los Angeles Region (Red Cross)

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

G. Other

Although the City of Los Angeles has no authority to assign responsibilities to organizations, many have primary or supporting responsibility for providing certain services to the City of Los Angeles. Those listed below, along with the services they are responsible for providing in the event of a dam/reservoir failure emergency.

1. City of Beverly Hills

Beverly Hills is located in the middle of Los Angeles County, surrounded by the cities of Los Angeles, West Hollywood, Santa Monica, and Culver City. Within its 5.7 square mile radius, Beverly Hills has approximately 34,000 residents with a business and commercial base that ranks next to cities with a population of several hundred thousand. The Greystone Reservoir is located and owned by the City of Beverly Hills, and the City's Department of Public Works and Transportation manages the reservoir operations. If a reservoir failure occurs, it would inundate the West Los Angeles area of the City of Los Angeles. Beverly Hills' authorities will notify the City of Los Angeles public safety authorities by telephone should the Palos Verdes Reservoir display signs of slowly or rapidly progressing failure, or if a reservoir failure is imminent or in progress.

2. City of Santa Monica

Santa Monica is a beachfront city in Western Los Angeles County. Situated on Santa Monica Bay, it is bordered on three sides by the City of Los Angeles – Pacific Palisades on the northwest, Brentwood on the North, West Los Angeles on the Northeast, Mar Vista the East, and Venice on the Southeast. The Riviera Reservoir is located and owned by the City of Santa Monica, and the City's Department of Public Works/Water Resources Division manages the reservoir operations. If a reservoir failure occurs, it would inundate the area of Pacific Palisades of the City of Los Angeles. Santa Monica authorities will notify the City of Los Angeles public safety authorities by telephone should the Palos Verdes Reservoir display signs of slowly or rapidly progressing failure, or if a reservoir failure is imminent or in progress.

3. Metropolitan Water District of Southern California (MWD)

The MWD of Southern California is a consortium of 26 cities and water districts that provides drinking water to nearly 19 million people in parts of the Los Angeles, Orange, San Diego, Riverside, San Bernardino, and Ventura Counties. The Palos Verdes Reservoir is located in City of Rolling Hills Estates and owned by the MWD. Rolling Hills Estates is southwest of the City of Los Angeles near the San Pedro area of the Los Angeles. If a reservoir failure occurs, it would inundate the area of San Pedro. Metropolitan Water District authorities will notify the City of Los Angeles public safety authorities by telephone should the Palos Verdes Reservoir display signs of slowly or rapidly progressing failure, or if a reservoir failure is imminent or in progress.

IV. DIRECTION, CONTROL, AND COORDINATION

This Dam/Reservoir Failure Appendix to the Urban Flooding 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 Appendix, such as the initial response, go into effect immediately following a dam/reservoir failure event. The remainder of this Appendix 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 dam/reservoir incidents.

In advance of or simultaneous with the City plan activation, City departments and agencies including the Police Department, Fire Department, Department of Transportation, Department of Recreation and Parks and the Department of Water and Power will also activate their Department Emergency Plans.

V. ADMINISTRATION, FINANCE, AND LOGISTICS

Each department is required to have documented internal administrative procedures in place to track financial costs related specifically to the response and/or recovery of an incident. These procedures must include tracking all expenditures specifically related to the incident, including personnel costs such as straight and overtime payroll costs related specifically to the incident. Departments are also required to document 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 the tracking of their own resources, including the tracking of personnel.

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

VI. AGREEMENTS AND UNDERSTANDINGS

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

VII. AUTHORITIES AND REFERENCES

A. Authorities

1. Federal

- a) The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288 <https://www.fema.gov/robert-t-stafford-disaster-relief-and-emergency-assistance-act-public-law-93-288-amended>
- b) Homeland Security Presidential Directive-5 (HSPD-5) <http://www.gpo.gov/fdsys/pkg/PPP-2003-book1/pdf/PPP-2003-book1-doc-pg229.pdf>
- c) National Incident Management System. Department of Homeland Security, December, 2008 http://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf
- d) National Response Framework. Department of Homeland Security, January 2008. <http://www.fema.gov/pdf/emergency/nrf/nrf-core.pdf>
- e) Americans with Disabilities Act of 1990 <http://www.ada.gov/pubs/ada.htm>
- f) U.S. Army Corps of Engineers
Flood Emergency Plan, Sepulveda Dam, Los Angeles County Drainage Area, Los Angeles River, California, Emergency Action and Notification Sub-Plan http://www.spl.usace.army.mil/Portals/17/docs/publicnotices/sepulveda_maste_r10-1.pdf
- g) United States Rehabilitation Act of 1973, Section 508 <https://www.section508.gov/content/learn/laws-and-policies>
- h) Web Content Accessibility Guidelines (WCAG) 2.0 standards <http://www.w3.org/WAI/intro/wcag.php>
- i) American with Disabilities Act Effective Communication and Plain Language Standards for Public Communications <http://www.ada.gov/pcatoolkit/chap3toolkit.htm>

2. State of California

- a) California Constitution <http://law.justia.com/california/constitution/>

- b) California Emergency Services Act, 2015_
<http://www.caloes.ca.gov/LegalAffairsSite/Documents/Cal%20OES%20Yellow%20Book.pdf>
 - c) California Code of Regulations, Title 19
 - i. Chapter 1, Standardized Emergency Management System_
<http://www.caloes.ca.gov/PlanningPreparednessSite/Documents/12%20SEM%20Guidelines%20Complete.pdf>
 - ii. Chapter 6, Disaster Assistance Act Regulations._
<http://www.caloes.ca.gov/PlanningPreparednessSite/Documents/02%20California%20Code%20of%20Regulations%202900q.pdf>
 - d) California State Emergency Plan
<http://caloes.ca.gov/PlanningPreparednessSite/Documents/2017%20SEP%20Executive%20Summary.pdf>
 - e) California Water Code, Division 3, Part 1, Chapter 1, Section 6002 and 6004.4
https://leginfo.legislature.ca.gov/faces/codes_displayText.xhtml?lawCode=WAT&division=3.&title=&part=1.&chapter=1.&article=
3. County of Los Angeles
 - a) Operational Area Emergency Response Plan
<http://lacoa.org/oaerp.htm>
 4. City of Los Angeles
 - a) Emergency Operations Plan (This Plan is under revision and will be available January 2014.)
<http://emergency.lacity.org/emergency-plans-and-annexes>
 - b) Hazard Mitigation Plan
<http://emergency.lacity.org/hazard-mitigation-plan>
 - c) Board of Public Works, Engineering Bureau, Flood Plain Management Plan_
<http://eng.lacity.org/aboutfmp/>
 5. City of Beverly Hills Graystone Reservoir Dam Emergency Procedures
<http://www.beverlyhills.org/cbhfiles/storage/files/filebank/2577--GP-TBR-Chp-6.pdf>
 6. City of Santa Monica – Riviera Reservoir_
<http://www.smgov.net/departments/oem/sems/hazard-mitigation/santa-monica-local-hazard-mitigation-plan.pdf>
 7. Metropolitan Water District – Palos Verdes Reservoir
http://www.mwdh2o.com/PDF_Who_We_Are/2016_AnnualReport.pdf

B. References

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).
2. City of Los Angeles Board of Public Works, Engineering Bureau Floodplain Management Plan <http://eng.lacity.org/aboutfmp>
3. Los Angeles (City) State & County QuickFacts.
<https://www.census.gov/quickfacts/fact/table/losangelescalitycalifornia,US/PST045216>
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-
6. Federal Emergency Management Agency, Emergency Management Institute, Independent Study Course 322, Flood Mitigation Basics for Mitigation Staff, <http://training.fema.gov/emiweb/is/courseoverview.aspx?code=is-322>

ATTACHMENT A: ACRONYMS

Acronym	Full Name
ACTS	Animal Care Technician Supervisors
ADA	Americans With Disabilities Act
Animal Services	Department of Animal Services
AR	Agency Representative
ATC-20	Applied Technology Council-20
BOC	Bureau Operations Center
Cal OES	California Governor's Office of Emergency Services
Caltrans	California Department of Transportation
CHP	California Highway Patrol
CIKR	Critical Infrastructure and Key Resources
CMC	Crisis Management Center
CPG	Comprehensive Preparedness Guide
DHS	United States Department of Homeland Security
DOC	Department Operations Center
DPW	Department of Public Works
DSOD	Department of Water Resources, Division of Safety of Dams
EAP	Emergency Action Plan
EmCC	Los Angeles Department of Water and Power Emergency Command Center
EMD	Emergency Management Department
EMS	Emergency Medical Services
EOB	City of Los Angeles Emergency Operations Board
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FEMA	Federal Emergency Management Agency
FNSS	Functional Needs Support Services
FSO	Financial Services Organization
GIS	Geographic Information Systems
IAP	Incident Action Plan
ICP	Incident Command Post
ICS	Incident Command Structure
ITA	Information Technology Agency
JIC	Joint Information Center
LACDPW	Los Angeles County Department of Public Works
LACoFD	Los Angeles County Fire Department
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
LAPD	Los Angeles Police Department
LNO	Liaison Officer
LAUSD	Los Angeles Unified School District
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MWD	Metropolitan Water District of Southern California
NGO	Non-Governmental Organization
NIMS	National Incident Management System
OA	Los Angeles County Operational Area
OEM	Los Angeles County Office of Emergency Management
PIO	Public Information Officer
Red Cross	American Red Cross Los Angeles Region
RL	Resource Leader
SAP	Safety Assessment Program
SAT	Safety Assessment Team
SEMS	California Standardized Emergency Management System
SMART	Specialized Mobile Animal Rescue Team
SOP	Standard Operating Procedure
USACE	United States Army Corps of Engineers
VEERT	Volunteer Emergency Equine Response Team

**ATTACHMENT B: DAMS AND RESEVOIRS THAT CAN ADVERSELY
IMPACT THE CITY OF LOS ANGELES**

Name	Owner	Managed By
Big Tujunga	Los Angeles County, Department of Public Works (LACDPW)	LACDPW
Devil's Gate	LACDPW	LACDPW
Eagle Rock	LADWP, City of Los Angeles	LADWP, City of Los Angeles
Elysian	LADWP, City of Los Angeles	LADWP, City of Los Angeles
Encino	LADWP, City of Los Angeles	LADWP, City of Los Angeles
Lower Franklin	LADWP, City of Los Angeles	LADWP, City of Los Angeles
Green Verdugo	LADWP, City of Los Angeles	LADWP, City of Los Angeles
Greystone	City of Beverly Hills	City of Beverly Hills, Public Works & Transportation Department
Hansen	United States Army, Corps of Engineers (USACE)	USACE
Mulholland/_ Hollywood	LADWP, City of Los Angeles	LADWP, City of Los Angeles
Los Angeles	LADWP, City of Los Angeles	LADWP, City of Los Angeles
Pacoima	LACDPW	LACDPW
Palos Verdes	Los Angeles Metropolitan Water District (MWD)	MWD
Riviera	City of Santa Monica	City of Santa Monica, Public Works Department, Water Resources Division
Rowena	LADWP, City of Los Angeles	LADWP, City of Los Angeles
Santa Ynez	LADWP, City of Los Angeles	LADWP, City of Los Angeles
Sepulveda	USACE	USACE
Silver Lake	LADWP, City of Los Angeles	LADWP, City of Los Angeles
Stone Canyon	LADWP, City of Los Angeles	LADWP, City of Los Angeles