

City of Los Angeles

EMERGENCY OPERATIONS PLAN



RECOVERY ANNEX

Functional Support Annex

October 2020



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ANNEX DEVELOPMENT AND MAINTENANCE

This Annex supports the City of Los Angeles Emergency Operations Plan (EOP) to facilitate recovery following significant incidents.

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

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

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

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

Every other year, a formal review of this Annex will be conducted by departments and agencies identified within this Annex, as well as any other departments or agencies that may need to be part of the review process. The Emergency Management Department- Planning Division will lead such efforts. 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 Functional Support Annex to the City EOP. It serves as either a stand-alone plan or companion document to an applicable Hazard-Specific Response Annex of the EOP. The Annex was developed with input from all applicable City of Los Angeles departments and allied stakeholders. Upon completion, it is reviewed by the City's Emergency Management Committee (EMC). When approved by the EMC, the document 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 Annex is compliant with the Federal Emergency Management Agency (FEMA) *Comprehensive Preparedness Guide (CPG) 101, Developing and Maintaining Emergency Operations Plans*, Version 2.0 (CPG 101 V.2)¹.

CITY EMERGENCY OPERATIONS PLAN/ANNEX CROSS REFERENCE

During a response to any identified hazard, the following functional support documents 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, Resettlement Processing Center**, and the **Logistics Annexes**.
- 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** in addition to this 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, Terrorism 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 Annex, please refer to that specific department's Standard Operating Procedures.

BACKGROUND

Major disasters have shown the importance and need for strong, well-developed recovery planning. Often the longest and most expensive stage of emergency management, recovery will impact and shape all aspects of the community for years following a major incident. This Recovery Annex will focus on how best to incorporate the capabilities of City departments and community stakeholders to support and optimize recovery. This Recovery Functional Support Annex provides a scalable, collaborative, and operation-based recovery framework consistent with the City of Los Angeles emergency management structure as well as State and Federal recovery and emergency management guidelines—specifically the National Disaster Recovery Framework (NDRF). The Annex seeks to promote effective and expeditious recovery throughout Los Angeles by incorporating input from City departments and many outside agencies and organizations with defined roles in at least one of the six areas of recovery as defined by the NDRF.

In accordance with the Standardized Emergency Management System (SEMS), the responsibility of recovery rests with the City of Los Angeles and only extends to the Los Angeles County Operational Area, the State of California, and the Federal Government when the need for resources, personnel, and coordination support exceed the capabilities of the City.

Although the government cannot direct recovery efforts for individuals, families, businesses, and communities, the City can stimulate recovery by stabilizing the community, facilitating the restoration of services, reducing obstacles to recovery, and providing financial assistance.

Recovery can be categorized into three phases: short-term, intermediate, and long-term. Short-term recovery is defined as restoring a community to pre-disaster (“normal”) conditions. Intermediate recovery is the transition between short and long-term recovery and when the Emergency Operations Center (EOC) begins to move from response-focused activities towards demobilization, while the Long Term Recovery Group (LTRG) is activated. Long-term recovery aims to move the community and government to self-sufficiency, sustainability, and resilience. The extent of damages and availability of resources drive the timeline for recovery, which can occur simultaneously with response activities. Accordingly, this Annex does not define recovery activities by time. This document seeks to lay the foundation for a common understanding of the roles and responsibilities of City departments and community stakeholders necessary to ensure effective recovery. As such, this Annex delineates recovery responsibilities and activities into Recovery Support Functions (RSFs) in accordance with the NDRF. The six RSFs are:

- Community Planning and Capacity Building
- Economic
- Health and Social Services
- Housing
- Infrastructure Systems
- Natural and Cultural Resources

I. PURPOSE, SCOPE, SITUATION, AND ASSUMPTIONS

A. Purpose

The City of Los Angeles Recovery Annex provides an operational overview and organizational framework that will be implemented during all phases of the disaster recovery process. The Annex details the City government's responsibilities for a managed transition to post-disaster recovery from response operations outlined in the EOP and other supporting Hazard Specific/Functional Annexes. This Annex is applicable to all locations and to all agencies, organizations, and personnel with recovery function responsibilities. Organizations, operational concepts, responsibilities, and procedures involved in requesting, identifying, acquiring/procuring, mobilizing, deploying, tracking and demobilizing resources required to support disaster management are defined within this Annex. In addition, it addresses policies that promote short term, intermediate, and long term, all-hazards disaster recovery processes among all stakeholders.

This Annex has been developed to meet the following objectives:

- Provide a recovery concept of operations for the City of Los Angeles.
- Provide operational guidance to responders and decision-makers.
- Serve as a guide to familiarize City departments with the roles and responsibilities during the recovery phase.
- Define a scalable recovery organization.
- Identify actions that can realistically be initiated and sustained to recover from any adverse impact of a disaster.
- Ensure consistency with the NDRF Guiding Principles:
 - Individual and family empowerment
 - Leadership and local primacy
 - Pre-disaster recovery planning
 - Engaged partnerships and inclusiveness
 - Unity of effort
 - Timeliness and flexibility
 - Resilience and sustainability
 - Psychological and emotional recovery
- Ensure consistency with 2016 NDRF RSFs, including safety assessment; security and reentry considerations; debris regulation and management; public assistance opportunities; public information platforms; environmental issues; short- and/or long-term community redevelopment; administration and finance issues; restoration of public infrastructure, services, and property; emergency permits, inspections, and construction licensure; safety; housing solutions; economic stability; restore and improve health and social services needs; and hazard mitigation.
- Ensure consistency with NIMS, 2016 Recovery Federal Interagency Operational Plan, California SEMS, and the 2019 California Disaster Recovery Framework.
- Ensure consistency with local, State, and Federal laws and guidelines as they pertain to specific recovery functions (see References and Authorities).

This plan is designed to accomplish the following:

- Provide operational guidance by providing checklists and sample documents.
- Support training needs to ensure stakeholders in the recovery organization are familiar with their roles and responsibilities during the recovery phase.
- Outline procedural concepts for the flow of decision-making and actions of the Recovery Coordination Center.

The plan is divided into two sections:

- Introduction providing the purpose, scope, situation overview, and assumptions.
- The Concept of Operations describing operations conducted during a specific recovery phase along with the roles and responsibilities for each Recovery Support Function.

B. Scope

Comprehensive community recovery addresses decision-making and functional operations with six Recovery Support Functions (RSFs). This Annex identifies the roles and responsibilities of partners in public, private, non-profit, and faith-based organizations. The plan may be scaled as needed to support minor, major, and catastrophic level incidents requiring inter-governmental, inter-jurisdictional, and public/private sector coordination.

Any roles identified for Los Angeles City departments with Emergency Operations Organization (EOO) responsibilities and other departments with essential functions are under the direction of the Mayor as outlined in the City Charter (put in section and Administration Code.

Key departments for successful recovery operations are:

- City Departments with emergency public safety functions.
- City Departments having routine interaction with the public.
- City Departments that have identified responsibilities under existing City, County, State, or Federal laws to support recovery operations.
- City Departments having responsibility for physical resource (i.e. personnel, equipment, facilities, supplies, etc.) support or financial support.
- City Departments that directly or indirectly support functional needs support services for people with disabilities and others with access and functional needs.

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 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 2020 population estimate for the City of Los Angeles is 4,010,684. This estimates out at approximately 8,053 persons per square mile.

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 disability³. The definitions for people with disabilities as well as others with access and functional needs are provided below:

People with Disabilities

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

Others with Access and Functional Needs

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

² California Department of Finance Demographic Research Unit, "Report E-1: Population Estimates for Cities, Counties, and the State, January 1, 2019 and 2020." State of California Department of Finance, May 1, 2020.

³ Los Angeles County Department of Public Health Office of Health Assessment and Epidemiology, "Disability Among Adults in Los Angeles County". *LA Health*. Los Angeles County Department of Public Health, September 2019.

this broader definition, about 50% of the population is considered to have an access or functional need. Anyone with a disability has an access and functional need, but not everyone with an access and functional need has a disability.

2. Vulnerabilities

The City of Los Angeles has multiple, accessible, redundant warning and notification systems that it will utilize to reach the public for warnings, notification, and support. The primary mode of notification will be the NotifyLA application. Other modes will include news releases and public service announcements to the media and directly through social media.

Factors to consider are the type of disaster, population density, and area terrain. In some instances, the consequences of a disaster along with terrain, and geographical area, may impact the effectiveness of notification systems.

The City of Los Angeles recognizes that disasters may exhaust local resources. The City continues to develop, update and/or maintain Memorandums of Understanding (MOUs), Memorandums of Agreement (MOAs), and contract amendments with private vendors to increase response capability and available resources. In addition, the City of Los Angeles' Business Operations Center (BOC) maintains communication channels with the private sector who may provide donations in an emergency.

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

D. Assumptions

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

- All City, State, and Federal processes, procedures, and protocols reflected or referenced in this document were current as of the date of approval of this Annex. Before implementing this Annex, confirm that the processes, procedures, and protocols are unchanged. If necessary, before implementing, modify the Annex to reflect updated processes, procedures, and protocols.
- Only departments that have a response role or a role closely supporting recovery function will be included in this document. The departmental roles listed are limited to those applicable to the event.
- In any disaster, primary consideration is given to the preservation of life, 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 Federal, and other local governments as well as private organizations.

- The City Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- Electronic communications utilizing information technology systems will be compliant with Section 508 of the Rehabilitation Act.
- All printed public education material produced to support this Annex for distribution to the general public shall be available in accessible formats.
- Many residential, commercial and institutional structures could be damaged; requiring a large Urban Search & Rescue/Heavy Rescue mobilization.
- Residents could be displaced; requiring shelter and social services needs. Sheltering activities could be short or long-term depending on the severity of the incident.
- Vital infrastructure such as potable water supplies, electrical power, natural gas and sewer services could be compromised. Re-establishment of these vital resources will be critical.
- Transportation infrastructure could be damaged and in limited operation. Vital roadways and rail corridors could be damaged and impassible. Re-establishment of transportation infrastructure will be critical.
- Communications infrastructure could be damaged; causing disruption in land-line telephone, cellular telephone, radio, microwave, computer and other communication services. Re-establishment of communications infrastructure will be critical.
- A disaster may occur at any time with little or no warning, and response and/or recovery needs may exceed the capabilities of local and State governments, the private sector, and nonprofit organizations in the affected areas.
- Catastrophic disaster scenarios will change nearly all facets of everyday life. Almost nothing will operate the same as before the event. These scenarios are very different from the changes that occur in large emergency situations and produce far greater impacts on residents, businesses, and government.
- Response activities and short-term and long-term recovery activities may occur concurrently at different rates, which may create tension and a competitive demand for resources. This dynamic can be exacerbated when there are secondary hazards (e.g., aftershock to an earthquake) and/or inadequate processes for prioritizing needs.
- The scope of the disaster may require the Mayor of the City of Los Angeles to proclaim a Local Emergency, the Governor of California to declare a State of Emergency, and the President of the United States to declare a Major Disaster or Emergency.
- The City may need to request assistance through mutual aid from the Los Angeles County Operational Area, the State of California, and the Federal Government in accordance with the National Response Framework (NRF).
- During a catastrophic event, essential personnel with operational responsibilities may suffer damage to their homes and personal property, which will have effects well into the recovery phase. These personnel may suffer loss of, separation from family members, and/or concern for their well-being. The impacts to personal lives or security will affect their ability to serve in their operational capacities. Higher than

normal distress or psychological impacts will occur and will influence staffing availability and resources.

- During a pandemic, the safety of personnel carrying out recovery operations becomes the highest priority. Departments should include in their plans how to keep essential workers safe when carrying out their recovery responsibilities.
- Many resources critical to the disaster recovery process may be scarce, and competition to obtain such resources may be significant. Participation from many outside agencies and organizations will be needed through the recovery phases.
- Private-sector entities will play a significant role in the repair of critical infrastructure. These entities will provide the primary workforce for much of the infrastructure recovery.
- Voluntary organizations within and beyond the region will play a major role throughout the affected areas by providing supplies and services.

II. CONCEPT OF OPERATIONS

A. Terminology

Access/Accessible – The ability for individuals with disabilities as defined by the ADA Amendments Act of 2008 to fully use, enjoy, and integrate into any programs, services, activities, goods, facilities, privileges, advantages, or accommodations provided by a public or private entity.⁴

Access and Functional Needs – Access and functional needs, as defined by the National Response Framework, may be present before, during, or after an incident in one or more areas and may include, but are not limited to, maintaining independence, communication, transportation, supervision, and medical care. 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.

Capacity Building – Efforts aimed to develop human skills or societal infrastructure within a community or organization in order to reduce the level of risk or the effects of a disaster.

Critical Infrastructure – Systems and assets, whether physical or virtual, which provide critical services and key resources, including water, power, natural gas, fuel, telecommunications, and roadways and bridges, so vital that their incapacity or destruction may have a debilitating impact on the community and jurisdiction

Cultural Resources – Aspects of a cultural system that are valued by, significantly representative of a culture, or that contain significant value or information about a culture.

Debris – The remains of something broken down or destroyed.

Disability – A physical or mental impairment that substantially limits one or more major life activities of an 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.

⁴http://www.fema.gov/pdf/about/odc/fnss_guidance.pdf

Family Assistance Center – Centers used during mass casualty events as safe and secure locations for families of missing victims to wait for or receive information regarding their family member(s) They are also places where families may provide information to authorities to assist in identifying victims; receive updates regarding incident recovery; and receive emotional support, spiritual care, and health and social services as resources are available.

Historic Properties – Any prehistoric or historic district, site, building, structure, or object included in or eligible for inclusion in the National Register of Historic Places, in addition to artifacts, records, and material remains that are related to such district, site, building, structure, or object⁵.

Intermediate Recovery – This term refers to the transitional phase of recovery between short-term and long-term recovery. Typically, this is a time of planning and organization when operational objectives and missions overlap.

Long-term Recovery – Phase of recovery that may continue for months or years and includes reconstruction of damaged or destroyed social, economic, natural, and built environments.

Major Disaster – As defined by the Stafford Act, any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or any fire, flood or explosion in any part of the United States regardless of cause, which, in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance under this act to supplement the efforts and available resources of local and/or State governments and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Mitigation – Capabilities and actions used to reduce loss of life and property by lessening the impact of disasters.

Non-government Organization (NGO) – A nongovernmental entity that serves the interests of its members, individuals, or institutions and is not for private benefit.

Recovery – Those capabilities necessary to assist communities affected by an incident to effectively resume routine actions and functions. This can include rebuilding infrastructure systems; providing adequate interim and long-term housing for survivors; restoring health, social, and community services; promoting economic development; and restoring natural and cultural resources.

⁵[(16 USC Section 70(w)(5)].

Redevelopment – Rebuilding degraded, damaged, or destroyed social, economic, and physical infrastructure in a community, state, or tribal government to create the foundation for long-term development.

Resilience – Ability to adapt to changing conditions, withstand and rapidly recover from disruption due to emergencies.

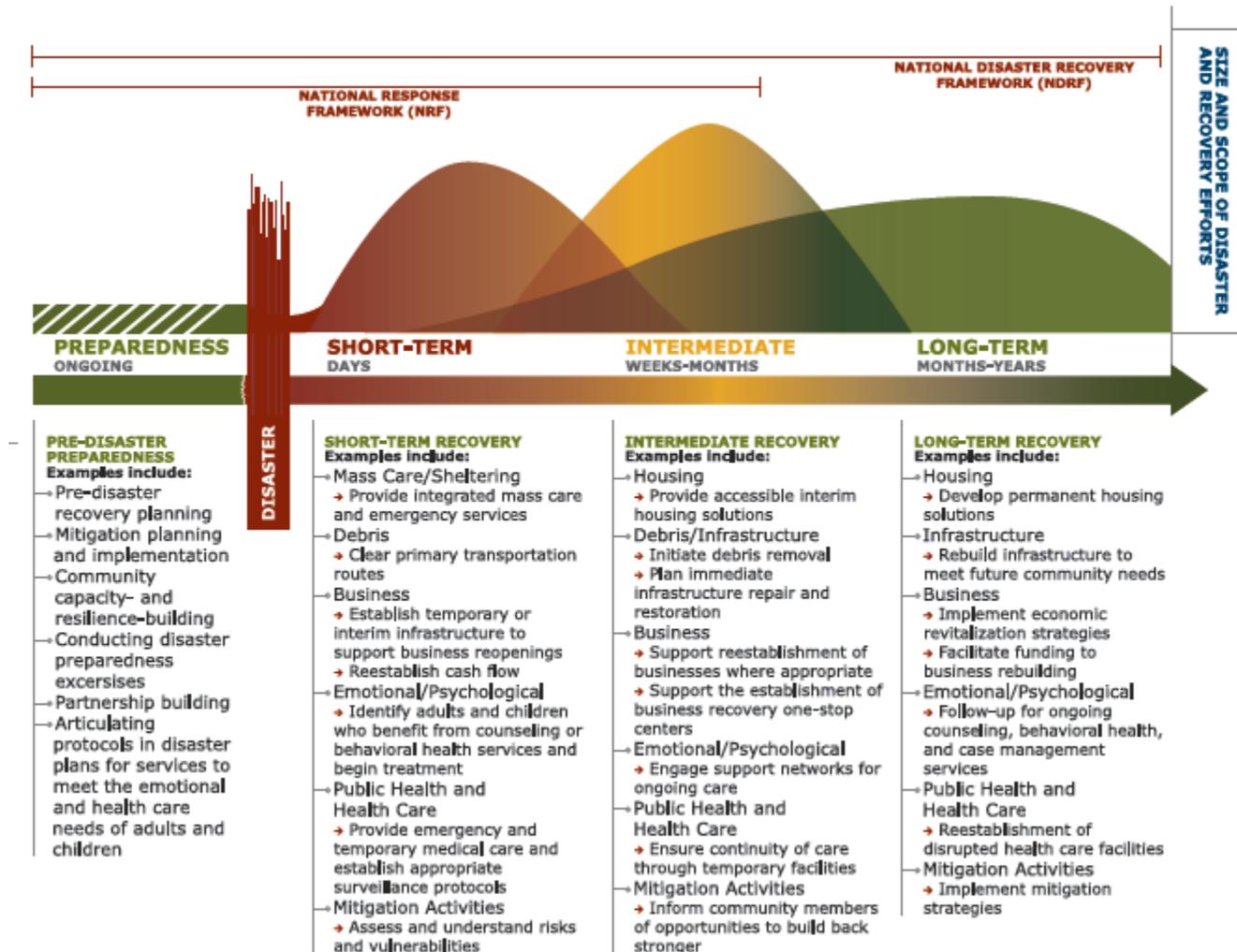
Risk Assessment – A product or process that collects information and assigns a value to risks for the purpose of informing priorities, developing or comparing courses of action, and informing decision-making.

Short-term Recovery – Phase of recovery that seeks to restore the community to a functioning, if not pre-disaster, state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures.

For a list of Acronyms, see Attachment A.

B. Response-Recovery Continuum from the NDRF

FIGURE 1. RECOVERY CONTINUUM – DESCRIPTION OF ACTIVITIES BY PHASE



Response activities are characterized as those immediate efforts necessary to save lives, protect property, and protect public health and safety. Response activities begin at the time of the incident and generally conclude when immediate threats have been eliminated, public-safety agencies are no longer conducting widespread life-safety missions, mutual aid resources return to their respective jurisdictions, and displaced individuals and families have been sheltered.

Recovery activities may be initiated concurrently with or shortly after the commencement of response operations, even while immediate life-saving activities are in progress. It is advantageous to initiate recovery activities as soon as possible. Recovery activities are scalable. Depending on the nature, scope and scale of the event, the City may activate some or all of the recovery guidelines.

1. Short-Term Recovery

The key objectives of short-term recovery are to restore the community to a functioning, if not pre-disaster, state. Pressure on the City will be immense to resume essential services and pay prompt attention to residents' needs and requests. Emergency repairs and minor reconstruction may occur during short-term recovery. Generally speaking, recovery that takes place while the Emergency Operations Center (EOC) is activated and primarily focused on coordinating response activities is considered short-term recovery. Short-term recovery activities may include changes or alterations to traffic patterns; extended and expanded mass care services; identifying affected natural cultural, and historical sites; taking action to expedite permitting processes; requesting private sector entities delay payment requirements; and addressing temporary housing and business space needs.

In a pandemic emergency, short-term recovery would include restoring essential services that ceased due to essential workers becoming ill, taking care of ill family members, or not reporting for work due to fear of becoming ill. Restoring essential services can be assisted by the use of Personal Protective Equipment (PPE) and by measures to make the work environment safer. Restoring essential government services can further be accomplished by the use of Disaster Service Workers.

2. Intermediate Recovery

During the intermediate recovery phase, activities focus on the transition from the short-term to long-term recovery phases. During this period, the EOC will shift from response-focused activities toward demobilization and the Long-Term Recovery Group (LTRG) will be activated. Intermediate phase activities may include coordinating with Los Angeles County resources and developing communications on long-term objectives; continuing to execute response-phase missions; and ensuring that adequate resources are available to complete long-term recovery objectives.

In a pandemic emergency, intermediate recovery activities focus on adapting to a new normal. Supply lines are established, safety measures are added to standard operating

procedures, and planning is initiated to modify work spaces for increased worker and public safety and reopening. Intermediate recovery efforts may also take the form of financial assistance to individuals and businesses, residential and commercial property rent deferral, and mortgage payment forbearance. Modifying ordinances can help businesses “keep the doors open”. For example, the City can allow restaurants and other businesses to utilize sidewalks, streets, and parking lots to serve their customers.

3. Long-Term Recovery

Long-term recovery includes reconstruction of damaged or destroyed social, economic, natural, and built environments. The overarching focus of long-term recovery will be on building safely and wisely, reducing future hazards, and optimizing community improvements. All efforts will guide the affected community toward self-sufficiency, sustainability, and resilience.

Long-term recovery may commence early in the recovery process and may continue on for weeks, months, or years. Generally, recovery will transition from short-term to long-term when the EOC is primarily coordinating recovery activities or demobilized/deactivated. Long-term recovery activities may include assisting the affected population with financial assistance through local assistance centers, coordinating housing to place residents into stable interim or permanent housing, establishing transportation restoration and resiliency, establishing the community’s rebuilding and resiliency goals, and permanently re-establishing services.

During and after a pandemic, long-term recovery shall focus on building the new normal envisioned during the intermediate recovery phase, and revitalizing the economy. The new normal should be resilient to future pandemics, which will impact the economic models of many industries. Ensuring that stockpiles are replenished and expanded as necessary are important first steps to building resiliency. Revitalizing the economy may require a massive influx of cash to industries hard hit by the pandemic as well as to state and local governments. Offering tax incentives can also help re-energize the economy by spurring spending and investment.

As the recovery process moves forward, recovery efforts may begin to demobilize from disaster-affected communities. This demobilization of resources, however, should not indicate to the affected community that the recovery process is over. It is important to prepare recovery teams to continue the recovery process and make the transition as smooth as possible. This preparation begins immediately, so when resources are demobilized, the City of Los Angeles is prepared to manage long-term recovery.

C. Activation of the Recovery Function

If the EOC is activated, the EOC Director will assess the situation and determine the appropriate time to initiate recovery. If the EOC is not activated or is at Level I, the City of Los Angeles Emergency Management Department (EMD) General Manager will

determine when to initiate recovery. Recovery activities may be initiated concurrently with or shortly after the commencement of response operations, even while immediate life-saving activities are in progress. It is advantageous to initiate recovery activities as soon as possible. This Annex may go into effect immediately following any significant incident, and is applicable throughout the recovery continuum.

While the EOC is activated, coordinating recovery is the secondary focus (as compared to response). The EOC Director or their designee will use the existing EOC Operations, Planning/Intelligence, Finance and Administration, and Logistics Sections to coordinate and support recovery activities. Additionally, while the EOC is activated, the Recovery and Reconstruction Unit will establish strategies, priorities, and policies for recovery activities to ensure that appropriate staffing and organizations are in place for recovery, and may recommend activation of the Recovery Annex.

EOC sections, branches, and units may coordinate response and recovery activities simultaneously. Each section, branch, and/or unit may transition from response to recovery coordination at different times. Departments' involvement in response activities, departments' capabilities, available resources, and response and recovery priorities will drive that transition process.

While the Annex is scalable and the level of recovery activities may vary, several factors can be used by the EOC Director and/or the EMD General Manager (GM) to determine whether to activate the Annex. When the EOC is not activated, the EOC Director or EMD GM will consider whether a local emergency has already been or will be declared; whether recovery policy decisions will be required when dealing with the incident; whether the incident is highly visible in the community; and whether community involvement will be necessary in the recovery process. The EOC Director and/or EMD General Manager shall also consider if resources that extend beyond the City's capabilities will be necessary, and if coordination with State and/or Federal agencies is anticipated. Other considerations when determining to activate the Recovery Annex include whether:

- An incident is anticipated to require recovery activities (e.g., earthquake of a designated magnitude).
- The incident may be of a long duration.
- There is a number or anticipated number of casualties (injuries or fatalities).
- The amount, or projected amount, of damage in scope, area, or monetary terms.

D. Recovery Organization

The City of Los Angeles Administrative Code mandates that the Emergency Management Department be the lead agency for recovery efforts and that its General Manager, or their designee, shall be the EOC Director in the recovery phase. EMD coordinates and prioritizes recovery activities on behalf of all City departments and partner agencies. City of Los Angeles departments will support and implement this Annex in accordance with the activities described herein. Activities attributed to partner (non-City of Los Angeles) agencies were written and agreed upon by those agencies. While some recovery activities

may predominantly fall under the jurisdiction of the County of Los Angeles, City departments and partner agencies maintain support and/or coordination responsibilities. Roles and responsibilities of the individual agencies, organizations, and stakeholders are detailed in the explanation of the Recovery Support Functions.

1. Local Disaster Recovery Manager

Based on the National Disaster Recovery Framework, the role of the Local Disaster Recovery Manager (LDRM) is to organize, coordinate, and advance the recovery at the local level. The experience and skill sets of the LDRM should include a strong basis in community development and a good knowledge of Los Angeles demographics.

The primary role of the LDRM is to manage and coordinate the redevelopment and rebuilding of community. The LDRM shall also work with State and Federal response and recovery operations to ensure effective mobilization of resources to affected areas. In addition, LDRM should be able to represent and speak on behalf of their respective chief executives (e.g., Mayor).

The Los Angeles EMD General Manager (if the EOC is not activated) and/or the EOC Director will designate the LDRM to lead disaster recovery activities for the City of Los Angeles. Additionally, the LDRM can convene and direct other City departments to perform recovery operations and missions.

In practice, the Mayor appoints the Recovery Manager, as occurred after the Northridge Earthquake of 1994. Otherwise, the LDRM would have no authority over other city departments.

The LDRM shall:

- Lead the creation of the City's Long Term Recovery Group and coordinate the activities of recovery-dedicated organizations and initiatives.
- Lead the development of the community recovery visions, priorities, resources, capability and capacity.
- Lead the development of recovery plans and ensure that they are publicly supported, actionable, and feasible based on available funding and capacity.
- Develop an integrated and accessible recovery communication strategy.
- Communicate recovery priorities to the Los Angeles Operational Area (OA), State and Federal governments, and other recovery stakeholders and supporters.
- Collaborate with OA, State, Federal and other stakeholders and supporters, such as the business and nonprofit communities, to raise financial support for the community recovery, leverage the resources where possible, and resolve potential duplication of assistance.
- Work closely with the recovery leadership at all levels to ensure a well-coordinated, timely and well-executed recovery.
- Develop and implement recovery progress measures and communicate adjustments and improvements to applicable stakeholders and authorities.

2. Long Term Recovery Group

As the Emergency Operations Center focuses on transitioning from response to recovery, EOC responders and agencies will also have recovery mission assignments. The LDRM will lead the transition to Long-Term recovery and the creation of the Long Term Recovery Group (LTRG). The LTRG will consist of a core group of departments, the Disabilities Access and Functional Needs (DAFN) Technical Specialist, and other community-based organizations (CBOs), faith-based organizations (FBO), Non-Governmental Organization (NGO), and National Voluntary Organizations Active in Disaster (VOAD) representatives. The LTRG may identify additional agencies based on the nature of the incident. The LTRG may include additional stakeholders from groups such as churches, schools, voluntary organizations, housing authorities, and healthcare providers. A visual depiction of the organization of the Long-Term Recovery Group is found in Attachment B.

LTRG roles and responsibilities include:

- Ensuring accountability, transparency, and equitability in the recovery process.
- Ensuring the recovery plan, programs, and progress are clearly communicated to the public.
- Ensuring resources and staffing are provided in a timely manner to accomplish actions.
- Formulating new subcommittees or modifying subcommittee structure as needed for efficiency of implementation.
- Initiating recommendations for enactment, extension, or repeal of emergency ordinances and procedures that affect long-term recovery, such as moratoriums.
- Monitoring progress towards long-term recovery goals and objectives and setting a timetable for reaching milestones.
- Overseeing coordination between the different levels of government as it relates to implementing actions.
- When necessary, activate the Local Assistance Center (LAC) Annex to ensure appropriate representatives are available to provide social services and case management during recovery.
- Working with City agencies and relevant stakeholder organizations to keep information on recovery efforts current.
- Recommending budget requests and approval of grant agreements for implementation of actions.
- Reviewing damage assessments and evaluating the need to modify or augment post-disaster actions.
- Reviewing priorities for action implementation on a regular basis during post-disaster phases to adjust as conditions warrant.
- Identifying and prioritizing long-term needs and projects according to the goals and priorities of the reconstruction projects identified through community discussion in City of Los Angeles.
- Considering existing plans and existing resources

As part of the LTRG, the Disabilities Access and Functional Needs (DAFN) Technical Specialist will ensure people with disabilities and others with access and functional needs are properly considered throughout recovery including:

- Coordinate with and assist the Recovery and Reconstruction Unit Leader on identified unmet needs for people with disabilities and others with access and functional needs.
- Act as a Subject Matter Expert to the Local Disaster Recovery Manager on people with disabilities and others with access or functional needs, including providing information on available resources, accessible transportation, home health services, specialty dietary foods, Durable Medical Equipment (DME), Consumable Medical Supplies (CMS), assistive technology, support systems, and mental health services.
- Engage the City of Los Angeles Emergency Preparedness Coalition of People with Disabilities and others with Access and Functional Needs, to ensure that stakeholders are invited to participate in the recovery process.
- Ensure the LTRG reaches out to stakeholders or agencies that support people with disabilities and others with access and functional needs, and are invited to participate in the recovery process.
- Work with Long Term Recovery Group members such as Planning Department, Building and Safety, and other stakeholders to ensure long-term housing meets ADA, §504 of the Rehabilitation Act and FHA requirements.

3. Business Operations Center (BOC)

The Business Operations Center (BOC) was established to strengthen the partnership between the City and the private, education, and faith sectors, and NGOs during an emergency, and to facilitate communication between the public and private sectors in all phases of emergency management. The BOC does this by integrating numerous stakeholders and industries into a physical and virtual hub for public-private coordination in the EOC. During a pandemic the emphasis is on integration through a virtual hub.

The BOC is comprised of a network of organizations and individuals who serve on behalf of their respective sectors, an EMD management cell that provides policy, operational direction, and resource support, as well as a Los Angeles Emergency Preparedness Foundation (LAEPF) management team that provides leadership and facilitation for BOC operations on behalf of the City. During recovery, the BOC will serve to exchange information with the private sector. More information regarding the roles and processes of the BOC can be found in the Business Operations Center Operational Guidelines.

E. Preparedness Activities

The City of Los Angeles is concerned with all stages of emergency management, and has undertaken many actions to prepare for major disasters and strong disaster recovery. The

following activities have been taken to better prepare the City for strong, comprehensive recovery following a major incident:

- Build and maintain relationships with stakeholders within the community and neighboring jurisdictions before a disaster occurs.
- Maintain memorandums of understanding (MOUs) with the Red Cross, the Salvation Army, and the Los Angeles Emergency Preparedness Foundation (See Agreements and Understandings Section).
- City employees are considered Disaster Service Workers, and will be assigned duties and roles that are within their scope of training, skill, and ability to support recovery efforts.
- Maintain Emergency Service Contracts.

F. Safety Assessment

Safety Assessment is an integral component of overall recovery efforts. As such, the Los Angeles Department of Building and Safety (LADBS) and the Los Angeles Housing and Community Investment Department (HCIDLA) both have trained professionals ready to conduct structural safety assessments. HCIDLA's focus is on residential multi-family properties.

During pandemics, the Personnel Department's Medical Services Division (MSD) provides safety guidance and recommendations for the safety of City facilities and employees.

LADBS has designated two groups of engineers and inspectors to respond following a major incident: Safety Assessment Teams and Safety Assessment Program Evaluators.

Safety Assessment Teams (SAT) are responsible for evaluating the 20 essential, pre-designated City facilities. SATs are trained utilizing the State of California Office of Emergency Services (Cal OES) Post-Disaster Safety Assessment Program which is based on ATC-20 (Procedures and Guidelines for Evaluating the Safety of Buildings). Each team consists of a leader, alternate leader, and at least one set of inspector and engineer. SATs evaluate the safety of the structures and transmit detailed information on safety and structural damages to both LADBS and the EOC.

Safety Assessment Program (SAP) Evaluators are engineers, architects, and building inspectors that are certified by Cal OES and trained in ATC-20. Engineers and architects are licensed by the State of California. All building inspectors have certifications in building construction from the International Code Committee (ICC).

SAP Evaluators are deployed to evaluate the safety of residential and commercial buildings to determine if they are safe to be occupied or need to be evacuated. SAP evaluators provide inspection of buildings and structures to determine imminent and potential hazards to persons and property. Barrier tape and a placard system will be used to alert people who are blind or have low vision of building safety status.

HCIDLA has certified Safety Assessment Program (SAP) inspectors that will coordinate with LADBS to perform inspections using HCIDLA's Safety Assessment Module (SAM) software program. The Safety Assessment Module allows SAP field inspectors to collect data with electronic ATC-20 (structural, seismic damage) and ATC-45 (wind, water damage) forms on their Windows handheld devices and iPads more efficiently. SAM automatically transmits SAP data wirelessly to a server, instantly collecting and tracking properties throughout the City. If wireless connectivity is lost, SAP data is saved on the inspector's devices and can be uploaded to the server via a wired connection. SAM can thus provide virtual real time reports on whether properties have been scheduled for assessment as well as the assessment results following inspection. SAM also has the capability to provide real time property repair cost estimates based on the County Assessor's property valuation and the percentage of damage.

G. Recovery Support Functions Roles and Responsibilities

Recovery Support Functions (RSFs) comprise the National Disaster Recovery Framework's (NDRF) coordinating structure for key functional areas of assistance. Their purpose is to support local governments by facilitating problem solving; improving access to resources; and fostering coordination among State and Federal agencies, nongovernmental partners, and stakeholders. The RSF objective is to facilitate the identification, coordination, and delivery of federal assistance needed to supplement recovery resources and efforts by local, state, territorial, and tribal governments and private and nonprofit sectors. An additional objective is to encourage and complement investments and contributions by the business community, individuals, and volunteer, FBOs, and CBOs. These RSF activities assist communities with accelerating the process of recovery, redevelopment, and revitalization.

III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. City of Los Angeles Recovery Support Function #1: Community Planning and Capacity Building

Increased community relations programs and public announcements lessen adverse public reaction. Being open with known facts of the emergency and emergency operations engenders public support and reduces criticism. City of Los Angeles will provide information to community members, leaders, and supporters, and will involve them in the recovery process.

The following community planning and capacity building issues may impact recovery and will be considered:

- The type and extent of damage will impact the different ways in which critical infrastructure can be enhanced, improved, and strengthened.
- Current building and infrastructure standards, as well as potential repair and building options, can be evaluated and reassessed to create safer conditions and improve the City. Additionally, the City will monitor building permits and ensure that appropriate accessible building requirements are met.
- Stakeholders may need to meet regularly to determine existing agreements or partnerships that could be accessed or leveraged.
- Communicating recovery plans early and often to legislators, policymakers, politicians, and the public can increase cooperation and speed recovery. Communications should include information about the status of reconstruction and rebuilding processes and plans.

City department roles and responsibilities in Recovery Support Function #1 are as follows:

1. Aging, Department of (Aging)
 - Assess impact of disaster on clients and on existing facilities and programs; Aging will work with contractors to re-establish services that fall under their purview and will provide support to the City recovery process where they have excess capacity.
 - Conduct assessment of ability of contracted service providers to deliver older adult and family caregiver services, as well as to assist in providing resources to expedite complete service delivery.
 - Work closely with nonprofit service partners and stakeholders in conjunction with Department of Aging's service contractors to enhance senior and family caregiver programs.
 - Work with for-profit companies to secure available and continued delivery of food stuffs to meal production kitchens for senior nutrition programs.
2. Building and Safety, Los Angeles Department of (LADBS)

- Review and update procedures and criteria for post-event fast-track review of repair permits, including temporary use and building permit processes, standard appeals time limits, batching of recovery-related land use and building permits, and referral of permit appeals to the special ad hoc City Council Committee on recovery and reconstruction, as appropriate.
 - Provide and enhance, as necessary, computer information systems to support fast-track permit review procedures.
 - Determine imminent and potential hazards on private property.
 - Impose emergency building regulations.
 - Ensure compliance with disaster-related LADBS orders.
 - Analyze building code provisions based on the extent of damage to structures and develop recommendations for code changes. If requested, LADBS will attend community meetings to examine options, gather and provide information, and perform other necessary tasks to build community consensus and unity.
3. Chief Legislative Analyst, Office of the (CLA)
- Provide analysis and recommendations to the Council on legislative and policy issues relating to recovery efforts. Long-term recovery issues and policies may be overseen by council Committees, as necessary.
 - Monitor and analyze legislative and policy issues related to the recovery of critical infrastructure and make recommendations to the Council and individual Council Committees, as necessary.
 - Monitor and analyze legislative and policy issues related to the improvement of critical infrastructure during recovery and make recommendations to the Council and individual Council Committees, as necessary.
 - Monitor and analyze legislative and policy issues related to City departments' involvement in the restoration of daycare facilities during recovery and make recommendations to the Council and individual Council Committees, as necessary.
 - Monitor and analyze legislative and policy issues related to City departments' involvement in service delivery to older adults during recovery and make recommendations to the Council and individual Council Committees, as necessary.
 - Monitor and analyze legislative and policy issues related to City departments' involvement in service delivery to people with disabilities and others with access and functional needs during recovery and make recommendations to the Council and individual Council Committees, as necessary.
 - Monitor and analyze legislative and policy issues related to engaging the community during recovery and make recommendations to the Council and individual Council Committees, as necessary.
4. City Attorney, Office of the (CA)
- Provide legal advice to City departments in matters relating to evaluating government and community planning processes.
 - Provide legal advice to City departments, as needed.

- Assign staff to the Neighborhood Council and the Neighborhood Prosecutor Section to meet with communities to pursue misdemeanor violations related to quality of life.
5. City Clerk, Office of the (City Clerk)
- Update emergency response requirements based on the effectiveness of emergency management.
 - Facilitate meeting with City Hall occupants and City Clerk personnel to ensure adequate knowledge of emergency procedures and reporting responsibilities and requirements.
6. Disability, Department on (DOD)
- When requested, provide technical expertise and provide recommendations on legislative and policy issues to ensure integration of issues concerning people with disabilities into preparedness and recovery.
 - When requested, provide technical expertise and provide recommendations to the Mayor, City Council, and City departments regarding State and Federal laws addressing people with disabilities as they relate to City activities during recovery.
 - When requested, provide technical expertise and provide recommendations to the Mayor, City Council, and City departments regarding providing reasonable accommodation and auxiliary aids and services in their efforts to provide services related to engaging the community during recovery.
 - As the DAFN Technical Specialist, DoD staff will serve as the subject matter expert during recovery to coordinate and provide information and assistance to people with disabilities.
 - In cooperation with the Emergency Management Department (EMD), ensure that services and activities are programmatically and physically accessible for people with disabilities, including accessibility, captioning, interpreters, and use of assistive devices for community meetings. To accomplish this, all services during recovery will follow the City's ADA Guidance: Inclusionary, Accessible Messaging and Effective Communication.
7. Emergency Management Department (EMD)
- Establish, implement and manage the LTRG.
 - Serve as the LAC Director until the LAC is demobilized or transitioned to a Disaster Recovery Center (DRC) as stated in Local Assistance Center Director SOP, to ensure management and coordination over case management in assisting people in their individual recovery.
 - Coordinate collection and dissemination of information regarding the restoration of City critical infrastructure. This may include issuing informational bulletins to City departments and press releases to the media.

- Coordinate with LADBS to determine if modifications will be made to the EOC or alternate EOCs given the impact of the disaster. In a pandemic, EMD would seek the advice of MSD regarding modifications.
- Coordinate citywide collection, analysis, and distribution of information regarding mass care programs and recovery assistance services.
- Coordinate citywide establishment and logistical support of family assistance centers, relocation centers, and other recovery facilities.
- Support City departments and agencies, including HCIDLA, Department of Recreation and Parks (RAP), and other applicable agencies, with coordination of logistical and communications needs for temporary housing services.
- Coordinate temporary housing programs with HCIDLA and County, State, and Federal agencies, as needed.
- In cooperation with DoD, ensure that services and activities are programmatically and physically accessible for people with disabilities and others with access and functional needs, including accessibility, captioning, interpreters and use of assistive devices for community meetings.
- Become familiar with the nuances of the affected community by reviewing census data (race, ethnicity, income, gender, age, and housing); communicating with both the applicable council district office(s) and neighborhood council(s); identifying agencies and organizations that work with, serve, or represent the constituencies in the affected community; and considering equity issues as they intersect groups. In a pandemic, older adults (or younger persons, as was the case with the Spanish Flu), ethnic communities, and males, can be more highly impacted than the general population.
- In coordination with DoD, engage the City of Los Angeles Emergency Preparedness Coalition of People with Disabilities and others with Access and Functional Needs.
- Coordinate community outreach with City departments and partner agencies including the Los Angeles Police Department (LAPD), the Los Angeles Fire Department (LAFD), City Planning Department, LADWP, Harbor Department, Los Angeles World Airports (LAWA), Sanitation, Street Services, RAP, Los Angeles Department of Transportation (LADOT), DoD, Aging, Animal Services, Caltrans, County Public Works, Council Offices, Neighborhood Council Representatives, ENLA, California Department of Transportation (Caltrans), California Highway Patrol (CHP), Los Angeles County Department of Public Works (LACDPW), and Los Angeles County Department of Public Health (LACDPH).
- Support implementation of the community's proposed recovery actions.
- Ensure that the EOC Business Operations Center (BOC) is activated during recovery operations, as necessary.
- Coordinate BOC operations with the Emergency Preparedness Foundation, ENLA, and the Business and Industry Council for Emergency Preparedness and Planning (BICEPP).

8. Fire Department, Los Angeles (LAFD)

- Initiate actions by individual unit, section, and battalion commanders to recover and protect all essential facilities, equipment, and records. These activities will normally be channeled and prioritized through the Fire Facilities Division of the Training and Support Bureau.
 - Transmit a request for assistance to the EOC/DOC or other appropriate agencies within the City structure should activities require support beyond the scope of the LAFD.
 - The Disaster Preparedness Section will coordinate internal and external volunteers (such as CERT, fire cadets, and convergent volunteers) to assist constituents where needed. All volunteers will receive EMD Just-In-Time (EMD JIT) training related to working with people with disabilities and others with access and functional needs, as stated in the Activation of the Disaster Service Worker (DSW) Program SOP.
9. General Services, Department of (GSD)
- Support City efforts to obtain resources during disaster recovery, as directed by the EOC Director, City Council and the Mayor.
 - Assist with procurement of needed materials and supplies from City warehouses and suppliers, provide construction and repair support, perform fleet maintenance, and provide motor pool (transportation) vehicles.
10. Housing and Community Investment Department of Los Angeles (HCIDLA)
- Coordinate with LADBS to provide landlords, tenants, homeowners with Safety Assessment evaluation information about their properties.
 - Operate HCIDLA public counters and hotline to provide residents with accessible information on landlord-tenant issues, Rent Stabilization Ordinance, Code Enforcement, and other housing and community development matters and Fair Housing referrals.
 - Coordinate and communicate with private-sector partners like non-profit service providers and other housing and community development-related contractors, landlords, developers, tenant advocates, and others to align recovery efforts.
 - Continue oversight of Family Source Centers and their services to residents during and after a disaster.
 - As requested, and activated by EMD, participate on Reassurance Teams and at Local Assistance Centers.
 - Work with Domestic Violence Shelters to be resilient during and after a disaster.
 - Utilize the Commissions assigned to HCIDLA - Affordable Housing Commission, Rent Adjustment Commission, Community Action Board, Status of Women, Human Relations and Community and Family Services – their members, and network of supporters, to host community meetings representing the diversity of affected residents.
 - Participation in public hearings about resources needed for rebuilding.

- Work with FEMA the private sector and foundations to seek funding to repair nonprofit-owned and/or -managed facilities providing services to low-income residents, especially those currently or previously funded by the City with federal Community Development Block Grant or Community Services Block Grant dollars.

11. Information Technology Agency (ITA)

- Prepare project proposals and budget packages to improve and strengthen City information and communication infrastructure as necessary, and submit to the Mayor's Office for review regarding viability.
- Maintain updated recovery plans that include input from ITA contractors and maintenance vendors to support various technologies managed and/or supported by ITA.
- Disseminate information to City Departments regarding ITA capabilities and services that could help them in their service(s) to City constituents, as requested or directed.
- Support City Departments in conducting activities to engage the community in the decision making process.
- Monitor and support departments in website modifications as they post recovery information to ensure accessibility of information.

12. Planning Department, City (Planning)

- Participate and coordinate with EMD analysis of devastated areas and provide initial recommendations for redevelopment.
- Lead discussion with EMD and other departments about rebuilding in devastated areas.
- Participate in public hearings about resources needed and available for rebuilding and how to access those resources.
- Identify needed modifications to existing community plans, specific plans, zone code, in response to disaster.
- Evaluate project applications for needed modifications due to disaster.
- Maintain Planning Case Tracking System (PCTS) including database of conditional use permits.
- Determine need to modify, or eliminate fees for the Expedite process in response to disaster.

13. Police Department, Los Angeles (LAPD)

- Maintain an orderly flow of traffic in, out and around all areas affected by disasters, specifically providing ingress and egress for emergency response vehicles.
- As necessary or requested, provide security at critical infrastructure during recovery.

- Through the Community Affairs Group, assist areas experiencing community relations problems during recovery. Promote and enhance public service and safety through timely and reasoned response, and increased community relations programs and public announcements.
- Be prepared to confront and resolve police community problems in cases where assistance may be delayed.
- Provide law enforcement and security services at City facilities during recovery response.

14. Port of Los Angeles (POLA)

- Ensure communication between the Department Operations Center (DOC) and the City's EOC and LTRG.
- Provide a liaison to work with community members throughout the recovery process.

15. Public Works, Department of (DPW)

a) Engineering, Bureau of (Engineering)

- Geotechnical Engineers
 - Provide geotechnical engineering support for road conditions affecting the City's right of way.
- Structural Engineers
 - Conduct damage assessments on City bridges and tunnels in affected areas.
 - Assess bridge and tunnel condition for use (i.e., reduced speed limit, restricted traffic, full closure).
 - Develop plans for temporary shoring or repairs to maintain transportation right of way, if necessary.
- Wastewater program will provide engineering support to the Bureau of Sanitation's wastewater collection system.
- Provide rebuilding wastewater gathering system information, rebuilding, and repairs as necessary to support recovery.

16. Recreation and Parks, Department of (RAP)

- Activate one or more recreation centers in support of community involvement through public meetings, as necessary and requested. Recreation centers will be selected from the approved facility selection list.

17. Transportation, Los Angeles Department of (LADOT)

- Coordinate with those agencies outside of City Government that have responsibility for transportation facilities and activities as stated in the LADOT Coordinated Transportation Plans SOP.

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

- Working with development of rebuilding communities, determine utility needs for water and power.
 -
 - Determine repairs and replacements and associated equipment and supplies that are necessary to support rebuilding.
- Communicate water and power related unmet needs to EMD so the LRTG can address appropriate response.

B. City of Los Angeles Recovery Support Function #2: Economic

Economic recovery for local businesses and City government is critical to ensure long-term sustainability, access to life-sustaining goods (including disability-related goods and services), and continuity of private-sector and government services. Rental housing providers are key to sustained housing and economic recovery, and will be included in housing and economic decisions. Businesses may need assistance promptly after a disaster to rebuild and reopen. City departments and partner agencies will conduct, manage, facilitate, and support activities to connect affected businesses with State or Federal recovery programs.

After a disaster, the City may need to develop new economic opportunities with the goal of creating sustainable, economically viable communities. Key economic activities encourage re-investment and may include the following:

- Workforce development.
- Job creation and retention.
- Entrepreneurial and business development.
- Equal opportunity.

Once a local disaster and State disaster declaration has occurred, the Governor may request a Federal disaster declaration and subsequent Federal assistance under the Stafford Act. When a Federal declaration is granted, a broad range of disaster assistance programs for public entities, individuals and families, businesses and NGOs will be available within the designated disaster area (See Attachment C: Grant, Loan, and Reimbursement Programs).

Departments are responsible for tracking all expenses, including costs associated with personnel, supplies, and equipment. Expense tracking is essential in order to receive the maximum State and Federal reimbursement for recovery (and all disaster-related) expenditures. It is critical that each department do the following:

- Implement their disaster documentation system during a disaster.
- Ensure disaster-related expenditures are easily distinguished from regular, ongoing activities.
- Maintain accurate accounting records on all disaster-related expenses, including the following:
 - Force account labor (timesheets) and equipment.
 - Invoices for rented equipment, materials, and purchases.
 - Photographs of damage and repair.
 - Insurance information.
 - Environmental and historical preservation issues.
 - Records of donated goods and services.
 - Records of specific volunteer hours and type of work conducted relative to the disaster.

Information regarding City level financial tracking and reimbursement can be found in the Administration, Finance, and Logistics Section of this document. Information regarding State and Federal reimbursement programs can be found in Attachment C.

City department roles and responsibilities in Recovery Support Function #2 are as follows:

1. Aging, Department of (Aging)
 - Ensure all departmental activities relating to contract management, direct services, support services, and fiscal services recovery costs are fully documented so information is available for expenditure reimbursement from State, Federal, or other entities.
2. Airports, Los Angeles World (LAWA)
 - Coordinate all airport stakeholders to identify economic opportunities. Stakeholders with economic interest at airports include those on-property, such as airlines, concessionaires, City transportation (e.g., Flyaway), and vendors such as rental car agencies, and off-property, such as adjacent hotels and restaurants.
 - Request and provide updates to and from stakeholders, including information on damage and impact from the initial disaster, cost for ongoing temporary operations and worksites, impact on income due to diminished or entirely impeded access, and re-establishment of permanent or semi-permanent facilities.
 - Coordinate all airport-related disaster recovery efforts through the City Administrative Officer (CAO).
 - Facilitate internal emergency- and disaster-related documentation process.
3. Animal Services, Department of (Animal Services)
 - Provide agency representative, EOC responder, and additional staff for tracking and maintaining all costs related to animal evacuations, including maintaining the Chameleon System used to issue unique identification numbers to pre-identified animals.
 - Maintain and track all costs associated with recovery expenditures, personnel, and labor.
4. Building and Safety, Los Angeles Department of (LADBS)
 - Activate processes and procedures to ensure City departments produce timely documentation for financial aid or expenditure reimbursement from State, Federal, or other entities.
5. Chief Legislative Analyst, Office of the (CLA)
 - Monitor and analyze legislative and policy issues related to economic growth opportunities during disaster recovery and make recommendations to the Council and individual Council Committees, as necessary.

6. City Administrative Officer (CAO)
 - Oversee the application and coordination process of State and Federal public assistance program(s) on behalf of all City departments as the authorized agent within the guidelines of the California Natural Disaster Assistance Act (NDAA), and the Stafford Act FCR, Title 44.
 - Oversee the application and coordination process of State and Federal Post-Disaster Hazard Mitigation Grant Programs (HMGP) on behalf of all City departments.
 - Comply with Single Audit requirement guidelines.
 - House and maintain all original public assistance program documents received from State and Federal agencies and supply copies of documents to applicable City departments.
 - Ensure that City departments comply with 3-year document retention following receipt of Audit Waiver Letter.
7. City Attorney, Office of the (CA)
 - Prosecute any unlawful activities of contractors and other persons, including environmental, labor, land use, fraud violation, and price gouging.
8. Economic and Workforce Development Department (EWDD)
 - Review current bond and loan packaging for new opportunities to assist recovery through a variety of Federal-supported business and economic assistance programs managed or known by EWDD, including small businesses.
 - Work with grantors to request larger share of funding for new opportunities.
 - Promote support for economic growth opportunities through a variety of boards and commissions created or supported by EWDD.
 - Increase the activities of the Workforce Development Board (WDB) members in identifying job opportunities concurrent with disaster recovery efforts.
 - Create and expand partnerships with recruitment and training facilities and contractors to prepare and support the new jobs and workers.
 - Work with other Community Development Block Grant (CDBG)/Workforce Innovation and Opportunities Act (WIOA) funded departments to coordinate funding requests and mitigation strategies for the future.
9. El Pueblo de Los Angeles Historical Monument Authority Department (El Pueblo)
 - Support activities identifying economic opportunities, in conjunction with the Mayor's Business Development Team.
 - Support the efforts of Olvera Street merchants, tenants, and others in the community in developing goals for economic growth opportunities.
 - Support activities that promote businesses in damaged areas, in conjunction with the Mayor's Business Development Team.
 - Support the efforts of Olvera Street merchants, tenants, and others in the community to connect with affected businesses.

- Oversee internal documentation processes for recovery-related expenditures.
10. Emergency Management Department (EMD)
- Assist the CAO's Office with coordinating assistance programs, specifically departmental reporting of information.
 - Track costs for EMD and support the EOC Finance and Administration section when the EOC is activated.
 - Ensure EMD staff tracks costs.
11. Finance, Office of (Finance)
- Mobilize cash to support recovery operations, including communication with financial services providers, managing inflows and outflows from the City's banks, and treasury financial systems. See Financial Business Continuity Plan for a complete Concept of Operations.
12. Fire Department, Los Angeles (LAFD)
- Initiate actions by individual unit, section, and battalion commanders to recover and protect all essential facilities, equipment, and records.
 - Record and track all recovery-related expenditures through internal recording and tracking procedures.
 - Develop social initiatives to promote economic growth, including LAFD recruitment efforts.
 - Assist private-sector partners with Continuity of Operations Plan (COOP) planning as available.
13. General Services, Department of (GSD)
- Assign staff through the General Manager to evaluate opportunities for economic growth.
 - As directed by City management and within the scope of general services, connect businesses with State or Federal disaster-recovery programs that direct the City to provide construction services in business restoration and rebuilding efforts.
 - Refer businesses to City suppliers for possible partnerships.
 - Provide fleet support for City departments/divisions engaged in promoting businesses in damaged areas.
 - Assign fiscal recovery lead by the GSD General Manager **for purposes of tracking GSD costs** and recovery from City and non-City funding sources. Use internal cost-accounting procedures, policies, and practices to maintain records and report on expenditure tracking and reporting issues.
 - Support City services in their efforts through facility construction and repair.
 - Assist departments with procurement of needed materials and supplies from City warehouses and suppliers to allow City departments to assist other agencies in restoring daycare facilities and/or services.

- Maintain current list of “emergency suppliers” that may be called upon by City end users in case of emergency.
- Accumulate disaster cost documentation for reimbursement.
- Maintain accurate accounting records of departmental emergency response and recovery costs (time and material bought to meet emergency needs).
- Maintain appropriate logs to identify ordering departments, contact information and vendor payment status.

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

- Coordinate with private sector partners – service providers, contractors, developers – on financial responsibilities and obligations.
- Continue operating Rent Escrow Account Program (REAP) to resolve health, safety and habitability issues in rental properties, protecting tenants from substandard housing.
- Seek housing and community development-related recovery and reconstruction funding from Federal, State and Local sources.
- Design and implement financing programs for accessible housing reconstruction and community recovery.
- Support recovery efforts of rental property owners.
- Support “green building” (e.g., energy- and water-efficient construction) updates as part of repairs and rebuilding of residential properties.
- Conduct long-term portfolio management of all properties financed.
- Ensure compliance with all applicable local, State, and Federal requirements for audit purposes.
- Track and maintain property data, loan applications, payment processing, construction costs, expenditures, and grant funds.
-

15. Information Technology Agency (ITA)

- Provide subject matter experts to help departments streamline their internal documentation process, as requested.
- Disseminate relevant economic-related information through use of ITA media outlets (e.g., Channel 35, City websites, 3-1-1) received from relevant stakeholders, as directed by the Office of the Mayor.
- Ensure the ITA Continuity of Operations Plan is up to date should relocation of operations become necessary.

16. Personnel Department (Personnel)

- Submit to the CAO all disaster-related expenditure records and documentation incurred by the Department.
- Submit to the CAO all recovery-related expenditure records and documentation incurred by the Department.

- Implement programs for the management of Convergent Volunteers during local emergencies, in conjunction with EMD. (See “Personnel Department Emergency Plans: Convergent Volunteer Management Annex”)
 - Document all recovery-related workers’ compensation claims incurred by City employees.
17. Planning Department, City (Planning)
- Provide maps and zoning information about disaster areas and identify potential suitable relocation areas for businesses affected by disaster. Process necessary Conditional Use Permits and/or Zone modifications, in response to the disaster, in a timely manner.
 - Work with LADOT and the Community Planning and Capacity Building RSF to identify those streets or routes that would be significant in aiding the economic recovery of the City.
18. Police Department, Los Angeles (LAPD)
- Follow established procedures for securing funding and financial assistance.
19. Port of Los Angeles (POLA)
- Promote business at the Port by supporting and working with Port tenants who conduct business within the Port and draw ships to the Port to use the terminals and with local residents from communities around the Port who are considered essential to Port operation and development as they constitute a portion of the workforce.
 - Track expenses and costs associated with the disaster.
 - Promote economic growth opportunities by addressing Port client needs and developing strategies to enhance Port economic health and sustainability.
 - Support activities that promote future Port expansion, specifically dealing with Port tariffs, construction considerations, environmental concerns and infrastructure sustainability, and issuing coastal development permits.
 - Ensure that all Port real estate is being used properly and economically, including land sales and acquisitions, leases, and fee adjustments.
 - Support businesses and services by ensuring that real estate be managed and divided appropriately between terminal use, ship suppliers, tug and work boat yards, police, and fire and public safety agencies
20. Public Works, Department of (DPW)
- a) Contract Administration, Bureau of (BCA)
- Serve as the administrator for the Department’s Project Labor Agreement and monitor and enforce the City’s Project Labor Agreement (PLA).
 - Serve as the Designated Administrative Agency for the City’s First Source Hire Ordinance (FSHO).
 - Serve as the City’s State Certified Labor Compliance Officer.

- Serve as the Designated Administrative Agency for the City's Living Wage Ordinance.
 - Maintain all records, administer payments, and monitor debris contracts on all emergency debris removal contracts under the City's Debris Management Plan.
 - Direct field work and enforce compliance with contract specifications and requirements.
 - Maintain all records and administer payments on all emergency reconstruction contracts for public infrastructure issued by Public Works.
- b) Engineering, Bureau of (Engineering)
- Develop Public Works projects that may use engineering, architecture, and construction service resources.
 - Implement disaster documentation procedures for the duration of the incident, including use of specific work order and task number assigned to the incident, use of 'Disaster Daily Work Sheet', photos, and all documents filed with DPW.
- c) Street Services, Bureau of (Street Services)
- Financial Management Division
 - Coordinate with the City Administrative Officer (CAO) and provide all required documentation, records, and costs incurred in accordance with reimbursement guidelines.
 - Provide a representative at all required briefings and meetings regarding the reimbursement process.
 - Coordinate with State and Federal agencies to obtain reimbursements for all recovery-related costs.

21. Recreation and Parks, Department of (RAP)

- Host job creation and retention programs on RAP facilities.
- Business may donate work or infrastructure to RAP.
- Maintain accurate records of all expenditures, damages, resource and staff allocations, and equipment that are committed to disaster-recovery efforts. All department heads and staff are to maintain and submit reports and records for reimbursement in accordance with guidance on FEMA and Cal OES to the CAO and EMD.
- Monitor and report donations and gifts to the CAO and EMD for guidance on proper handling of funds.
- Collect reports on disaster recovery funding and provide those reports to the CAO.
- Work with the Finance Division to ensure accuracy of projects and reports.

22. Transportation, Los Angeles Department of (LADOT)

- Identify those streets or routes that would be significant in aiding the economic recovery of the City, which may have been closed due to a major disaster. These streets could include those that provide access to key emergency facilities, such

as hospitals, fire and police stations, and major utility buildings and structures that would be critical in maintaining and restoring public health and safety. These streets could also include those that provide access to major transportation transfer facilities such as the Los Angeles Harbor and the Los Angeles International Airport, and those that connect the region to other areas of the state.

- Implement the priority opening list for those essential primary streets that have been closed.
- Implement detour routes as required to quickly regain any lost roadway capacity.
- Monitor and make application for Federal Highway Administration Emergency Relief programs for assistance on damaged roadways.
- Identify agreements necessary to leverage providers and ensure eligibility for reimbursement regarding paratransit services and other accessible transportation providers as stated in the LADOT Coordinated Transportation Plans SOP.

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

- Use City and departmental disaster reimbursement policy and protocol to assemble audit-ready packages for expenditures associated with emergency and disaster recovery and restoration and hazard mitigation.
- Compile documentation and records for each of the three major systems in LADWP (Water, Power, and Joint) of lead jobs or projects consistent with disaster reimbursement policy and protocols.
- Ensure appropriate department disaster documentation system:
 - Use Incident Action Plans to support operational period activities and forms used in at the Incident Command Post and/or Emergency Operation Center (EOC).
 - Maintain activity logs and journals, written messages, situation reports, function and position checklists, public information and media reports, and FEMA-developed forms.
 - Gather additional information from exit interview or critique forms distributed and completed as personnel rotate out of a function and critiques performed at various time frames after an operation. Some critiques may be conducted immediately after an event and may be fairly informal in approach.
- Use the following sources for assessing and reporting damages: information from employees assigned to conduct damage inspections of specific facilities, systems, and other areas; citizens or customers reporting system damage to Customer Service t; radio and TV reports; and communications with other City agencies.
- Establish work orders (and corresponding budget jobs) for the restoration work.
- Collect information, including location, scope, category, and cost estimate of response and damages.
- Archive and protect critical documents generated during an emergency response, used for cost tracking.
- Coordinate with City departments on long-term recovery planning efforts.

- Direct department-wide documentation related to FEMA and Cal OES disaster reimbursement claims and for coordinating submittals to the Office of the City Administrative Officer (CAO), which in turn coordinates citywide FEMA and Cal OES documentation and reporting requirements.
- Request as necessary finance and planning, budget, controller, and audit services to the LADWP.
- Supply Chain Services will support LADWP by purchasing materials, supplies, services, and equipment for restoration efforts.

C. City of Los Angeles Recovery Support Function #3: Health and Social Services

Prioritizing overarching health and social service functions towards restoration will be a constant theme throughout the recovery period. Health and social services will be restored as quickly as possible to meet ongoing and emerging post-disaster community needs, and efforts will be made to reconnect displaced populations with health and social services rapidly. The City will work with L.A. County to protect the mental, behavioral, and

physical health of the general population as well as response and recovery workers from the longer-term effects of a post-disaster environment. Social recovery activities address needs related to disaster recovery assistance, housing assistance, animal services, health services, social services, and community involvement. To assist in the overall well-being of the community, the City will establish Local Assistance Centers (LAC). LACs are facilities at which individuals, families, and businesses can access disaster assistance programs and services from a variety of sources; more detailed information is outline in the Local Assistance Center Annex

The following health and social services issues may impact recovery and will be considered:

- Plans to cope with population and workforce stress from rebuilding efforts will need to be coordinated with County.
- County health will provide a representative to the LTRG to coordinate local efforts toward health service restoration.
- Temporary facilities that were intended to operate for a short period will continue to need to be inspected.
- Continuous inspection of temporary housing and nontraditional sheltering for accessibility will need to be conducted.
- Functional Assessment Service Teams (FAST) may be requested from the State to support long-term recovery to conduct assessments of individuals and facilitate the process of getting essential resources needed by the residents in shelters that have access and functional needs. These may include durable medical equipment (DME), consumable medical supplies (CMS), prescribed medications, or a person to assist with essential activities of daily living.
- Outside organizations and community groups that provide services to undocumented populations and other populations -who might not normally qualify for government services- may assist in recovery efforts.
- Transitioning from temporary buildings to permanent structures as quickly as possibly can facilitate faster and stronger recovery.
- When necessary, Family Assistance Center (FAC) plans will be activated to support the reunification of families of the decedents, provide mental health services, and collect ante mortem data for victim identification.
- Community wellness may be needed and will be conducted as stated in the Community Wellness Checks Standard Operating Procedures.
- Cultural and religious stakeholders will be integrated into mass fatality plans to ensure appropriate handling of remains.
- Animals, both domestic pets and livestock, may be displaced and need long-term sheltering.
- Reasonable accommodations for persons with lost or deceased service animals will need to be made.

City department roles and responsibilities in Recovery Support Function #3 are as

follows:

1. Aging, Department of (Aging)

- Coordinate and assist contracted service providers with critical infrastructure including facilities, utilities, and necessary equipment to provide critical services to clientele.
- Coordinate with LADOT to determine status of City streets for access for delivery of meals and assistive transportation for frail seniors.
- Ensure older adults receive core nutrition, assistive transportation, and in-home supportive services.
- Coordinate with Los Angeles County Mental Health and Aging Network service providers in identifying seniors who may need mental health services.
- Re-establish aging services network to resume core services such as information and assistance, nutrition, assistive transportation, and other support services.
- Work with and remain in contact with the following groups or individuals to assist seniors: contracted service providers, community partners, and family caregivers.
- Work with potential for-profit private-sector partners in providing resources to restore services.
- Work closely with nonprofit service partners and stakeholders in conjunction with Department of Aging's service contractors to enhance senior and family caregiver programs.
- Work with for-profit companies to secure available and continued delivery of food stuffs to meal production kitchens for senior nutrition programs.

2. Animal Services, Department of (Animal Services)

- Continue to provide supplies, equipment, and personnel to support animal needs and continue to assess animal-related issues.
- Continue to provide supplies, equipment, and personnel to support service animal needs.
- Continue to provide veterinary care and disaster control to mitigate stray and loose animals in the post-disaster environment.
- Continue to house, feed, and provide medical care to stray and lost domestic and exotic animals in the City.
- Coordinate the phase down of animal emergency services through various support agencies and within the framework of the EOC.
- Collect data on services rendered and compile data for evaluation of response efforts and costs incurred by owners.
- Coordinate the return of animals to their owners.
- Coordinate with the appropriate agencies for disposal of deceased animals.

3. City Administrative Officer (CAO)

- Oversee the coordination of the Public Assistance Programs, documentation, records, and sub-grant reports.
- Comply with Single Audit requirement guidelines.

4. City Attorney, Office of the (CA)
 - Prosecute any unlawful activities of persons, including animal protection, cruelty, and fraud violations.
 - Provide legal advice to City departments, as needed.
5. Disability, Department on (DoD)
 - When requested, provide technical assistance and recommendations to the Mayor, the City Council, and City departments regarding the following:
 - State and Federal laws addressing people with disabilities.
 - Reasonable accommodation and auxiliary aids and services as they relate to disaster assistance.
 - When requested, provide technical expertise and provide recommendations on legislative and policy issues to ensure integration of people with disabilities as they relate to temporary and long- term housing assistance needs, mental health services, renters, rental property owners and service animals.
 - Coordinate and provide information and assistance to people with disabilities that may need assistance accessing community meetings, City services, and programs during recovery.
6. Emergency Management Department (EMD)
 - Coordinate the City's recovery of services in conjunction with the Los Angeles County Departments of Public Health, Mental Health, and Health Services.
 - During and after a pandemic, through the EOC, ensure departments have the necessary supplies and PPEs necessary to reconstitute and re-open.
 - Ensure the LTRG will monitor and facilitate the necessary Health, Medical and Social Services.
7. Fire Department, Los Angeles (LAFD)
 - Encourage field resources to initiate good will in the community (distribution of toys, information, EMS services, etc.).
 - Assist Animal Services with animal management, including shelter locations and services, where possible.
 - Utilize service programs, including Fire Explorers and Fire Cadet.
 - Increase access to personnel and constituents to crisis counseling and peer support programs.
8. General Services, Department of (GSD)
 - Assist with procurement of needed materials and supplies to allow Animal Services to properly care for, feed, and shelter displaced animals during a disaster.

9. Housing and Community Investment Department of Los Angeles (HCIDLA)
 - Provide staffing as requested, needed and available to Local Assistance Centers to provide information on housing resources and financing.
 - Provide assistance to LADBS with Safety Assessment Program Evaluations, if requested and available.
 - Staff Reassurance Teams to facilitate the re-housing of displaced households which have gathered in informal, potentially unsafe, non-traditional settings, such as public parks, in two ways: (1) by providing specific information about the safety of homes that have been assessed and can be re-occupied; and (2) by providing referrals to formal shelters for those whose homes are not safe or which have not yet been assessed by inspectors.
 - Staff support for the HCIDLA-assigned City Commissions, dedicated to advocacy for the most vulnerable populations and promotion of inclusion in local neighborhoods: Commission on the Status of Women; Human Relations Commission; Affordable Housing Commission; Commission on Community and Family Services; and Community Action Board.
 - Oversee the 16 Family Source Centers which provide services to families such as multi-benefit screenings, pre-employment support, after-school activities, computer literacy, financial counseling and more.
 - Continue oversight, and provide support to, Domestic Violence Shelters, the Housing Opportunities for Persons with AIDS (HOPWA) program, the Los Angeles Homeless Services Authority (LAHSA) and Fair Housing Program.
 -
10. Planning Department, City (Planning)
 - Provide maps indicating location of existing schools and health resources, as needed.
 - Identify potential locations for the relocation of schools and health resources, as needed.
 - Expedite conditional use permits and/or modifications to community plans, specific plans or the zoning code, as needed to accommodate the establishment of school and health resource facilities.
11. Port of Los Angeles (POLA)
 - Coordinate with the U.S. Navy for use of USNS Comfort and USNS Mercy if used at dock (needs 80-foot draft in order to make the required 50,000 gallons of fresh water per day).
12. Recreation and Parks, Department of (RAP)

- Activate one or more recreation centers, as needed and requested, in support of the implementation of mental health programs during recovery. Recreation centers will be selected from the approved facility selection list.
- Activate one or more childcare centers in support of LAUSD, as requested and necessary (outside agency staffing may be required).
- Assist LAUSD in obtaining emergency right of entry permit.

13. Transportation, Los Angeles Department of (LADOT)

- Implement accessible emergency transit and paratransit services to facilitate the movement of people and goods during the recovery and reconstruction phase of a major disaster as stated in the LADOT Coordinating Transportation Plans SOP.

D. City of Los Angeles Recovery Support Function #4: Housing

A community's housing stock is important infrastructure, and recovery will be significantly limited if most displaced residents cannot return to their homes. Housing assistance will

consider the different potential populations that could be displaced, including homeless individuals, undocumented individuals, and people with disabilities and others with access and functional needs.

Past disasters have shown that the longer an affected population is displaced or removed from their community, the less likely it will return to that community. After 1 year, the rate of return quickly drops off to less than 10 percent of those still living outside the community return.^{6,7} The economic loss of prolonged population displacement, including lost tax revenue, compounds the problems incurred during the recovery process. Residents may be displaced to temporary or emergency housing as their permanent housing is evaluated, assessed, or repaired.

The following housing issues may impact recovery and will be considered:

- Available permanent housing options will be identified as soon as possible to prevent people from having to be moved from shelter to interim/temporary housing to permanent housing.
- HUD and FEMA will be integrated into Housing RSF plans.
- Housing functions will also be coordinated with HCIDLA and the mass care function within the Health and Social Service RSF.
- Open spaces in parks that already have sewer and water infrastructure in place may be considered for temporary housing programs, if necessary.
- Equal access to temporary housing and temporary housing programs for people with disabilities and others with access and functional needs will be ensured.
- Integration of appropriate LAC representatives is essential to provide access to materials through individual assistance, nonprofits, or business donations for people who can do their own small repairs but who need materials and tools in order to expedite re-occupancy.
- Identifying temporary large group housing can facilitate rapid closure of emergency shelters.
- The Non-Traditional Sheltering Appendix of the Mass Care and Sheltering Annex will be key when developing nontraditional shelter sites after an event.
- Long-term housing reconstruction and relocation strategies, including available and affordable housing, will be developed.
- Identifying the potential availability of building supplies and suppliers early on and developing strategies about how to resupply will expedite recovery.

⁶Yasui, E. (2007). *Community vulnerability and capacity in post-disaster recovery: The cases of Mano and Mikuraneighbourhoods in the wake of the 1995 Kobe earthquake*. (Doctoral dissertation). University of British Columbia, Vancouver. <http://www.npo.co.jp/hanshin/ronbun/2007a.pdf> Accessed on September 5, 2012

⁷ Love, T. (2011). *Population movement after natural disasters: A literature review and assessment of Christchurch data*. Wellington, Australia: Sapere Research Group. <http://www.srgexpert.com/Population%20movement%20after%20natural%20disasters%20-%20%20a%20literature%20review%20and%20assessment%20of%20Christchurch%20data.pdf> Accessed on September 5, 2012

- All types of equipment and supplies, which may include assistive devices for housing modifications needed by people with disabilities and others with access and functional needs will be considered.
- Developed temporary housing resources may serve long-term purposes; developing manufactured housing infrastructure to convert into a permanent resource such as single family housing may be considered.
- Systems to expedite inspections and permit reviews to help return residents to homes that may have only slight and non-life-threatening damages may be developed.
- Faith Based Organizations (FBOs) and other nonprofit organizations to help homeowners rebuild when possible can be integrated into recovery plans.
- Online housing locator services and other housing resources may be developed to help the public identify housing options.

City department roles and responsibilities in Recovery Support Function #4 are as follows:

1. Aging, Department of (Aging)

- Coordinate with aging network providers on outreach to seniors to link them to housing information and services.
- Coordinate and provide information and assistance specialists and case workers to assist seniors in applying for long-term housing assistance.
- Information and assistance specialists and case workers will assist seniors in applying for services.

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

- Upon request, will implement and enforce “disabled access regulations” including accessibility requirements for commercial buildings and single family homes.
- Verify and manage special clearances for a building that has been deemed a historical monument to preserve the integrity of the structure.
- Review and update procedures and criteria for post-event fast track review of repair permits, including temporary use and building permit processes, standard appeals time limits, batching of recovery-related land use and building permits, and referral of permit appeals to the special ad hoc City Council Committee on recovery and reconstruction, as appropriate.
- Provide and enhance, as necessary, computer information systems to support fast-track permit review procedures.
- Review interim and long-term policies and actions that address the correction of illegal occupancies and construction within reasonable limits, based on essential health and safety factors, and given existing and projected shortage of adequate low- and moderate-income housing.
- Review criteria for contractual agreements for emergency demolition with the private sector.

- Implement due processes and procedures for demolishing structures considered to be unsafe for habitation and declared an imminent hazard with proper notification of owner.
- Review contractual agreements, using the approved bid process, with private contractors for emergency demolition, lot cleaning, barricading, and/or securing property.
- Activate pre-incident agreements with other local, State, and Federal agencies for mutual aid in cooperation with other City agencies.
- Review procedures to expedite the building permit process and provide relief for the required fees.
- Establish one-stop processing centers in areas where most severe damage occurred.
- Reassess the seismic survivability of public and private buildings.
- Develop emergency building provisions for temporary commercial use with appropriate time and use limitations.
- Prepare implementation processes and enforce ordinances.
- Implement expanded structural and geological hazard mitigation programs.
- Enhance methodology for analyzing and defining hazardous buildings and mitigation plan.
- Inspect City and private buildings and create a potentially hazardous building inventory in accordance with the following priority:
 - Pre-1976 non-ductile concrete frame
 - Multi-family unreinforced masonry (URM) buildings
 - Post-1960 steel buildings
 - Pre-1976 reinforced masonry wall
 - Post-1976 concrete garage
 - Pre-1990 wood frame multi-unit residential
 - Wood frame hillside single family dwelling
 - Post-1976 tilt-up/reinforced masonry wall
 - Pre-1934 unreinforced masonry: 1- to 4-unit residential
- Modify, as necessary, Division 88 (hazardous buildings retrofit ordinance) to include URM in fills, tilt-up, reinforced masonry wall and non-ductile concrete frame building categories, as budget permits.
- Activate and implement MOUs and/or MOAs between LADBS, DPW, GSD, LADOT, and Street Maintenance for post-disaster use, including conditions and terms for use of staff and equipment for knocking down eminent hazards and procedures for barricading public and privately owned buildings and public and private streets and alleys.
- Enhance the common-use computer database system for identifying ownership and logging pertinent information related to public and private properties within the City.
- Enhance computer information systems to support fast-track permit review procedures.

- Revisit environmental criteria for demolition to be followed by public and private contractors in conjunction with the appropriate regulatory agencies.
 - Determine criteria for balancing post-event work priorities between damage assessment, hazard evaluation, fast-track permit review, and routine development application review activities, with emphasis on public safety.
 - Determine the survivability of structures and properties, and develop a prioritized list of those requiring retrofitting.
 - If needed, LADBS inspectors and engineers are available to conduct safety assessments of temporary housing facilities.
 - Activate processes and procedures to ensure City departments produce timely documentation for financial aid or expenditure reimbursement from State or Federal agencies, or other entities.
 - Conduct safety assessments of daycare facilities or alternate locations if needed and requested and if LADBS inspectors and engineers are available.
 - Provide inspection of buildings and structures to determine imminent and potential hazards to persons and property. Upon completion of the safety assessment, responders shall post placards on buildings to indicate their safety or condition to occupy or vacate the building. Barrier tape will also be used to alert people who are blind or have low vision of building safety status additionally; the whole community will have access to the SAM information to determine condition of buildings.
 - Determine the purpose, scope, and composition of Safety Assessment teams.
 - Complete design and development of a Safety Assessment System.
 - Deploy safety assessment inspection teams, with assistance from cooperating entities for detailed identification and recordation of structural damage.
 - Evaluate safety assessment results following a major disaster based on Safety Assessment System and reporting system and provide information to the LTRG.
3. Chief Legislative Analyst, Office of the (CLA)
- Monitor and analyze legislative and policy issues related to building assessments during recovery and make recommendations to the Council and individual Council Committees, as necessary.
 - Monitor and analyze legislative and policy issues related to policy or process enhancements in the area of plan review, code interpretation, and construction inspection during recovery and make recommendations to the Council and individual Council Committees, as necessary.
 - Monitor and analyze legislative and policy issues related to programs that substantiate individual claims for temporary housing during recovery and make recommendations to the Council and individual Council Committees, as necessary.
 - Monitor and analyze legislative and policy issues related to re-establishing permanent housing during recovery and make recommendations to the Council and individual Council Committees, as necessary.

4. City Attorney, Office of the (CA)
 - Provide legal advice to City departments in matters relating to building assessment activities.
 - Provide legal advice to City departments in matters relating to building and infrastructure reconstruction standards.
 - Provide legal advice to City departments in matters relating to housing assistance needs.
 - Prosecute any unlawful activities related to housing and fraud violations committed by contractors and other persons.

5. Disability, Department on (DoD)
 - When requested, provide technical expertise and provide recommendations on policy issues to ensure integration of people with disabilities as they relate to building assessments during recovery.
 - When requested, provide technical expertise and provide recommendations to support to the Mayor, City Council and City Departments regarding the following:
 - State and Federal laws addressing people with disabilities as they relate to temporary housing program access during recovery.
 - Providing reasonable accommodation and auxiliary aids and services as they relate to building accessibility during recovery.
 - State and Federal laws addressing people with disabilities as they relate to re-establishing permanent housing and in matters relating to housing assistance needs during recovery.
 - Providing reasonable accommodation and auxiliary aids and services relative to long-term housing assistance needs.
 - Upon request, provide technical assistance on policy issues to ensure integration of people with disabilities as they relate to re-establishing permanent housing and in matters relating to housing assistance needs during recovery.
 - Coordinate and provide information and assistance to people with disabilities that may need assistance accessing community meetings, City services, and programs during recovery.

6. El Pueblo de Los Angeles Historical Monument Authority Department (El Pueblo)
 - Assess individual historical buildings to determine the extent of habitability and/or structural integrity, with the assistance from Historical Architects from Planning, Construction and Maintenance Division from General Services Department, and Public Work's Bureau of Engineering.
 - Assign a property manager for coordinating building assessment evaluations in conjunction with the following agencies: Public Works Bureau of Engineering, General Services Construction and Maintenance Division, Historical Architects from Planning, Department of Water and Power, and outside vendors.
 - Conduct site inspections to evaluate and assess extent of damage, and probability of extent of reconstruction or repair.

- Determine whether site closure is required due to irreparable damages.
7. Fire Department, Los Angeles (LAFD)
 - Develop a damage assessment within the geographical boundaries of designated Bureaus, battalions, and fire station districts, including noting damage observed at historical sites. Information will be transmitted to the Incident Commanders for consideration when developing Incident Action Plans.
 - Consider that LAFD members may be displaced from their homes and work locations and may need housing assistance and support.
 - Consider a housing and shelter plan for employees and work with Los Angeles Building and Safety to complete shelter assessments of LAFD Regional Training Sites and Academy Facilities as internal shelter sites.

 8. General Services, Department of (GSD)
 - Assist in evaluating building assessment activities as indicated within its organizational division structure as allowed in accordance with GSD directives from the Council and the Mayor.
 - Support building assessments, as qualified and when requested, including structure stabilization to facilitate safe access to damaged facilities.
 - Support construction-related activities to partner agencies such as LADBS, including imminent hazard abatement and demolition of unsafe buildings and sites, upon request.
 - Support City services in their efforts to provide temporary housing, including procurement of needed materials and supplies, to allow City departments to meet temporary housing needs by working with City suppliers and provide information to facilitate City's end users' awareness of existing contractual relationships with supplies to secure needed supplies.
 - Provide construction-related support activities, including damage evaluation and repairs as directed by the Mayor and the City Council.
 - Support public utilities, public works, local agencies, and other City departments.
 - Support building assessments, as qualified and when requested.
 - Assist departments with procurement of needed materials and supplies from City warehouses and suppliers to allow City departments to evaluate and revise current building and infrastructure standards.
 - Coordinate deliveries with suppliers for needed supplies to temporary housing facilities.

 9. Housing and Community Investment Department of Los Angeles (HCIDLA)
 - Determine the need to activate a long-term DOC to manage recovery information and requests.
 - Provide assistance to LADBS with Safety Assessment Program Evaluations, if requested and inspectors are available.

- Manage multi-family property information using Code, Compliance and Rent Information System (CCRIS) database.
 - Operate expanded housing hotline and public counters, as needed.
 - Provide information to renters and rental property owners about resources, rights and responsibilities under the Rent Stabilization Ordinance (RSO) and related housing matters.
 - Provide accessible public information on housing and community topics.
 - Provide, through a contractor, citywide fair housing services, including information, mediation and enforcement of State and Federal fair housing laws.
-
- Provide staffing as requested, needed and available, to Local Assistance Centers to provide information on housing resources and financing.
 - Provide staffing for Reassurance Teams, if activated by EMD, to facilitate the re-housing of displaced households which have gathered in informal, potentially unsafe, non-traditional settings, such as public parks and parking lots, in two ways: (1) by providing specific information about the safety of homes that have been assessed and can be re-occupied; and (2) by providing referrals to formal shelters for those whose homes are not safe or which have not yet been assessed by inspectors.
 - Determine if Handworker Program can assist with any housing repairs.
 - Working with EMD, LA County, apartment owner associations and other private-sector partners, the Los Angeles County Housing Resource Center, SocialServe.com, state and federal partners and other resources, identify accessible interim housing options and resources for displaced residents.
 - Coordinate with local, State, and Federal governments and private-sector partners to identify, apply for and offer permanent housing resources for displaced residents and residential property owners.
-
- Coordinate with Local: EMD, Planning, HACLA, LAHSA, LA County; State: HCD and CalOES; and Federal: HUD, FEMA and USACE - to develop and submit CDBG-DR style plan and implement recovery and rebuilding programs.
 - Outreach to developers and landlords to ensure participation in recovery and reconstruction.
 - Outreach to displaced tenants and tenant advocates with information about recovery and rehousing resources.
 - Conduct long-term portfolio and occupancy monitoring of properties financed through recovery and rebuilding process.
 -

10. Information Technology Agency (ITA)

- Provide subject matter experts to help departments with infrastructure and/or technology processes, as directed by the Office of the Mayor.

11. Planning Department, City (Planning)

- Provide maps and zoning information to facilitate assessment of potential replacement housing locations for housing impacted by disaster.
- Participate and coordinate with other City departments as well as existing affordable housing providers, tenant advocates, faith-based organizations and other NGOs to identify temporary and long-term land use/reuse strategies to facilitate housing accommodations. Coordinate with HCIDLA to implement strategies based on the City's Reasonable Accommodation Ordinance.
- Expedite modifications to the City's General Plan, where necessary to ensure accommodation of replacement housing.
- Coordinate with HCIDLA to develop policies and programs addressing the need for rapid post-event development of replacement housing. If a Zone Variance is required, refer to the Planning Department's summary publication and flow chart.
- Expedite the review of replacement housing projects.

12. Police Department, Los Angeles (LAPD)

- Support RAP, Red Cross, Los Angeles Unified School District (LAUSD), and other agencies providing sheltering services and facilities with additional security, depending on availability of personnel.
- Enforce all applicable real estate laws; ensuring issues that arise between renters and landlords are civil in nature and handled through those processes.
- As necessary or requested, provide security at critical infrastructure during recovery.
- Work to expand community awareness beyond the Neighborhood Watch Program and expand into temporary housing sites.

13. Port of Los Angeles (POLA)

- The Real Estate Division will consider use of available space for temporary housing arrangements especially for the workforce.

14. Public Works, Department of (DPW)

a) Contracts Administration, Bureau of (BCA)

- Inspector of Public Works serves as a State Certified Training Agency qualified to train and certify candidates under SAP
- Maintain an active Safety Assessment Program (SAP) ATC-20 inspector list consisting of ALL Bureau field personnel who are training and Certified by the State of California.
- Provide qualified construction inspectors, contract administrators, and registered Deputy Building Inspectors to any requesting agency.

b) Engineering, Bureau of (Engineering)

- Will coordinate with the LADBS to determine if modifications can be made to reduce future impact following a disastrous event. (Post-disaster recovery presents opportunities to evaluate current building and infrastructure standards. A common issue which must be faced in long-term recovery is

whether to recreate the same pattern that existed before the disaster or to implement changes in an effort to create safer conditions and improve the City.).

15. Recreation and Parks, Department of (RAP)

- Collaborate with RAP Construction Division, the Maintenance Division, Planning, and other technical staff, as necessary.

16. Transportation, Los Angeles Department of (LADOT)

- Coordinate to ensure that routes are available to temporary and long term housing locations.

E. City of Los Angeles Recovery Support Function #5: Infrastructure Systems

Critical infrastructure function supports critical facilities and resources. Critical infrastructure is essential to comprehensive recovery and community redevelopment, and impacts every other aspect of recovery. As such, infrastructure system restoration is one of the top recovery priorities.

Depending on the scope and type of the incident, building assessment activity may continue throughout both short and long-term recovery phases. There may be significant demand for plan review, code interpretation, and construction inspection. If additional building inspectors are needed, the City may request Safety Assessment Program (SAP) resources through the Operational Area. During recovery, City departments and partner agencies will facilitate and support building assessment activities.

The following economic issues may impact recovery and will be considered:

- The approval process to safely reopen food, restaurant, and cold-storage facilities may be streamlined.
- Cooperative agreements with the private sector on supply chains and production facilities will expedite recovery.
- Permitting and fee requirements for fuel providers should be identified, and possible ways to expedite processes so as to increase fuel and energy availability determined.
- Adequate water supply to healthcare facilities is essential for daily operations.
- It is essential to identify available resources to maintain, store, and distribute potable water. For example, existing production and distribution systems may be altered to produce potable water (e.g., soda and beer production companies).
- Regional water boards (Los Angeles, Riverside, San Bernardino, Orange, and Ventura counties) can coordinate to ensure resources are being used to expedite potable water restoration.
- Debris may impact and clog drainage systems.
- Alternative waste management methods may be necessary.

- Supply lines for the Port, airports, railroads, and roads may be impacted and new supply lines may need to be established. Stakeholders may need to coordinate to de-conflict potential uses of airports.
- Responder families may need additional support to ensure staff can report to work, work in a safe environment, and have the ability to concentrate on their work while their families are cared for.
- If complete relocation is required, necessary support facilities will need to be determined, relocated, or “linked” in some way.
- Long-term rezoning may be necessary if a hazardous materials facility is affected.
- People with disabilities and others with access functional needs may be more adversely impacted by the loss of critical infrastructure. The speed with which these services are restored can affect the ability of some people to maintain their independence and health and remain safe during the recovery process. In particular, restoration of power, water and public access will be critical.

City department roles and responsibilities in Recovery Support Function #5 are as follows:

1. Airports, Los Angeles World (LAWA)

- Coordinate with Air Traffic Control Tower and the Federal Aviation Authority to determine if airport clearance and airspace operations are available for the Los Angeles International, Ontario, and Van Nuys airports.
- Coordinate security efforts with the Transportation Security Authority to determine if security levels at airports have been compromised.
- Determine if airport infrastructure can support airport operations by conducting the following activities with the specified airport divisions and City departments.
- LAWA Engineering Division and Construction and Maintenance Division will review structural integrity, accessibility and conduct primary assessments of areas to determine compromised safety and the ability to function at reduced or normal levels.
- Review the ability to temporarily secure unsafe areas until permanent repairs can be made and/or temporary repairs can be made to restore reduced or normal functionality. In addition, the C&M Division will provide support services to other agencies, such as barricades to secure traffic routes, or generators to areas requiring some source of power.
- Work in conjunction with LADBS to evaluate if and to what extent structures have been compromised; identify environmental hazards, architectural barriers and restore the structure(s).
- Support the Department of Public Works on debris removal, lighting, and clearance of obstructed roadways and enacting environmental safety measures.
- Conduct damage assessment of airport facilities.
- Coordinate damage assessment and inspection efforts with other City departments, including the LAFD.
- Analyze assessments to identify possible areas of improvement when rebuilding facilities and structures.

- Review activities, including effects on public safety, operational impacts, and short-term and long-term economic impacts on stakeholders.
2. Building and Safety, Los Angeles Department of (LADBS)
 - Provide engineering and inspection services of structures used by utilities, if requested.
 - If needed and requested through mutual aid, LADBS inspectors and engineers are available to conduct safety assessments of schools or alternate locations.

 3. Chief Legislative Analyst, Office of the (CLA)
 - Monitor and analyze legislative and policy issues related to City departments' involvement in the restoration of schools during recovery and make recommendations to the Council and individual Council Committees, as necessary.

 4. Disability, Department on (DoD)
 - When requested, provide technical expertise and provide recommendations to the Mayor, the City Council, and City departments regarding State and Federal laws addressing people with disabilities as they relate during recovery.
 - When requested, provide technical expertise and provide recommendations to the Mayor, the City Council, and City departments regarding providing reasonable accommodation and auxiliary aids and services in their efforts to provide services as they relate to engaging the community during recovery.
 - Coordinate and provide information and assistance to people with disabilities that may need assistance accessing community meetings, City services, and programs during recovery.

 5. El Pueblo de Los Angeles Historical Monument Authority Department (El Pueblo)
 - Support Olvera Street merchants and tenants with logistical operations for special events and assistance in providing access to tenant spaces for maintenance of monument systems.
 - Support, through use of tenant equipment, tools, etc. that may not be readily available due to logistical problems.

 6. Emergency Management Department (EMD)
 - Ensure operational capability of the City's primary and alternate EOCs.
 - Work in concert with LAFD and LADBS to evaluate any damage to the EOC and determine what is necessary to reconstitute operations. Or in a pandemic, work with MSD to determine what is necessary to reopen and continue safe operations.
 - Coordinate any repair and restoration of the EOC physical facility and communications systems.

7. Fire Department, Los Angeles (LAFD)
 - Access the following alternate sources of water supply in the event of damaged or interrupted water supply critical for fire protection: swimming pools, reservoirs, water tanks, and water tenders (trucks) through the LAFD, the LA County Operational Area, and region and State mutual aid, including several miles of temporary water supply pipe available through Cal OES Fire at the State level.
 - Collaborate with and assist LADBS in performing building inspections and damage assessments as available.
 - LAFD will utilize the LADWP information from the Life Support Discount Program (LSDP) when conducting assessments and community wellness checks.
 - Fire Prevention Bureau
 - Collaborate with and assist LADBS in performing building inspections and damage assessments as necessary.
 - Work with qualified Damage Assessment Inspectors from Cal OES Fire and the California Department of Insurance (CDI) in performing damage assessment functions immediately after a catastrophic event as necessary.
 - Perform immediate damage assessments of fire department facilities and critical infrastructure within each fire station district.
 - Pre-identify fire station and other critical facilities that require generators to continue operating during power outages in a major incident. Identify which facilities have a generator, which ones would need one and what type they can hook up and what the collective maintenance requirements are.
8. General Services, Department of (GSD)
 - Partner with departments and agencies to explore innovative solutions and suggested improvements to infrastructure.
 - Explore new technologies and products in the marketplace that add value and longevity to infrastructure.
 - Support building assessments, as qualified and when requested, including structure stabilization to facilitate safe access to damaged facilities.
 - Assist departments with procurement of needed materials and supplies from City warehouses and suppliers to allow City departments to provide essential social services.
 - Construction Forces Division
 - Restore water, gas, electrical, and communications and access roadways and driveways service at City facilities and buildings to their point of connection with critical public utility infrastructure service.
 - Support public utilities, public works, local agencies, and other City departments in their evaluations and improvements.
 - Evaluate and improve roadways and driveways at City facilities and buildings.
 - Parking Services will evaluate parking structures and processes.
9. Housing and Community Investment Department of Los Angeles (HCIDLA)

- Request assistance from LADBS to perform Safety Assessment Program (SAP) inspections of CDBG-funded facilities monitored by HCIDLA.

10. Information Technology Agency (ITA)

- Restore voice (radio and telephone) and data (local area and wide area computer networks) communications systems.
- Test/restore all necessary operations systems, servers, applications, and databases.
- Restore the City's Computer Center's operational capabilities.
- Maintain liaison with other entities that provide critical information/communications services, and activate mutual aid assistance per any City established agreements.
- Contact data backup/recovery sites during recovery process as needed, following the procedures described in ITA's Department Emergency Plan and Continuity of Operations Plan, which include a description of when and how to activate alternate site(s).
- Continue to assist EMD staff responsible for development and support of EOC Information Management Systems, provide on-going technical assistance in implementing alternate EOC locations if needed.
- Provide subject matter experts to help departments with infrastructure and/or technology processes.

11. Planning Department, City (Planning)

- Expedite the approval process for the re-building or replacement of communication tower infrastructure.
- Provide zoning and land use maps to identify potential locations for the relocation of critical support facilities such as mechanical yards and computer/data centers.
- In coordination with other City departments, and the US Postal Service identify potential locations for the temporary location of mobile post offices near housing.

12. Police Department, Los Angeles (LAPD)

- Activate Area Standing Plans and the LAPD Emergency Plan and follow the outlined procedures for restoration of facilities, equipment and records. The yearly audit of Standing Plans and the Emergency Plan will ensure that this information is included.

13. Port of Los Angeles (POLA)

- Restore landside infrastructure within the Port, outside of the Port and infrastructure affecting services to the Port, including roads; bridges; rails; wharfs; buildings; cargo movement equipment; and water, power, and telecommunications systems.
- Restore waterway navigability, including Federal channel and waters adjacent to berths and wharfs.

- Facilitate restoration of cargo operations by monitoring and supporting business-to-business and business-to-government interactions in restoring the operational aspects of cargo movements.
- Determine restoration of critical infrastructure by prioritizing based on potential life and safety issues, degree of damage to infrastructure, number of terminals or wharfs affected, percentage of lost cargo movement to be restored by the repair, and functionality of like type of terminals.
- Deploy through Chief Harbor Engineers Harbor Department teams comprised of members from Engineering, Construction, Wharfinger, and Construction and Maintenance divisions to report damage assessments to determine disaster impacts to landside cargo movement infrastructure and waterways, including information on repair activities, status on cargo vessel locations and movement restrictions. If security is needed, coordinate with Port Police.
- Activate existing on-call contracts for Engineering, Construction, Construction and Maintenance, and Environmental Management services.
- Support the Contracts and Purchasing Division, in conjunction with the City Attorney's Office, in procuring new contracts for Port recovery activities, as needed.
- Coordinate and support restoration activities with the appropriate responsible organizations and private entities.
- Manage the building assessment activities related to plan review, code interpretation and construction inspection in conjunction with the following divisions: Construction Division, Construction and Maintenance Division, Engineering Division, Army Corp of Engineers, Environmental Management Division, Planning and Research Division, Risk Management Division, and Wharfinger.
- Manage the building reconstruction activities related to evaluating building and infrastructure standards in conjunction with the following divisions: Construction Division, Construction and Maintenance Division, Engineering Division, Army Corp of Engineers, Environmental Management Division, Planning and Research Division, Risk Management Division, and Wharfinger.

14. Public Works, Department of (DPW)

- DPW serves as the Designated Administrative Agency for the City's Public Infrastructure Stabilization Ordinance.
- Administer all debris removal contracts and task work orders issued by the City Engineer related to the use of private contractors under purview of the Board of Public Works.
- Enforce compliance with the State labor code (BCA is a State Certified Labor Enforcement agency).
- Work with Street Services on field coordination of City forces and private contractors.

- Assist in administering EMD emergency contracts as requested and specified by the General Manager of the EMD.
- Assess damages and building repairs at all DPW Engineering facilities.
- Coordinate with the Department of Building and Safety to determine if modifications can be made to reduce future impact following a disastrous event.
- Bureau of Engineering Geotechnical Engineers will provide geotechnical engineering support for conditions impacting the City's transportation right of way.
- Conduct damage assessments on City bridges and tunnels in the affected areas.
- Assess bridge and tunnel condition for use (i.e. reduced speed limit, restricted traffic, full closure).
- Develop plans for temporary shoring or repairs to maintain transportation right of way (if necessary).
- Bureau of Sanitation (Sanitation) shall maintain wastewater pumping and collection and wastewater treatment at all four plants to maintain public health and safety.
- Maintain and track records of all recovery-related expenditures; and coordinate with State and Federal agencies to obtain reimbursements for all recovery-related costs.
- Conduct damage assessments of the wastewater collection system including the pumping plants by performing preliminary visual inspection of sewer flow and later using CCTV to determine actual extent of damage.
- Coordinate with the Environmental Monitoring Division for any sewage spill response.
- Restore and repair damaged street lighting infrastructure.
- Implement disaster documentation procedures for the duration of the incident, including use of specific work order and task number assigned to the incident, 'Disaster Daily Work Sheet,' photos, and all documents filed with the Bureau's emergency operations section.
- Coordinate with the Bureau Operations Center (BOC) to design and construct temporary and/or permanent access routes for emergency access to disaster victims.
- Coordinate with the Bureau's Operations Center for emergency clearance of debris to enable reconnaissance of the damaged areas and passage of emergency personnel and equipment for lifesaving, property protection and health and safety.
- Coordinate the deployment of barricades, k-rails, and other safety devices for road closures and detour routes.

15. Recreation and Parks, Department of (RAP)

- Restore more than 400 sites for recreational use in the City, including 184 recreation centers, 61 swimming pools, 11 lakes, seven (7) camps, seven (7)

museums, and one world class observatory. In addition, there are 13 golf courses and two (2) flood control basins, and 15,700 acres of park land.

- Restore information and communications through the RAP Systems Division, in collaboration with the Information Technology Agency; Planning and Construction Division is responsible for repairing and restoring recreation centers to ensure function as community centers and potential emergency shelters.
- Repair and restore roads on dedicated park land. Activate one or more recreation centers in support of LAUSD, as necessary and requested (Proximity of RAP facility to a school may facilitate temporary use by LAUSD of a park facility as a temporary classroom).
- The Board of Commissioners shall approve each new or existing project report prepared by RAP staff. The action is executed by RAP or Bureau of Engineering-Public Works and Public Works assigns a project manager.

16. Transportation, Los Angeles Department of (LADOT)

- Implement emergency transit (including accessible assets) services to facilitate the movement of people and goods during the recovery and reconstruction phase of a major disaster as stated in the Coordinated Transportation Plans SOP.
- Coordinate with those departments, bureaus, and agencies both inside and outside of City Government (public and private) that have responsibility for transportation facilities and activities and that have knowledge of the status or condition of these facilities during and after a major disaster.
- Identify necessary steps and develop a system to process traffic- and transportation-related information from the various sources identified above, so that appropriate decisions can be made regarding the implementation of detour and emergency routes.
- Implement the priority opening list/critical route plan for those essential primary streets that have been closed.
- Implement detour routes as required to quickly regain any lost roadway capacity.
- Continue to work with Regional Mutual Aid Partners and other transit agencies, including payment and reimbursement information.

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

- Assist in rebuilding safely and wisely, reducing future hazards and optimizing community improvements.
- Evaluate failures of its infrastructure and rebuild using the best engineering practices to reduce future hazards. The evaluation and redesign would be tasked to the respective engineering division of each system.
- Work with other City departments in the rebuilding process.
- Provide temporary and/or emergency utilities services while working to restore water and power facilities which affect the greatest number of persons.
- Activate the Emergency Command Center (EmCC (DOC)) in accordance with the LADWP Emergency Response Plan for command and management in the

coordination of Power System response for restoration of the power supply, which includes the distribution system, generation facilities, transmission facilities and power purchasing infrastructure.

- Assign a restoration coordinator.
- Deploy patrol and trouble crews throughout the City and along the Department's major transmission routes into the City to locate interruptions in power and work to make repairs to restore service as safely and quickly as possible.
- Transfer customer load to alternative sources.
- Support restoration efforts by providing equipment or personnel as available to assist in removing downed trees from de-energized electric lines, restoring access to facilities by utility personnel and equipment, and maintaining areas secure for utility restoration crews.
- Manage system load upon deficiencies.
- Work with appropriate local, State, and Federal entities to facilitate the restoration of utilities immediately following a disaster.
- Attempt to secure assistance in accordance with existing contracts and agreements to meet reserve requirements as necessary.
- Perform damage assessment of essential facilities and equipment through emergency engineering inspections. Inspections will be commensurate with the availability of personnel for inspections and consistent with operating requirements (Refer to the LADWP Operating Orders).
- Damage reports will be made upon inspection and shall assign damage rating scores based on safety hazard to personnel, system reliability, system hazard and personnel safety, and unusable facility due to damage. Inspections will also comment on extent of damage and description of damage.
- Restore those power facilities which affect the greatest number of persons.
- Strive to maintain power services for police facilities, fire facilities (including hydrants), hospitals, wastewater and solid waste facilities and to life support customers.
- 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.
- Ensure that facilities have reliable logistical support, services, and infrastructure systems [e.g., water, power, heating/ventilation/air conditioning (HVAC)], and adequate physical security and access controls.
- Ensure that the alternate facility is not in the same immediate geographical area as the primary facility, thereby reducing the likelihood that the alternate facility would be affected by the same incident that impacts the primary facility.
- Consider cooperative agreements such as MOUs, mutual aid agreements with other agencies, or contract agreements with vendors who provide services such as virtual office technologies.
- Activate the Water Emergency Command Center (WECC).

- Provide a safe environment for employees and public around Department facilities and infrastructure.
- Maintain water supply to the distribution system for fire suppression and customer needs.
- Restore those water facilities which affect the greatest number of persons.
- Strive to maintain water services for police facilities, fire facilities (including hydrants), hospitals, wastewater and solid waste facilities and to life support customers.
- Maintain and restore water quality.
- Maintain communication systems in working order.
- Conduct damage assessment and reporting of water facilities.
- Prevent or minimize property damage.
- Repair water facilities.
- Continue water data gathering and documentation.
- Provide temporary water service connections (e.g., aboveground service connections to fire hydrants).
- Provide resources (equipment, materials, vehicles and labor) to set up and distribute emergency water supplies to the public.
- Fleet and Fuel Services will support LADWP's restoration efforts by providing fuel, equipment, maintenance and repair of vehicles and equipment, and helicopter support.

F. City of Los Angeles Recovery Support Function #6: Natural and Cultural Resources

The City of Los Angeles will make every effort to preserve historic, cultural, and natural aspects of national heritage through the recovery process. The City and partner agencies will work jointly to conduct, manage, facilitate, or support activities to address environmental concerns and to preserve and/or rebuild historical sites. Damage assessment teams will work with historic preservation officers to determine the extent of damage to historical sites. The City will also coordinate with the State Historic Preservation Office (SHPO) and State Natural Resources Agencies.

The following natural and cultural resources issues may impact recovery and will be considered:

- Environmental and historical regulations, as well as and the requirements of environmental and historic preservation laws and Executive Orders will be considered.
- Water supply, water quality, and air quality are high priority areas that will impact Natural Resources.
- The trash hierarchy for solid waste management and recycling will be considered. Further considerations and plans are discussed in the Debris Management Plan.
- Procedures for hazardous materials identification, demolition, and abatement may need to be developed.
- A regular process for reevaluating impacts and conducting ongoing assessments for long-term issues will mitigate long-term impacts.
- Hazard evaluation teams, with the assistance of cooperating local, State, and Federal agencies, may be deployed for detailed identification and evaluation of natural and toxic hazards.
- Assessments may be done to ensure that proper vector control safeguards and approaches are being followed.
- Identifying and monitoring potential vector-borne human and/or animal diseases in the affected area may be necessary.
- Air quality control may need to be monitored. Many of the resources and systems to do so are in the private sector.
- The identification of bodies of waters and trustee maintenance and ownership may expedite recovery.
- Opportunities and constraints to avoid, protect, or restore surface waters will be identified and may impact recovery.
- Various permits are required for certain activities affecting surface waters. Impacts to surface waters may need to be mitigated and monitored.

- Laboratories that perform groundwater sampling and analysis may need to be identified and engaged in the recovery process.
- Sensitive, threatened, or endangered species and their habitats may be impacted by the incident.
- A database of personnel and resources that can support collection, restoration and assessment of specialty resources may help with recovery efforts.
- An inventory of local and State natural and cultural resources and the impact of the incident will be considered.
- Public and private associations and organizations may have similar natural and cultural resources and could support recovery operations.
- Sites on the National Historic Register, both local and State, may have unique requirements and needs during the recovery phase.

City department roles and responsibilities in Recovery Support Function #6 are as follows:

1. Airports, Los Angeles World (LAWA)

- Support all activities related to the restoration of the historic, cultural, and natural aspects of national heritage under the control of the Department of Airports, including: Theme Building, Airport Museum, 1st Terminal Building, and the Hangar No. 1 Building.

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

- Verify and manage special clearances for a building that has been deemed a historical monument to preserve the integrity of the structure.
- If requested, LADBS will work with other departments to restore community values as expediently as possible.
- Safety Assessment Program Evaluators will verify and manage special clearances for a building that has been deemed a historical monument to preserve the integrity of the structure.
- The Department of Building and Safety is the Local Enforcement Agency (LEA) that enforces the State's solid waste environmental and public health laws and requirements at the local level. The LEA will:
 - Work with the appropriate local, State and Federal environmental regulatory agencies to ensure debris sites comply with established guidelines.
 - Provide necessary environmental clearances and continuing environmental oversight (inspection/monitoring and enforcement) for landfills and temporary staging, storage, reduction, recycling, and processing sites for large amounts of debris.
 - Coordinate with Bureau of Street Services and Bureau of Contract Administration on compliance monitoring for all debris management sites.
 - Identify and maintain a list of potential sites for temporary staging, storage, reduction, recycling, and processing of disaster debris.
 - Evaluate each potential site for the maximum tonnage limit required for the response and recovery effort.

3. Chief Legislative Analyst, Office of the (CLA)
 - Monitor and analyze legislative and policy issues related to programs that address the environmental impact of a disaster during recovery, and make recommendations to the Council and individual Council Committees, as necessary.
4. City Attorney, Office of the (CA)
 - Provide legal advice to City departments in matters relating to the preservation of historical sites, as needed.
 - Prosecute any unlawful activities of contractors and other persons including environmental, labor, land use and fraud violations.
5. Disability, Department on (DoD)
 - When requested, provide technical expertise and provide recommendations to the Mayor, City Council and Departments regarding Federal and State laws and provision of reasonable accommodation for people with disabilities as they relate to the environmental impact of a disaster during recovery.
6. El Pueblo de Los Angeles Historical Monument Authority Department (El Pueblo)
 - Determine the viability of continued operations of all monument space by identifying partial/full status restrictions.
 - Secure and assess structural integrity of historic buildings and public access ways.
 - Assign a property manager to oversee coordination of structural recovery activities.
 - Facilitate direct line of communication with City-support staff comprised of members including Information Technology Agency, General Services Maintenance Division, General Services Custodial Division, General Services Parking Services Division, Recreation and Parks' Office of Public Safety, Department of Water and Power, and Public Works.
 - Determine, with assistance from hazardous materials administering agencies, the potential and existing environmental hazards resulting from a disturbance of any potentially hazardous material.
 - Provide access control/access restriction to the general public, employees and tenants until hazardous materials determination are made and certified.
 - Use public/private policing agencies to prevent access to restricted areas.
 - Seek assistance from Public Works – Bureau of Street Services to restrict access to potentially hazardous locations.
 - Conduct site inspection in conjunction with Historical Architects from Planning, and Engineers from Public Works, to evaluate and assess the extent of damages, probability of reconstruction, repair or demolition, if required.
 - El Pueblo management to make determinations whether site closure is warranted with assistance from various City departments and agencies.

- Assess individual historical buildings to determine the extent of habitability and/or structural integrity, with the assistance from Historical Architects from Planning, Construction and Maintenance Division from General Services Department, and Public Work's Bureau of Engineering.
7. Emergency Management Department (EMD)
 - Coordinate environmental recovery operations in concert with applicable City Departments and any county, State or Federal agencies, as needed.
 8. Fire Department, Los Angeles (LAFD)
 - Develop a damage assessment within the geographical boundaries of their designated Bureaus, Battalions, and Fire Station Districts. This survey by LAFD resources would include noting where damage is observed. Information gathered during surveys by field resources will be transmitted to Incident Commanders for consideration when developing objectives in the Incident Action Plan.
 - LAFD Urban Search & Rescue Teams may work independently within the LAFD's organizational structure, or collaboratively with the other City resources or outside entities, to promote the shoring, bracing and stabilization of "imminent hazards," along with mitigation of other situations that may allow further damage.
 - LAFD Hazardous Materials
 - Respond to and coordinate investigations and neutralization of remaining hazardous substances events.
 - Coordinate with the Los Angeles County Fire Department Health Hazardous Materials Division (HHMD) who will then contract agencies for clean-up of such materials. Los Angeles County Fire Department HHMD is the agency responsible for hazardous materials clean up within the entire County of Los Angeles.
 9. General Services, Department of (GSD)
 - Construction Forces Division
 - Stabilize and preserve historical components at historic City facilities in compliance with City historical site preservation and restoration standards and specifications provided by qualified City or contract design professionals.
 - Support work to public utilities, public works, local agencies and other City departments.
 - The Supply Services Division will assist departments with procurement of needed materials/supplies from City's warehouse or suppliers allowing City departments to preserve historic, cultural, and natural aspects of national heritage.
 10. Housing and Community Investment Department of Los Angeles (HCIDLA)
 - If working on recovery and reconstruction programs, ensure historic review is conducted in accordance with funding source requirements and consultant

contracts. Contracts could be expanded as needed for reconstruction purposes related to residential properties including single family homes, multi-family apartments and condominium buildings.

11. Information Technology Agency (ITA)

- Provide subject matter experts to help departments with infrastructure and/or technology processes.

12. Planning Department, City (Planning)

- If City network is restored, provide access to the department's comprehensive database of designated and eligible historic properties, linked to the City of Los Angeles Zoning Information and Map Access System (ZIMAS).
- Evaluate and map impact of disaster on historic resources. In coordination with other departments, Prepare response and recovery strategy.

13. Port of Los Angeles (POLA)

- Support the US Coast Guard regarding waterway management, Port security, and environmental protection in the Federal waterways.
- Coordinate with Federal and State agencies for underwater debris management activities.
- Support hazardous materials cleanup work in conjunction with the following Federal/State agencies: Environmental Protection Agency (EPA) (contaminants entering the water); State of California Department of Fish and Game (Environmental protection, wildlife protection for issues at oil terminals); State of California State Lands Commission (pollution prevention at liquid bulk terminals); State Occupational Safety and Health; State of California Department of Transportation (Caltrans); California Air Resource Board (Industrial air pollution); Regional Water Quality Control Board (Water pollution issues).
- Assess individual historical buildings to determine the extent of habitability and/or structural integrity, with the assistance from Historical Architects from Planning, Construction and Maintenance Division from General Services Department, and Public Work's Bureau of Engineering.
- The USS Iowa is a historical site, although not listed as a national landmark.
- Manage the building assessment activities related to plan review, code interpretation and construction inspection in conjunction with the following divisions: Construction Division, Construction and Maintenance Division, Engineering Division, Army Corp of Engineers, Environmental Management Division, Planning and Research Division, Risk Management Division, and Wharfinger Division.
- Construction and Engineering Division
 - Provide scope of work and contract specifications for arduous materials cleanup work.
- Construction and Maintenance Division

- Provide personnel and equipment for hazardous materials clean up and disposal.
- Environmental Management Division
 - Conduct environmental damage assessments; activate on-call contracts for environmental damage recovery services; identify and classify hazardous materials and proper removal procedures.
- Port Police
 - Assist with initial safety and security assessment of the hazardous site; provide vehicular and vessel traffic control for HazMat teams; offer evacuation assistance in case the hazardous materials site poses a public health threat.

14. Public Works, Department of (DPW)

- a) Contract Administration, Bureau of (BCA)
 - Enforce compliance with Historical Preservation Overlay Zone requirements during any restoration performed in the public right-of-ways under contract.
 - Inspector of Public Works
 - Enforce compliance with environmental requirements as pertains to debris and recycling activities related to the Debris Management Appendix.
 - Monitor recycling and waste hauling on these contracts.
- b) Engineering, Bureau of (Engineering)
 - Provide Engineering support to all City departments and Council offices to preserve historical sites in accordance with applicable engineering and construction standards.
 - Environmental Management Group will manage debris removal contracts and work with the various City departments in the collection and disposal of hazardous materials in accordance with the County, State and Federal agencies requirements.
- c) Street Services, Bureau of (Street Services)
 - Support and facilitate any and all reconstruction of public right-of- ways within designated historical site communities; departments responsible for historical sites to coordinate with Bureau of Engineering to maintain historic preservation during recovery/reconstruction after disaster.
- d) Sanitation, Bureau of (Sanitation)
 - Watershed Protection Division
 - Manage the handling and disposal of hazardous waste/materials that are abandoned or spilled on sidewalks, alleys and storm drains.
 - Upon notification of a hazardous waste/material spill or incident, contact the Los Angeles County Fire Department's Hazardous Materials Unit to identify and categorize the waste.
 - Deploy to the problem area, in conjunction with clean-up workers, to work on coordinating traffic control, barricading, containment, cleanup, disposal and enforcement of the waste site.

- Conduct damage assessments of the collection system including the pumping plants by performing preliminary visual inspection of sewer flow and later using CCTV to determine actual extent of damage.
- Respond to hazardous waste incidents in the City streets.
- Coordinate with the Bureau's Operations Center for emergency clearance of debris to enable reconnaissance of the damaged areas and passage of emergency personnel and equipment for lifesaving, property protection and health and safety.

15. Recreation and Parks, Department of (RAP)

- Assess individual historical buildings to determine the extent of habitability and/or structural integrity, with the assistance from Historical Architects from Planning, Construction and Maintenance Division from General Services Department, and Public Work's Bureau of Engineering.
- Repair and restore roads on dedicated park land.
- Coordinate with Public Works for improvement on existing facilities and new facilities projects.
- Coordinate with LADBS and/or SAP to conduct safety assessments of RAP facilities.
- Planning and Construction Division
 - Assign an Environmental Division Head to the area.
 - Assign a Safety Engineer to monitor RAP buildings, whether sound or not, and evaluate adjacent properties if there are potential issues that may cause concern.
 - Survey the environmentally-sensitive and natural resource areas under RAP's jurisdiction to determine the extent of damage to these areas, if any, and coordinate needed restoration activities. Planning and Construction Division and Environmental Division will partner with appropriate agencies: Department of Fish and Game, National Park Service, and the California Coastal Commission.

16. Transportation, Los Angeles Department of (LADOT)

- Identify those streets or routes that would be significant in aiding the recovery of the City, which may have been closed due to a major disaster. These streets could include those that provide access to natural and cultural resources.
- Implement the priority opening list for those essential primary streets that have been closed.
- Implement detour routes as required to quickly regain any lost roadway capacity.

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

- Assist in rebuilding safely and wisely, reducing future hazards and optimizing community improvements.

- Evaluate failures of its infrastructure and rebuild using the best engineering practices to reduce future hazards. The evaluation and redesign would be tasked to the respective engineering division of each system.
- Work with other City departments in the rebuilding process.
- Environmental Affairs Division shall:
 - Evaluate and recommend actions concerning hazardous waste, air quality, recycling, and other environmental services.
 - Manage the transportation, disposal, and cleanup of SF6 (sulfur hexafluoride) Decomposition by-products.
 - Comply with all local, State, and Federal regulations and requirements with regards to hazardous substances, specifically regarding storage of hazardous materials, spill prevention, and storm water pollution.

G. County of Los Angeles

Although the City of Los Angeles has no authority to assign responsibilities to County departments, many county departments are the primary agency responsible for providing certain services to the City of Los Angeles. Those county departments are listed below, along with the services they are responsible for providing in the recovery phase.

The following services provided by Los Angeles County may impact recovery and will be considered:

- Alternate locations for healthcare facilities may need to be established as long-term construction needs are ongoing
- The status of hospital capabilities will be communicated to the public throughout recovery.

1. County 211

- Provide a comprehensive listing of more than 4,100 agencies consisting of nonprofit organizations, FBOs, and other emergency management and assistance partners, that provide more than 49,000 programs and services, such as human services, community-based services, and referrals for long-term disaster assistance to affected populations, specifically disproportionately impacted populations.
- Provide professional community resource advisors to assist callers with critical issues dealing with healthcare, substance abuse, domestic violence, shelter, food, legal and financial assistance, programs for children and seniors, and different types of mental health services.

2. Mental Health, Los Angeles County Department of (LACDMH)

- Responds to the psychological needs of the whole community by providing support, assistance, and treatment.

- Coordinates with the City’s existing programs (i.e. Mayor’s Crisis Response Team), non-governmental organizations (e.g., American Red Cross), faith-based organizations, and LACDMH approved contract providers.
 - On-going services may be provided at LACDMH and community agency clinics.
 - Ensure that mental health assessments and mental health efforts are coordinated among multiple agencies that assess psychosocial/mental health issues.
3. Public Health, Los Angeles County Department of (LACDPH)
 - Develop specific public messaging to educate and provide information regarding public health issues.
 - Messaging will include steps that can be taken to reduce risks to humans and animals given the time it will take to complete recovery (including debris removal).
 - LACDPH recognizes that aggressive public education campaigns play a major role in reducing the impacts on the area.
 - Air quality will be affected as demolition and removal of debris must be conducted before reconstruction can begin. As such the Environmental Health Division shall consider conducting an air quality monitoring program.

H. Non-Governmental Organizations

Although the City of Los Angeles has no authority to assign responsibilities to NGOs, many NGOs have primary or support responsibilities for providing certain services to the City of Los Angeles. Those NGOs are listed below, along with the services they are responsible for providing in the recovery phase.

1. American Red Cross Los Angeles Region (Red Cross)
 - Assist during the recovery process by providing mass care services as outlined in the Memorandum of Understanding with the City of Los Angeles.
 - Staff the Red Cross position in the City EOC Mass Care Branch.
 - Determine the most effective service delivery strategies for meeting client needs based on the culture, economy, and geography of the affected region and the scope of the disaster relief operation.
 - Integrate efforts of the national NGOs that provide mass care services.
2. Emergency Network Los Angeles (ENLA)
 - Provide avenues for communication, collaboration, and networking so that nonprofit organizations can most effectively use resources and work together to coordinate recovery.
 - Partner with City agencies to provide general assistance to the public.
3. Salvation Army Emergency Disaster Services Department
 - Advise the City on best practices for coordinating in-kind, unsolicited, and solicited donations following a major disaster. This includes identifying items to be

solicited, advertising the need through the use of traditional and social media, and collecting, distributing, warehousing, and reporting of donations.

- Accept in-kind donations on behalf of the City.
- The Salvation Army will serve the needs of disaster survivors at Local Assistance Center(s). The Salvation Army will do so by using its existing inventory as well as solicited in-kind donations.
- Provide disaster emergency assistance vouchers usable at The Salvation Army stores in the Los Angeles area.

I. Other Agencies and Organizations

1. Los Angeles Unified School District (LAUSD)

- Develop active school staff involvement in disaster preparedness activities and recovery planning.
- Assess local, State, and Federal regulatory issues such as building codes (e.g., earthquake building standards) that may inhibit construction and recommend strategies to address any problems before this disaster strikes (Only codes and standards in place at the time of the disaster are recognized as eligible costs by FEMA).
- Establish memorandums of understanding (MOUs) or cooperative agreements beforehand for support and school relocations.
- Communicate recovery plans early to legislators, policymakers, and the public, including providing information about the status of school reconstruction and rebuilding processes and plans.
- Conduct internal reviews of progress being made and feedback mechanisms to further improve the ongoing recovery efforts.
- Identify and prioritize disproportionately affected populations for reunification and restoration of services, including persons with disabilities and others with access and functional needs.
- Maintain open dialogue with City, County, State, and Federal representatives and officials.
- Use portable classrooms and alternate facilities as available until school buildings are once again deemed safe for occupancy.
- Consider procuring portable classrooms to return students to a learning environment until permanent restoration occurs.
- Deploy Damage and Safety Assessment Team to perform damage assessment of LAUSD buildings across the City.
- For seismic events, the District will use the information provided by Shakecast. Shakecast is the GIS locator that is generated by the USGS Shakemap of any seismic event.
- Prioritize all 1,100 schools based on the damage caused by the event to determine which school sites can and cannot be used.

2. Southern California Gas Company

- Work with the Fire Department and the Police Department at the incident site to ensure public safety and coordinate restoration activities (to be accomplished by Field Services department supervisor(s)).
- Communicate with ICS Public Information Officer and media at the incident site (to be accomplished by the Public Affairs Manager and/or the Media Relations Manager).
- Restore natural gas service to customers, following assessment and repair of damage.
- Notify appropriate agencies (e.g. California Public Utilities Commission, Caltrans, and Cal OES) following assessment of natural gas system status.
- The SoCal Emergency Services Manager, in coordination with Officer on call, will determine if and when the SoCalGas EOC will be activated and staffed. Activation notification will be communicated internally and externally to Cal OES, Los Angeles County Office of Emergency Management and City of Los Angeles EMD. The SoCalGas EOC Governmental Rep serves as liaison with Los Angeles County and City of Los Angeles EOC utility desk representatives.
- The SoCalGas EOC Officer in Charge, in conjunction with Field Services department leadership, will determine prioritization of repairs to transmission lines, distribution lines and other natural gas facilities. Onsite supervisor(s) will coordinate with the City of Los Angeles Fire Department, Police Department, and Department of Water and Power representatives where appropriate.
- The SoCalGas EOC Officer in Charge, in conjunction with Field Services department leadership, will determine if and when to request mutual assistance from other utility companies with which there are mutual assistance agreements in place.
- If damages to natural gas transmission or distribution pipelines, or other gas facilities, cause an environmental impact, Environmental Services department will:
 - Arrange for hazardous waste response and clean-up.
 - Notify appropriate agencies such as Cal OES and local CUPA (Certified Unified Program Agency). CUPA acts as a “unified hazardous waste and hazardous materials management” program established by California’s Environmental Protection Agency.

IV. DIRECTION, CONTROL, AND COORDINATION

This Recovery Annex may be activated when the Mayor declares a local emergency. Disasters requiring activation are those events that pose an immediate threat to public safety and recovery.

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

Many departments and agencies of the City of Los Angeles may have assignments throughout the recovery phase in addition to their normal, day-to-day duties. As operations transition from response to recovery, determination of which staff will have recovery mission assignments will be identified. The City of Los Angeles EMD will outline how the current operations will transition to the Long Term Recovery Group. These assignments usually parallel or complement normal duties. The assignments of each department and agency are listed in the organization section of this plan. Each department and agency is responsible for developing and maintaining its own procedures, along with the necessary training and education, that contain details of how they may carry out the recovery assignments outlined in this plan.

In advance of or simultaneous with the City plan activation, City departments and will also activate their departmental recovery 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 incident response and/or recovery. These procedures must include tracking all expenditures specifically related to the incident, including personnel costs such as straight and overtime payroll costs related to the incident. Departments are also required to have in place documented internal administrative procedures for requesting, fulfilling, and tracking internal resource requests, department to department (DOC-to-DOC) resource requests, field to department (field-to-DOC), and department to EOC (DOC-to-EOC). Each department is responsible for the tracking of its 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 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.

To receive Federal funding or receive Federal approvals (e.g., permits, licenses) for natural and cultural resources, including historical sites, it is necessary to document compliance with applicable Federal environmental and historic preservation laws. If a local Proclamation of Emergency and State Proclamation of Emergency have been issued by the Mayor and the Governor respectively, the State of California and the Federal Government have the authority to implement a range of recovery assistance and funding programs for individuals and families, businesses, and nonprofit organizations.

Departments and agencies should employ their own internal process for recording and documenting expenditures and will maintain all recovery-related records for a minimum of three (3) years after the last action on the disaster application (as deemed by Cal OES). Cal OES releases an Audit Waiver Letter that destruction of records may take place three years from the date of the Audit Waiver Letter and not before.

The City of Los Angeles must include the following documentation when making a formal request for assistance or reimbursement:

- Copy of the local proclamation (if required)
 - Include type of disaster, date of occurrence, and whether situation is continuing
- Initial damage estimate (IDE)
- Written request/resolution by designated official
- Areas affected
- Type of assistance needed

VI. AGREEMENTS AND UNDERSTANDINGS

A. Memorandum of Agreement

Memorandum of Agreement between Los Angeles Emergency Management Department and Los Angeles Emergency Preparedness Foundation, Inc.

MEMORANDUM OF AGREEMENT

Between

LOS ANGELES EMERGENCY MANAGEMENT DEPARTMENT

And

LOS ANGELES EMERGENCY PREPAREDNESS FOUNDATION, INC.

This Memorandum of Agreement ("MOA") is entered into as of January 31, 2014 ("Effective Date") by and between the City of Los Angeles, a municipal corporation ("City"), acting by and through its Emergency Management Department ("EMD"), acting by and through its General Manager ("GM"), and the Los Angeles Emergency Preparedness Foundation, Inc., a California non-profit public benefit corporation ("Foundation"). This MOA replaces and supersedes the MOA entered by and between the same parties, which expired on June 29, 2013 (Appendix A).

RECITALS

WHEREAS, the Emergency Management Department is a department of the City, and the Chief Administrative Officer of the Emergency Management Department is the General Manager;

WHEREAS, EMD supported the establishment of the Foundation;

WHEREAS, the Foundation was incorporated as a California non-profit public benefit corporation by filing the articles of incorporation, a copy of which is attached hereto as Appendix B (as amended from time to time, the "Articles"), with the Secretary of State of California;

WHEREAS, the Foundation is governed by the Articles and its Bylaws, a copy of which is attached hereto as Appendix C (as amended from time to time, the "Bylaws"). The activities and affairs of the Foundation will be conducted and all of its corporate powers will be exercised by or under the direction of its Board of Directors, the members of which are designated, selected and elected in accordance with the Bylaws;

WHEREAS, the Foundation is organized for those purposes set forth in the Articles, primary of which is to support the City of Los Angeles and the Emergency Management Department of the City specifically, in building its level of disaster resiliency and capability in responding to crisis events, and to otherwise engage in any lawful act or activity for which a corporation may be organized under the General Corporation Law of California;

WHEREAS, the purpose of this MOA is to establish a written understanding between EMD and the Foundation as to each party's respective roles and

responsibilities, and to set forth the financial relationship between EMD and the Foundation.

NOW, THEREFORE, in consideration of the recitals and mutual obligations herein contained, EMD and the Foundation hereby agree that the understanding between them is as follows:

I. REPRESENTATIVES OF PARTIES.

A. The representatives of the respective parties who are authorized to administer this MOA and to whom formal notices, demands, requests and communication shall be given are as follows:

- For the Emergency Management Department: Interim General Manager, currently Anna Burton
- For the Foundation: President and CEO, currently Brent Woodworth

B. All notices required or permitted by this MOA shall be in writing and may be delivered in person, or may be sent by regular, certified or registered mail or by facsimile transmission during normal business hours, and notice shall be deemed sufficiently given if served in a manner specified in this paragraph.

II. TERM.

The term of this MOA shall be for three (3) years beginning on the Effective Date. The MOA can be renewed with the approval and signature of the authorized representatives of both parties.

III. ROLES AND RESPONSIBILITIES OF PARTIES.

EMD and the Foundation hereby agree that the understanding between them as to the respective roles, responsibilities and financial relationship is as follows:

A. Authority; Fundraising. The Foundation is authorized to raise funds in furtherance of its specific purposes.

B. Employment Practices. The Foundation will make all hiring, retention and compensation decisions respecting its employees, consultants and advisors. All such decisions shall be subject to all applicable laws. The employees, consultants and advisors of the Foundation will not be deemed employees, consultants and advisors of the EMD or the City.

C. Promotion. EMD will use reasonable efforts to provide appropriate informational materials about the Foundation at each of its events, as well as on the EMD website.

D. Intellectual Property. Prior to usage of intellectual property, the Foundation agrees to enter into a license agreement pursuant to which the City may grant to the Foundation, a non-exclusive, royalty-free license to use EMD's intellectual property in connection with those Foundation purposes which are directly related to fundraising which directly benefits EMD during the existence of the Foundation.

E. Funding Requests. EMD will provide the Foundation, from time to time, with information of EMD's needs for funding after EMD's requests for funding priorities has been approved. The Foundation may use such information in determining the use of the Foundation's assets.

F. Financial Statements. Annually, the Foundation will provide to the General Manager of EMD, the most current (i) annual financial statements (and, if such financial statements have been audited, the applicable audit report with respect thereto) and (ii) tax returns for the Foundation.

G. Disposition of Assets Upon Dissolution. Pursuant to the Articles, upon dissolution, the net assets of the Foundation will be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or shall be distributed to federal, state or local government, for a public purpose.

H. Commitment of Funds to LAEMD Projects and Activities. The Foundation agrees to provide 80% of funds raised to be utilized on mutually agreed upon Emergency Management Department programs and activities that are designed to promote disaster resiliency throughout the City of Los Angeles, consistent with the primary purpose of the Foundation. Operating and administrative costs of the Foundation shall not exceed 20% of funds raised.

IV. GOVERNING LAW.

This MOA will be governed by and construed and enforced in accordance with the laws of the State of California without reference to any principles of conflicts of law thereof.

V. ENTIRE AGREEMENT; AMENDMENTS; WAIVERS.

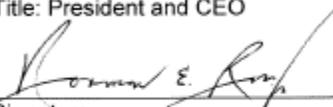
This MOA constitutes the entire agreement and understanding between the parties hereto, and supersedes all prior agreements, promises, negotiations or representations relating to the subject matter hereof. All amendments to this MOA must be in writing and signed by the parties hereto. No waiver hereunder will be valid unless in writing and signed by the parties hereto.

[Signature page to follow.]

IN WITNESS WHEREOF, the parties hereto have agreed and signed this MOA as of the Effective Date.

LA Emergency Preparedness Foundation, Inc., a California nonprofit public benefit corporation

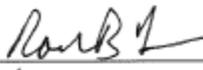

Signature _____ Date 1/31/2014
Name: BRENT WOODWORTH
Title: President and CEO


Signature _____ Date 1/31/2014
Name: NORMAN ROSS
Title: Chairman

Los Angeles Emergency Management Department, a department of the City of Los Angeles, acting by and through its General Manager


Signature _____ Date 1/31/2014
Name: ANNA BURTON
Title: Interim General Manager

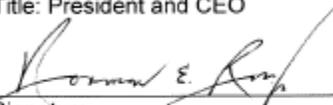
ATTESTED BY:


Signature _____ Date 1/31/14
Name: ROB FREEMAN
Title: Acting Assistant General Manager (Los Angeles Emergency Management Department)

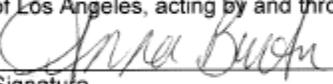
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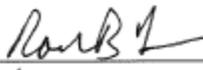

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Name: BRENT WOODWORTH
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Name: NORMAN ROSS
Title: Chairman

Los Angeles Emergency Management Department, a department of the City of Los Angeles, acting by and through its General Manager


Signature _____ Date 1/31/2014
Name: ANNA BURTON
Title: Interim General Manager

ATTESTED BY:


Signature _____ Date 1/31/14
Name: ROB FREEMAN
Title: Acting Assistant General Manager (Los Angeles Emergency Management Department)

B-1. Memorandum of Understanding

Memorandum of Understanding between American Red Cross Los Angeles Region and the City of Los Angeles

Memorandum of Understanding

between

American Red Cross Los Angeles Region

and

The City of Los Angeles



I. Parties and Purpose

This Memorandum of Understanding ("MOU" or "Agreement") is hereby entered into between the American Red Cross, Los Angeles Region ("Red Cross") and the City of Los Angeles (the "City (hereafter "Party" or "Parties.") Its purpose is to document the understanding and relationship between the Parties, and provide a broad framework for cooperation between the Parties in:

- Rendering assistance and service to victims of disaster, so as to meet the disaster-caused emergency needs of the residents and guests of the City;
- Readiness and response activities, including planning, training, and human and logistical resource support; and
- Other activities which may be mutually beneficial.

II. Independence of Operations

Each Party to this MOU will maintain its own identity in providing service. Each organization is separately responsible for establishing its own policies and financing its own activities.

III. Methods of Cooperation

Per the United States Department of Homeland Security, National Response Framework (January 2008), the Red Cross is a supporting agency to the mass care functions of Emergency Support Function (ESF) #6. While it does not direct other Non-Governmental Organizations (NGOs), the Red Cross takes the lead in integrating the efforts of the national NGOs that provide mass care services during response operations.

The City of Los Angeles, recognizing this role, desires to maintain a harmonious and cooperative relationship with the Red Cross in providing disaster relief services to the entire community affected by a disaster. In order that the resources of the Red Cross and the City may be coordinated and used to the fullest advantage in rendering disaster relief, the Parties agree to the following points. Additionally, upon the written agreement of the Parties, these points may be elaborated upon further under separate annexes to this Agreement.

1. The Red Cross shall have a standing role in the City's Emergency Operations Center ("EOC") upon activation of the EOC. That role shall exist in the Mass Care Branch of the Operations Section. The Red Cross representative(s) shall report directly to the EOC to work in the American Red Cross Unit of the Mass Care Branch as the Red Cross Agency Representative. In certain situations, the Red Cross may be invited to perform other roles within the EOC.
2. As described in the City of Los Angeles, Emergency Operations Plan, the Department of Recreation and Parks ("RAP"), as the EOC Operations Section/Mass Care Branch Director, will contact the Red Cross, Los Angeles Region who will work with EMD,

Department on Disabilities (“DOD”), Los Angeles Unified School District (“LAUSD”), and RAP to select suitable and accessible shelter site(s) in the City for people requiring emergency shelter.

2.1 EMD will work with DOD to ensure facility accessibility.

3. The Red Cross will be invited to participate in any activation of the City’s EOC in which the City is supporting mass care functions, or to participate in any Incident Command structure under the control of the City. As part of an Incident Command structure, Red Cross representative(s) will initially report to the Liaison on scene.
4. The City will, as appropriate, be invited to participate in the Red Cross Chapter EOC or District EOC(s), or to participate in any field operations structure under the control of the Red Cross.
5. The City will invite the Red Cross to attend all post-EOC Activation After Action Report meetings, or to provide input for inclusion in any After Action Report documents for incidents in which the Red Cross participated.
6. The Red Cross will provide training, as necessary, to any City agency or employee to ensure they correctly understand the roles, responsibilities, and limitations of Red Cross disaster relief services.
7. The City will provide training to any City agency or employee to ensure they understand the roles and responsibilities of the City in support of shelter operations.
8. Pursuant to the California Disaster Services Worker (DSW) Act, the City will make City employees available to work with the Red Cross as Disaster Service Workers to assist in mass care, sheltering and other support functions during the aftermath of any local disaster. The Parties mutually agree that the first priority for assignment of available City employees will be to address the operational needs of the City before City employees would be made available to the Red Cross for assignment for Red Cross functions.
9. The Red Cross will provide access to Red Cross mass care and shelter training that will prepare City employees with basic knowledge and skills in sheltering and other Red Cross support functions in order to best prepare employees whose facilities are or may be used to support mass care or, who may serve as DSW workers, as described above. The City and the Red Cross will jointly promote the training for City employees through the DSW webpage and through individual departments. Shelter training will be required for RAP staff as identified by the RAP General Manager or designee.
10. The City will provide training to Red Cross staff in EOC Operations Section roles and responsibilities.
11. The Red Cross and the City will work collaboratively to stock and stage durable medical goods and consumable medical supplies in Red Cross trailers and/or other portable

containers for deployment during shelter activations. Locations of trailers and portable containers will be mutually agreed upon by the Red Cross and the City.

12. Pursuant to a separate written agreement between the Parties, the City may make available to the Red Cross certain City facilities for the Red Cross to use to pre-stage disaster relief supplies.
13. Pursuant to a separate written agreement between the Parties, the City may make available to the Red Cross certain facilities for the Red Cross to use to support its preparedness infrastructure.
14. The City and the Red Cross will mutually ensure that disaster relief operations within the City are equally accessible to people with disabilities and others with access and functional needs.
15. The City and the Red Cross shall work together to ensure the most correct information possible is found in City and Red Cross disaster plans and procedures.
16. Recognizing that the Los Angeles Department of Water and Power (LADWP) has extensive resources within the Counties of Inyo and Mono, the City and Red Cross will work cooperatively to develop plans for the potential use of City resources to use to support its preparedness infrastructure and for disaster relief operations in those counties.
17. Close liaison will be maintained between the Red Cross and the City by conferences, meetings, telephone, facsimile, electronic messaging, and other means. Each Party will share current information regarding disasters, disaster declarations, and changes in regulations, legislation and protocols related to disaster relief.
18. The City agrees to supply the Red Cross with lists of City Emergency Management Coordinators and related staff on a monthly basis. The Red Cross agrees to supply the City with Chapter contact information including work, cell and home phone numbers, and e-mail information.
19. The Red Cross and the City will participate in one another's disaster exercises, as appropriate.
20. The Red Cross and the City will work together to provide mitigation and Community Disaster Education within the City. Cooperative efforts could include distributing Preparedness Education materials to targeted populations within the community, or requesting that local residents be encouraged to take part in pre-disaster planning and work with the local chapter. The City and the Red Cross will ensure all materials are made available in accessible formats for people with disabilities and others with access and functional needs.

21. Both City employees and Red Cross workers will work cooperatively at the scene of a disaster and in the disaster recovery, within the scope of their respective roles and duties, and approved policies and procedures.
22. The Red Cross and the City will actively seek to determine other areas or services within their respective organizations where cooperation and support will be mutually beneficial and to amend this Agreement accordingly to include those additional areas or services.

IV. General

- a. Both Parties agree not to use or display any trademarks of the other without first receiving express written permission to do so; however, the use of the trademarks of the other Party is permitted for internal meeting notes and plans that are not publicly distributed and used during the normal course of business related to the purpose of this MOU. If either Party desires to use the intellectual property of the other, the "requesting party" should submit the proposed promotional/marketing materials, press releases, website displays or otherwise proposed use of the trademarks to the "owning party" for review in advance of dissemination or publication.
- b. American Red Cross, Los Angeles Region and the City of Los Angeles will keep the public informed of their cooperative efforts.
- c. American Red Cross, Los Angeles Region and the City of Los Angeles agree to widely distribute this MOU within their respective agencies and administrative offices of each organization and urge full cooperation.
- d. American Red Cross, Los Angeles Region and the City of Los Angeles will allocate responsibility for any shared expenses in writing in advance of any commitment. In the absence of any such written agreement, each Party shall bear its own costs and expenses exclusively.
- e. The City of Los Angeles agrees to adhere to *Attachment B - the Principles of Conduct for the International Red Cross and Red Crescent Movement and NGO's in Disaster Response Programs* as it applies to disaster-caused situations in the USA.

V. Periodic Review and Analysis

Representatives of the Red Cross, Los Angeles Region and the City of Los Angeles will jointly evaluate their progress in implementing this MOU every three years and revise and develop new plans or goals as appropriate.

VI. Term and Termination

This MOU is effective June 1, 2014, and expires June 1, 2017. Six months prior to termination, the Parties shall meet to review the progress and success of this MOU and determine whether it shall be extended for an additional three (3) years. In no event shall any single extension of this

MOU be for a term exceeding three (3) years.

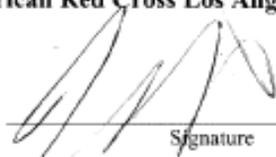
This Agreement may be terminated by either Party at any time, with said termination becoming effective fourteen (14) days following receipt of written notice of such termination.

VII. Miscellaneous

Neither Party to this MOU has the authority to act on behalf of the other Party or bind the other Party to any obligation. This MOU is not intended to be enforceable in any court of law or dispute resolution forum. The sole remedy for non-performance under this MOU shall be termination, with no damages or penalty.

VIII. Signatures

We, the undersigned, do hereby consent to this MOU and hereby agree by its terms and conditions.

American Red Cross Los Angeles Region		City of Los Angeles	
By: 	By: 		
Signature	Signature		
Name: Jarrett Barrios	Name: Eric Garcetti		
Print Name	Print Name		
Title: Chief Executive Officer	Title: Mayor		
Print Title	Print Title		
Date: 5/29/14	Date: JUL 07 2014		
By: 	By: 		
Signature	Signature		
Name: Joselito Garcia-Ruiz	Name: Anna M. Burton		
Print Name	Print Name		
Title: Regional Disaster Program Officer, Disaster Cycle Services	Title: Interim General Manager, Emergency Management Department		
Print Title	Print Title		
Date: 5/29/2014	Date: 6/18/2014		

ATTACHMENT A

Organization Contact Information

Primary Points of Contact

The primary points of contact in each organization will be responsible for the implementation of the MOU in their respective organizations, coordinating activities between organizations, and responding to questions regarding this MOU. In the event that the primary point of contact is no longer able to serve, a new contact will be designated and the other organization informed of the change.

NOTE: When Attachment A is updated, the revised attachment is inserted in the MOU. The MOU *does not* need to be signed again.

Relationship Manager Contact*

American Red Cross Los Angeles Region		The City of Los Angeles	
Contact	Brandy Welch	Contact	Carol Parks
Title	Disaster Partnerships Manager	Title	Emergency Management Coordinator II
Office phone	(626)407-4451	Office phone	(213) 484-4815
Mobile	(310)592-0347	Mobile	(213) 280-1324
e-mail	Brandy.Welch@redcross.org	e-mail	Carol.Parks@lacity.org

*The Relationship Manager is the person that works with the partner organization in developing and executing the MOU.

Operational Contact**

American Red Cross Los Angeles Region		The City of Los Angeles	
Contact		Contact	
Title	Duty Officer	Title	Duty Officer
Office phone	(855)891-7325	Office phone	
Mobile		Mobile	(213) 200-6414
e-mail		e-mail	emddutyofficer@lacity.org

**The Operational Contact is the person each organization will call to initiate the disaster response activities as defined in the MOU.

Organization Information

American Red Cross Los Angeles Region		The City of Los Angeles	
Department	Disaster Cycle Services	Department	Emergency Management Department
Address	11355 Ohio Ave. Los Angeles, CA 90025	Address	Administrative Offices 200 N. Spring Street, room 1533 Los Angeles, CA 90012
e-mail		e-mail	
Website	www.redcross.org	Website	www.emergency.lacity.org

ATTACHMENT B

**Principles of Conduct for
The International Red Cross and Red Crescent Movement
and
NGOs in Disaster Response Programs**

Principle Commitments:

1. The Humanitarian imperative comes first.
2. Aid is given regardless of the race, creed or nationality of the recipients and without adverse distinction of any kind. Aid priorities are calculated on the basis of need alone.
3. Aid will not be used to further a particular political or religious standpoint.
4. We shall endeavor not to act as instruments of government foreign policy.
5. We shall respect culture and custom.
6. We shall attempt to build disaster response on local capacities.
7. Ways shall be found to involve program beneficiaries in the management of relief aid.
8. Relief aid must strive to reduce future vulnerabilities to disaster as well as meeting basic needs.
9. We hold ourselves accountable to both those we seek to assist and those from whom we accept resources.
10. In our information, publicity and advertising activities, we shall recognize disaster victims as dignified human beings, not hopeless objects.

More information about the code of conduct can be found at <http://www.ifrc.org/en/publications-and-reports/code-of-conduct>

The Code Register

The International Federation keeps a public record of all the humanitarian organizations that become [signatories of the code](#). The contact details of each organization are verified.

Humanitarian organizations wishing to become a signatory to the code should download and complete the [registration form](#)

B-2 Memorandum of Understanding

Memorandum of Understanding between the City of Los Angeles and the Salvation Army

**MEMORANDUM OF UNDERSTANDING
BETWEEN THE CITY OF LOS ANGELES
AND THE SALVATION ARMY
CONCERNING THE MANAGEMENT OF NON-CASH, IN-KIND DONATIONS
DURING TIMES OF DISASTER**

This Memorandum of Understanding (MOU) is made and entered into between The Salvation Army and the City of Los Angeles, California (City), by and through the Emergency Management Department (EMD) (hereinafter "Party" or "Parties").

I. Recitals

A. The Salvation Army provides compassion and practical support to those in real and sudden need. On a daily basis, The Salvation Army accepts donations, monetary and material, consisting of clothing, furniture, and household goods and other unusual items or resources to assist people in need as well as in support of the operation of The Salvation Army Adult Rehabilitation Centers, allowing them to be self-sustaining.

B. The Salvation Army has seven (7) family (retail) stores, all of which accept donations, within the City of Los Angeles, and 23 stores throughout the greater Los Angeles area. The Salvation Army has six (6) Corps Community Centers within the City of Los Angeles, and seventeen (17) Corps Community Centers in the surrounding communities of the Los Angeles area which, among other activities, serve as in-kind donation and distribution centers. Each Corps Community Center currently uses a voucher system that can be adapted for dual purposes. Daily, the voucher system is used to access in-kind needs at The Salvation Army Family Stores, with disaster response built into the established system.

C. The City of Los Angeles Emergency Management Department is the lead City agency responsible for the City's Emergency Operations Plan, disaster mitigation, preparedness, response, and recovery in the City of Los Angeles.

D. Any natural or man-made disaster may cause the displacement of people. It is impossible to accurately predict the location, frequency, and scale of an emergency or disaster. Additionally, it is impossible to accurately determine the number of individuals who will need sheltering assistance before, during, and after an emergency incident. However, the City anticipates the need for available mass care capabilities and resources for caring for human and animal disaster survivors at individual or congregate temporary shelters, and fixed or mobile feeding operations during an emergency or disaster.

E. EMD anticipates that during times of disaster, members of the community will attempt to donate, or will inquire about making in-kind donations to help disaster survivors. These will include, but are not limited to, clothing, household goods and other items. Although well-intended, "in-kind" donations cannot be provided directly to disaster survivors due to logistics, safety and liability concerns.

F. The Salvation Army will advise the City on best practices for coordinating in-kind, unsolicited, and solicited donations following a major disaster. This includes identifying items to be solicited, advertising the need through the use of traditional and social media, and collecting, distributing, warehousing, and reporting of donations. The identification of items to be solicited and the notification of the need for these items will be coordinated through the City of Los Angeles Emergency Operations Center.

G. In-kind, unsolicited, and solicited donations will be accepted by The Salvation Army on behalf of the City during major disasters. Solicited in-kind donations will be collected and distributed by The Salvation Army. The City and The Salvation Army will collaborate to determine best practices for collection and distribution of all items. Unsolicited donations will be collected and processed through the day-to-day program. The Salvation Army will use its current voucher system to make these items and any additional items available if desired by disaster survivors.

H. The Salvation Army will serve the needs of disaster survivors at Local Assistance Center(s). The Salvation Army will do so by using its existing inventory as well as solicited in-kind donations.

Therefore, for valuable consideration as set forth herein, The Salvation Army and City agree as follows:

II. Purpose

The purpose of this MOU is to establish a working relationship between The Salvation Army and the City regarding the management of solicited and spontaneous non-cash, in-kind donations.

The goal of the MOU is to provide for:

- (1) Transportation and labor support provided by The Salvation Army for moving and quantifying incoming solicited and unsolicited non-cash, in-kind donations; and,
- (2) The availability and distribution of Salvation Army store vouchers for disaster survivors.

III. Definition of Disaster

As referred to in this Agreement, a disaster is an occurrence such as a hurricane, tornado, storm, flood, high water, wind-driving water, tidal wave, earthquake, drought, blizzard, pestilence, famine, fire, explosion, building collapse, transportation accident, terrorist attack, or other situation that causes human suffering or creates human needs that survivors cannot alleviate without assistance.

IV. Methods of Cooperation

Per Emergency Support Function #6 of the Federal Emergency Management Agency's National Response Framework – Mass Care, Emergency Assistance, Housing, and Human Services Annex, The Salvation Army is identified as one of the National Voluntary Organizations Active in Disaster support agencies. As such, The Salvation Army provides emergency assistance including mass and mobile feeding, temporary shelter, counseling, missing person services, medical assistance, and the warehousing and distribution of donated goods including food, clothing, and household items.

The City recognizes this role and therefore desires to maintain a harmonious and cooperative relationship with The Salvation Army in providing disaster relief services to the entire community affected by a disaster. In order that the resources of The Salvation Army and the City may be coordinated and used to the fullest advantage in rendering disaster relief, the Parties agree to the following points. Upon the written agreement of the Parties, these points can be elaborated further under separate amendments to this Agreement.

A. Donations

If solicited and unsolicited non-cash, in-kind donations are dropped off at City facilities, the City will notify The Salvation Army who will pick up the donations using The Salvation Army vehicles and personnel. If inquiries are made to the City about making non-cash, in-kind donations, such inquiries will be referred to The Salvation Army, or another appropriate non-government organization. If solicited non-cash, in-kind donations are made to non-advertised drop-off sites and/or other Salvation Army locations within the Los Angeles basin, The Salvation Army agrees to accept and pick-up these items. These items will be processed in the same manner as all other solicited incoming donations to The Salvation Army during the disaster period. Nothing in this paragraph shall be construed to require The Salvation Army to accept donations that it otherwise would not accept. Any unsolicited donations will be processed through the regular day-to-day programs of The Salvation Army.

B. Vouchers

The Salvation Army will provide disaster emergency assistance vouchers usable at The Salvation Army stores in the Los Angeles area. All emergency assistance vouchers will be issued by Salvation Army case workers at the Local Assistance Center(s) and the Corps Offices. The Salvation Army will determine its ability to provide additional vouchers based on the need and the volume of incoming donations received.

The emergency assistance vouchers issued by Salvation Army case workers are intended to be used to purchase essential recovery items such as clothing or other household items. Salvation Army Store Credit may be given for the remainder of the amount of the voucher to be used at all Los Angeles area Adult Rehabilitation Centers (ARCs) and any additional facilities identified by the Salvation Army at the time of the disaster. These vouchers are not to be used for cash reimbursement. Any voucher that is lost or misplaced will not be replaced. These vouchers will be valid for the purchase of merchandise from the sales floor of any Salvation Army store in the Los Angeles area for up to six (6) months after the date issued. Certain vouchers may be issued for specific stores outside of the City depending on the circumstances of

the disaster survivor. All determinations will be made by a Salvation Army case worker. A Salvation Army case worker will provide the vouchers directly to the survivors of the disaster and have them sign for receipt of the voucher. The vouchers will be printed by The Salvation Army and can include information mutually agreed upon with the City. The vouchers will be produced at The Salvation Army's expense. The vouchers will be issued to the disaster survivors at the Local Assistance Center(s) or the Corps Centers. The Salvation Army will maintain a copy of all vouchers for documentation and any/all subsequent administrative actions.

V. Indemnification

To the fullest extent permitted by law, The Salvation Army shall defend and indemnify City and its officers, agents, employees and volunteers (collectively "City Parties"), against any and all claims, deductibles, self-insured retentions, demands, liability, judgments, awards, fines, mechanics' liens or other liens, labor disputes, losses, damages, expenses, charges or costs of any kind or character, including attorneys' fees and court costs (hereinafter collectively referred to as "Claims"), which arise out of or are in any way connected to the work, including but not limited to transportation and warehousing operations, covered by this Agreement arising either directly or indirectly from any act, error, omission or negligence of Contractor or its officers, employees, agents, contractors, licensees or servants. The Salvation Army shall have no obligation, however, to defend or indemnify City Parties from a Claim if it is determined by a court of competent jurisdiction that such Claim was caused by the negligent act or willful misconduct of City Parties.

VI. Insurance

Before commencement of the work, The Salvation Army shall submit certificates of insurance and appropriate separate endorsements to the actual insurance policy evidencing that The Salvation Army has obtained insurance in the following forms of coverage and minimum amounts specified from insurance carriers with a Best's Rating of not less than A-, VII or a company of equal financial stability approved in writing by City's Risk Manager. The Salvation Army shall have the right to self-insure.

- A. An occurrence policy of Commercial General Liability insurance insuring The Salvation Army against liability for bodily injury, personal injury or property damage arising out of or in connection with The Salvation Army's performance of work or service under this Memorandum of Understanding of not less than \$1,000,000 per occurrence and \$2,000,000 general aggregate. The City of Los Angeles, its officers, agents, employees, and volunteers shall be added as Additional Insured by separate endorsement to the policy.
- B. Statutory Workers' Compensation, as required by State of California and Employer's Liability at \$1,000,000 each accident for bodily injury or disease.
- C. Comprehensive Automobile Liability covering all owned, non-owned and hired vehicles for bodily injury and property damage of not less than \$1,000,000 each accident.

- D. Certificates of insurance provided by The Salvation Army must evidence that the insurer providing the policy will give the City thirty (30) days' written notice, ten (10) days for non-payment of premium, at the address shown in the section of the MOU entitled "Notices," in advance of any cancellation, lapse, reduction or other adverse change respecting such insurance.

The City of Los Angeles shall retain the right to review the coverage, form and amount of insurance required herein and may require The Salvation Army to obtain insurance reasonably sufficient in coverage, form and amount to provide adequate protection against the kind and extent of risk which exists at the time a change in insurance is required. City requirements shall be reasonable.

The Salvation Army may, with prior written consent of the City's Risk Manager, fulfill some or all of the insurance requirements contained in this MOU under a plan of self-insurance. The Salvation Army's utilization of self-insurance shall not in any way limit liabilities assumed by The Salvation Army under the MOU.

VII. Signatures

The undersigned are fully authorized by their agency to execute this Agreement. This Agreement will remain in effect until terminated by either party, following receipt of thirty (30) day written notice.

City of Los Angeles

By: EGH
Signature

Name: Eric Garcetti
Print Name

Title: Mayor
Print Title

Date: JUL 07 2014

The Salvation Army,
A California Corporation

By: Douglas Riley
Signature

Name: Lt. Colonel Douglas F. Riley
Print Name

Title: Divisional Commander
Print Title

Date: 05/21/2014

By: Anna M. Burton
Signature

Name: Anna M. Burton
Print Name

Title: Interim General Manager,
Emergency Management Department
Print Title

Date: 5/28/14

By: Julie Raffish
Signature

Name: Julie Raffish
Print Name

Title: Deputy City Attorney
Print Title

Date: 5/29/14

City of Los Angeles

By: EGH
Signature

Name: Eric Garcetti
Print Name

Title: Mayor
Print Title

Date: JUL 07 2014

**The Salvation Army,
A California Corporation**

By: Douglas F. Riley
Signature

Name: Lt. Colonel Douglas F. Riley
Print Name

Title: Divisional Commander
Print Title

Date: 05/21/2014

By: Anna M. Burton
Signature

Name: Anna M. Burton
Print Name

Title: Interim General Manager,
Emergency Management Department
Print Title

Date: 5/28/14

By: Julie Raffish
Signature

Name: Julie Raffish
Print Name

Title: Deputy City Attorney
Print Title

Date: 5/29/14

VII. AUTHORITIES AND REFERENCES

A. Authorities

1. Federal

- a) National Disaster Recovery Framework (NDRF)
<http://www.fema.gov/national-disaster-recovery-framework/>
- b) National Historic Preservation Act of 1966
<http://www.cr.nps.gov/local-law/nhpa1966.htm>
- c) Disaster Hazard Mitigation Grant Projects
<http://www.fema.gov/hazard-mitigation-grant-program>
- d) National Response Framework (NRF)
<http://www.fema.gov/pdf/emergency/nrf/nrf-core.pdf>
- e) National Incident Management System (NIMS)
http://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf
- f) FEMA Comprehensive Preparedness Guide (CPG) 101
http://www.fema.gov/pdf/about/divisions/npd/CPG_101_V2.pdf
- g) Robert T. Stafford Disaster Relief and Emergency Assistance Act
<http://www.fema.gov/about/stafact.shtm>
- h) Homeland Security Presidential Directive-5 (HSPD-5)
<http://www.gpo.gov/fdsys/pkg/PPP-2003-book1/pdf/PPP-2003-book1-doc-pg229.pdf>
- i) Homeland Security Presidential Directive-8 (HSPD-8)
- j) Americans with Disabilities Act of 1990, as amended.
<http://www.ada.gov/pubs/ada.htm>
- k) Rehabilitation Act of 1973, as amended, Section 504 and Section 508
<http://www.dol.gov/oasam/regs/statutes/sec504.htm>
- l) FEMA Public Assistance Policy Digest (FEMA 321)
<http://www.fema.gov/pdf/government/grant/pa/pdigest08.pdf>.
- m) FEMA Public Assistance Guide (FEMA 322)
<http://www.fema.gov/media-library/assets/documents/25651>

- n) FEMA Applicant Handbook (FEMA 323)
http://www.fema.gov/pdf/government/grant/pa/fema323_app_handbk.pdf
 - o) FEMA Debris Management Guide (FEMA 325)
<http://www.fema.gov/pdf/government/grant/pa/demagde.pdf>
 - o) Small Business Act of 1953 (Act says 1958 check)
<https://legcounsel.house.gov/Comps/Small%20Business%20Act.pdf>
 - p) National Environmental Policy Act (NEPA)
 - q) Public Law 81-920, Federal Civil Defense Act of 1950
 - r) Public Law 84-99, Flood Emergencies
 - s) Public Law 93-234, Flood Disaster Protection Act
 - t) Code of Federal Regulations, 13, 44, and 29
 - u) Executive Order 11795
2. State of California
- a) California Constitution
<http://law.justia.com/california/constitution/>
 - b) California Emergency Services Act, 2006.
<http://hazardmitigation.calema.ca.gov/docs/ESA-all8-06-final.pdf>
 - c) California Code of Regulations, Title 19, Chapters 1 through 6.
 - i. Chapter 1 Standardized Emergency Management System.
<https://law.resource.org/pub/us/ccr/gov.ca.oal.title19.html>
 - ii. Chapter 6, Disaster Assistance Act Regulations.
<http://www.kintera.org/atf/cf/%7BE475D1A4-FB9C-4135-AE8B-9310119C7F19%7D/CHAPTER%206%20%20CDAA.pdf>
 - d) California State Emergency Plan
<http://www.calema.ca.gov/PlanningandPreparedness/Pages/State-Emergency-Plan.aspx>
 - e) California Natural Disaster Assistance Act
[http://www.calema.ca.gov/Recovery/Pages/California-Disaster-Assistance-Act-\(CDAA\).aspx](http://www.calema.ca.gov/Recovery/Pages/California-Disaster-Assistance-Act-(CDAA).aspx)

- f) California Recovery and Mitigation Handbook (July 2004)
http://www.calema.ca.gov/PlanningandPreparedness/Documents/Handbook10_04.pdf
 - g) Cal OES/FEMA Region IX Southern California Catastrophic Earthquake Response Plan
<http://www.calema.ca.gov/PlanningandPreparedness/Pages/Catastrophic-Planning.aspx>
 - h) California Building Code—Title 24
<http://www.bsc.ca.gov/Codes.aspx>
 - i) Storm Water Pollution Prevent Plan
<http://www.dot.ca.gov/hq/construc/stormwater/contractorwkshop.pdf>
4. County of Los Angeles
- a) Operational Area Emergency Response Plan
<http://lacoa.org/PDF/OA%20ERP.pdf>
 - b) Los Angeles Regional Recovery Guidance for Emergency Planners (Sept 2012)
4. City
- a) City of Los Angeles Emergency Operations Plan
<http://emergency.lacity.org/EmergencyCheckList/EmergencyPlansAnnexes/index.htm>
 - b) City of Los Angeles Hazard Mitigation Plan
<http://www.emergency.lacity.org/Readiness/HazardMitigation/index.htm>

ATTACHMENT A: ACRONYMS

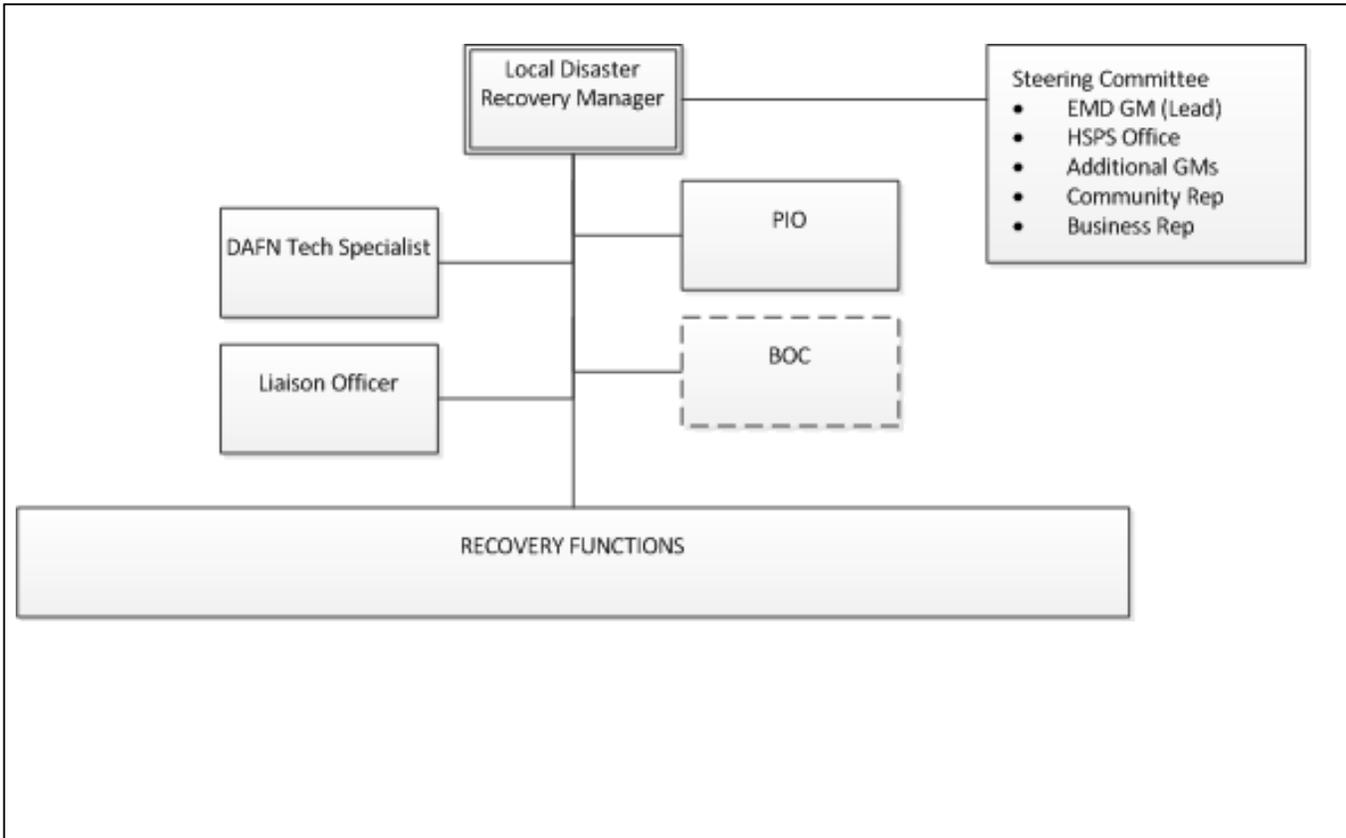
Acronym	Full Name
ADA	Americans With Disabilities Act
Aging	Department of Aging
Animal Services	Department of Animal Services
ATC	Applied Technology Council
BCA	Department of Public Works Bureau of Contract Administration
BICEPP	Business and Industry Council for Emergency Preparedness and Planning
BOC	Bureau Operations Center
BOC	Business Operations Center
CA	Office of the City Attorney
Cal OES	California Governor's Office of Emergency Services
Caltrans	California Department of Transportation
CAO	City Administrative Officer
CBO	Community Based Organizations
CCRIS	Code, Compliance and Rent Information System
CCTV	Closed Circuit Television
CDBG	Community Development Block Grants
CDI	California Department of Insurance
CERT	Community Emergency Response Team
CHP	California Highway Patrol
City	City of Los Angeles
City Clerk	Office of the City Clerk
CLA	Office of the Chief Legislative Analyst
CMS	Consumable Medical Supplies

COOP	Continuity of Operations
CPG	Comprehensive Preparedness Guide
CUPA	Certified Unified Program Agency
DAFN	Disabilities Access and Functional Needs (DAFN) Technical Specialist
DME	Durable Medical Equipment
DOC	Department Operations Center
DoD	Los Angeles Department on Disability
DPW	Department of Public Works
DRC	Disaster Recovery Center
DSW	Disaster Service Worker
El Pueblo	El Pueblo de Los Angeles Historical Monument Authority Department
EmCC	Los Angeles Department of Water and Power Emergency Command Center
EMD	Emergency Management Department
EMD JIT	Emergency Management Department Just-In-Time Training
Engineering	Department of Public Works Bureau of Engineering
ENLA	Emergency Network Los Angeles
EOB	City of Los Angeles Emergency Operations Board
EOC	Emergency Operations Center
EOO	Emergency Operations Organization
EOP	Emergency Operations Plan
EPA	United States Environmental Protection Agency
EWDD	Economic and Workforce Development Department
FAC	Family Assistance Center
FAST	Functional Assessment and Service Teams
FBO	Faith-Based Organizations
FEMA	Federal Emergency Management Agency
Finance	Office of Finance
FNSS	Functional Needs Support Services
FSHO	First Source Hire Ordinance
GIS	Geographic Information Systems
GM	General Manager
GSD	Department of General Services
HazMat	Hazardous Material
HCIDLA	Housing and Community Investment Department of Los Angeles
HHMD	Health Hazardous Materials Division
HUD	U.S. Department of Housing and Urban Development
HVAC	Heating, Ventilation, and Air Conditioning
ICC	International Code Committee
ICS	Incident Command System

IDE	Initial Damage Estimate
ITA	Information Technology Agency
LAC	Local Assistance Center
LACDMH	Los Angeles County Department of Mental Health
LACDPH	Los Angeles County Department of Public Health
LACDPW	Los Angeles County Department of Public Works
LADBS	Los Angeles Department of Building and Safety
LADOT	Los Angeles Department of Transportation
LADWP	Los Angeles Department of Water and Power
LAEPF	Los Angeles Emergency Preparedness Foundation
LAFD	Los Angeles Fire Department
LAPD	Los Angeles Police Department
LAUSD	Los Angeles Unified School District
LAWA	Los Angeles World Airport
LDRM	Local Disaster Recovery Manager
LEA	Local Enforcement Agency
LSDP	Life Support Discount Program
LTRG	Long Term Recovery Group
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NDRF	National Disaster Recovery Framework
NGO	Non-Governmental Organization
NIMS	National Incident Management System
OA	Los Angeles Operational Area
Personnel	Personnel Department
Planning	City Planning Department
PLA	Project Labor Agreement
POLA	Port of Los Angeles
RAP	Department of Recreation and Parks
Red Cross	American Red Cross Los Angeles Region
RSF	Recovery Support Functions
SAM	Safety Assessment Module
Sanitation	Department of Public Works, Bureau of Sanitation
SAP	Safety Assessment Program
SAT	Safety Assessment Team
SEMS	California Standardized Emergency Management System
SHPO	State Historic Preservation Office
SOP	Standard Operating Procedure
Street Services	Department of Public Works, Bureau of Street Services
URM	Unreinforced masonry
USGS	United States Geological Survey
VOAD	Voluntary Organizations Active in Disaster

WECC	Water Emergency Command Center
WIA	Workforce Investment Act
ZIMAS	City of Los Angeles Zoning Information and Map Access System

ATTACHMENT B: LONG-TERM RECOVERY GROUP ORGANIZATIONAL CHART



ATTACHMENT C: GRANT, LOAN, AND REIMBURSEMENT PROGRAMS

The chart below, which is an excerpt from the *California Disaster Recovery and Mitigation Handbook*, provides an overview of the programs discussed in the *Finance and Administration* section and indicates proclamation/declaration requirements. Additionally, the National Disaster Recovery Program Database, a web-based tool developed by FEMA, provides data on different programs to help communities prepare for, respond to, and rebuild after a disaster. The database is a posting board of government, charitable, or voluntary programs that can be viewed by disaster-related programs sponsored by various levels of government and for-profit, nonprofit, and charitable organizations.

Program Name	Type of Assistance	Local Proclamation Required?*	State of Emergency Required?	Federal Declaration or Designation Required?
Crisis Counseling Programs	Referral/resource services and short-term counseling for emotional and mental health problems caused by the disaster	YES	YES	YES
Disaster Unemployment Assistance	Weekly unemployment benefits and job finding services due to a disaster	YES	YES	YES
Federal Public Assistance (PA) Program (Emergency Declaration)	Reimbursement of local emergency response costs	YES	YES	YES
Federal Public Assistance (PA) Program (Major Disaster Declaration)	Reimbursement of local emergency response costs, debris removal and funding to restore public and allowable private-nonprofit infrastructure	YES	YES	YES
Fire Management Assistance Program (FMAG)	Reimbursement of emergency response costs for fire suppression	NO	NO	YES
Individuals and Household Program (IHP)	Grants for unmet recovery needs to individuals and families	YES	YES	YES
Safety Assessment Program (SAP)	Provides professional evaluators to determine safety, use and occupancy of homes and buildings	NO	NO	NO
SBA Economic Injury Disaster Loan Program	Working capital loans for small businesses that have suffered an economic loss	NO	NO	YES
SBA Physical Disaster Loan Program	Loans for individuals, families and businesses that have lost real and personal property	NO	NO	YES

Program Name	Type of Assistance	Local Proclamation Required?*	State of Emergency Required?	Federal Declaration or Designation Required?
State Public Assistance (PA) Program under a Governor's Proclamation of State of Emergency	Reimbursement of local emergency response costs, debris removal and funding to restore public infrastructure	YES	YES	NO
State Public Assistance (PA) Program under Cal OES Director's Concurrence	Funding to restore public infrastructure	YES	NO	NO
State Supplemental Grant Program (SSGP)	Supplemental grants for individuals for recovery may be available only when maximum IHP has been reached	YES	YES	YES
USDA Disaster Designation	Loans for farmers and ranchers for physical and crop production losses	NO	NO	YES

*If a local proclamation is required, it must be issued within 10 days of the disaster.

Public Assistance through Cal OES

Type of Assistance	Program Name and Authority	Cost Share Requirements	Implementation Criteria
Funding to restore damaged public infrastructure (e.g. roads, buildings, utilities)	State Public Assistance CDAA— Director's Concurrence with local emergency	75% State 25% Local	Local agency must proclaim an emergency and request a "Director's Concurrence" within 10 days of an event. A Governor's proclamation of a state of emergency is not required for the Cal OES Director to provide CDAA funding to repair damaged public facilities.
Reimbursement of local emergency response costs, debris removal, and funding to restore damaged public infrastructure	State Public Assistance CDAA— Governor's Proclamation with local emergency	75% State 25% Local	Local agency must proclaim an emergency and request the Governor to proclaim a state of emergency within 10 days of an event. The request should include dates of the event, an IDE, areas affected, and appropriate type of assistance needed.
Reimbursement for fire suppression costs	FMAG Stafford Act	75% Federal 25% Local	Responsible fire agency must request FMAG assistance while the fire is still burning out of control. Neither local nor state emergency proclamations are necessary for the implementation of this program.
Reimbursement of local emergency response and debris removal costs	Federal and State Public Assistance Stafford Act and CDAA— Presidential Declaration of an Emergency	75% Federal 18.75% State 6.25% Local	Local agency must proclaim an emergency and request the Governor to proclaim a state of emergency within 10 days of an event. The Governor has 5 days to request Federal assistance. Local government should provide detailed information including dates of the event, an IDE, areas affected, appropriate type of assistance needed.
Funding to restore public infrastructure* and reimbursement of emergency response and debris removal costs	Federal and State Public Assistance Stafford Act and CDAA— Presidential Declaration of a Major Disaster	75% Federal 18.75% State 6.25% Local	Local agency must proclaim an emergency and request the Governor to proclaim a state of emergency within 10 days of an event. The Governor has 30 days to request Federal assistance. Local government should provide detailed information including dates of the event, an IDE, areas affected, appropriate type of assistance needed. *Funding beyond what is necessary to restore a facility may also be approved for hazard mitigation measures to ensure that future similar damage will not occur. These mitigation projects include cost-effective improvements to the current design and capacity of the existing facility.

Type of Assistance	Program Name and Authority	Cost Share Requirements	Implementation Criteria
Funding to provide crisis counseling services	FEMA Crisis Counseling Program Stafford Act	75% State 25% Local	This program is funded by FEMA and administered through the state Department of Mental Health. Benefits may be short-term or long-term (up to 9 months).

*These amounts were current as of March 1, 2004. They are adjusted annually based on the consumer price index.

Public Assistance through Other Agencies

Type of Assistance	Program Name/Lead Federal Agency and Authority	Cost Share Requirements	Implementation Criteria
Watershed restoration	Emergency Watershed Program/NRCS Division of the U.S. Department of Agriculture Section 216 (P.L. 81-516) and Sections 403-405 (P.L. 95-334)	75% NRCS 18.75% State 6.25% Local	Eligible activities include providing financial and technical assistance to remove debris from streams, protect destabilized stream banks, establish cover on critically eroding lands, repair conservation practices, and the purchase of floodplain easements. This program does not require a Presidential disaster declaration before it is implemented. However, in order for the sponsoring agency to be eligible for state cost share, the Governor must have proclaimed a state of emergency for the event. For additional information refer to: www.nrcs.usda.gov .
Emergency flood and post-flood activities	USACE Emergency Operation/USACE Flood Control and Coastal Emergencies Act (P.L. 84-99)	100% USACE	The USACE may provide manpower, supplies and equipment for flood-fighting, debris clearance and temporary levee repairs during the emergency period and up to a maximum of 10 days thereafter. This program does not require a Presidential disaster declaration before it is implemented. For additional information refer to: www.usace.army.mil .
Restoration of publicly sponsored flood control structures	USACE Rehabilitation Program/USACE Flood Control and Coastal Emergencies Act (P.L. 84-99)	100% USACE	The USACE Rehabilitation Program provides assistance for permanent repairs to Federal system levees. Although USACE covers the repair costs, the local sponsoring agency may be required to purchase additional soil and must sign "Hold Harmless" agreements and other applicable assurances before work can begin. This program does not require a Presidential disaster declaration before it is implemented. For additional information refer to: www.usace.army.mil .
Emergency repairs to Federal roads and highways	FHWA Emergency Relief (ER) Program/FHWA Title 23, U.S.C., Section 125	100% FHWA if performed within 180 days of an event	This program may be implemented upon a Presidential Declaration or by special request from the Governor when a state of emergency has been proclaimed. The FHWA ER Program is administered through Caltrans. For additional information refer to: http://www.fhwa.dot.gov/programadmin/erelief.html .

Type of Assistance	Program Name/Lead Federal Agency and Authority	Cost Share Requirements	Implementation Criteria
Permanent restoration of damaged Federal aid highways	FHWA Emergency Relief (ER) Program/FHWA Title 23, U.S.C., Section 125	88.53% FHWA 8.6% State 2.87% Local	FHWA funds 88.53 percent of repairs upon a Presidential Declaration or by special request from the Governor when a state of emergency has been proclaimed. The FHWA program is administered through Caltrans in close coordination with Cal OES. For additional information refer to: http://www.fhwa.dot.gov/programadmin.ERelief.html
Long-term economic redevelopment	HUD Disaster Recovery Initiative/HUD Section 122 of the Housing and Community Act of 1974, as amended	75% NRCS 18.75% State 6.25% Local	Funds earmarked for certain HUD projects may be transferred to emergency projects if not covered by FEMA and are in the best interest of the post-disaster stricken community. California Department of Housing and Community Development administers this program. For additional information refer to: http://www.hud.gov/offices/cpd/communitydevelopment/programs .

Individual and Family Assistance

Type of Assistance	Program Name and Authority	Loan/Grant Maximum *	Implementation Criteria
Low interest loans for losses to real property (primary residences) which may include mitigation measures	SBA Physical Disaster Loan Program 13 CFR, Ch. 1, Part 123	\$200,000	The SBA Physical Loan Program may be implemented upon a Presidential declaration of an emergency or major disaster. Victims are required to first seek loan assistance through SBA before they can be considered for a Federal grant through FEMA. SBA also has the authority to independently (without a Presidential declaration) implement the program when at least 25 homes and/or businesses suffer 40% uninsured losses of their estimated fair market or pre-disaster fair market value, whichever is lower. In this case, a request for SBA declaration must be requested through Cal OES within 60 days of the occurrence.
Low interest loans for losses to personal property	SBA Physical Disaster Loan Program 13 CFR, Ch. 1, Part 123	\$40,000	Same as above.
Grants to cover temporary housing needs, home repairs, losses to personal property, transportation expenses, funeral and medical expenses, etc.	Individual and Households Program (IHP) Robert T. Stafford Act Disaster Relief and Assistance Act, 44 CFR, Ch. , Part 206, Subpart D, Section 206.110	\$25,600	This is a Federal grant program managed and administered by FEMA upon a Presidential Declaration of an emergency or major disaster. Victims who are found to be ineligible for an SBA loan are referred to FEMA's IHP Program.
Grants to individuals and families that have received the maximum IHP grant but still have unmet needs	State Supplemental Grant Program California Department of Social Services W/I 13600-13601	\$10,000	This program is administered through the state Department of Social Services. It is only implemented when FEMA has activated the IHP. The state has no authority to activate the SSGP independent of a Federal declaration.
Disaster Unemployment Assistance	DUA U.S. Department of Labor, 20 CFR, Part 625; 44 CFR, Part 206.141	N/A	This program may be implemented by the Department of Labor upon a Presidential declaration. It allows those unemployed due to a disaster up to 26 weeks of unemployment benefits.

* Please note that these amounts were current as of March 1, 2004. They are adjusted annually based on the consumer price index.

Businesses, Ranchers, and Private-Nonprofit Organizations Assistance

Type of Assistance	Program Name and Authority	Loan Maximum*	Implementation Criteria
Low interest loans to businesses and PNP's, for losses to real property	SBA Physical Disaster Loan Program 13 CFR, Ch. 1, Part 123	\$1.5 million	The SBA Physical Loan Program may be implemented upon a Presidential declaration of an emergency or major disaster. SBA also has the authority to independently implement the program when at least 25 homes and/or 3 businesses have suffered 40% uninsured losses due to a disaster. Typically, when SBA declares a disaster for a county, contiguous counties are also eligible.
Low interest loans to businesses and to help cover working capital	SBA EIDL 13 CFR, Ch. 1, Part 123	\$1.5 million	The SBA has the authority to independently implement the program with certification by the Cal OES Director that at least 5 small business concerns in a disaster area have suffered economic injury and are in need of financial assistance not otherwise reasonably available. The SBA may provide economic injury assistance for a disaster determined by the Secretary of Agriculture. Under these designations, SBA makes economic injury assistance available to eligible small businesses. EIDL loans become available under all SBA physical declarations. The maximum SBA loan assistance is \$1.5 Million, whether it is a Physical Disaster Loan, an EIDL Loan, or a combination of both programs.
Low interest loans to farmers, ranchers and aqua culturists for physical and/or crop production losses resulting from an unusual natural occurrence (weather pattern, pest, etc.)	Secretarial Designation of Agricultural Disaster U.S. Department of Agriculture, Farm Services Agency 7CFR, Ch. 18, Part 1945, Subpart A	\$500,000	Emergency loans are made to farmers and ranchers who have suffered at least a 30% loss in crop production or a physical loss to livestock products, real estate or chattel property. The Secretary of Agriculture can implement this program when requested by Cal OES on behalf of a local agricultural commissioner or local government authority, or implemented automatically when the President declares a major disaster or emergency. When requested on its own authority, supporting documentation to the types of crops and level of damage must be submitted. A proclamation of local and state emergency is not required for this program.

* Please note that these amounts were current as of March 1, 2004. They are adjusted annually based on the consumer price index.