

# EMERGENCY MANAGEMENT DEPARTMENT 2015 - 2018 STRATEGIC PLAN



## LOS ANGELES: A RESILIENT CITY





**ERIC GARCETTI**  
**MAYOR**

Dear Friends,

The City of Los Angeles Emergency Management Department is at the forefront of progressive emergency management and has a proven track record of innovation and forward thinking.

The Department is essential to the safety of every individual, family, neighborhood, community, and business in Los Angeles. To help reach the highest level of coordination and readiness for a disaster, we launched the 5 Steps to Neighborhood Preparedness initiative—a tool designed to empower communities to engage in planning for emergencies. We also embraced new mass notification technology to share important emergency alert information with citizens through NotifyLA.

The goal is to ensure that every city department has a current Emergency Plan and Continuity of Operations Plan to provide the best and most resilient services possible. To aid the effort, we are facilitating learning opportunities for city employees through forums such as TEDxCityOfLosAngeles and strengthening programs to ensure the needs of every Angeleno, including those with disabilities and others with access and functional needs, are incorporated into the emergency planning process.

The 2015-2018 Emergency Management Department Strategic Plan is essential to my back to basics agenda to create a well-run City focused on safety, livability, and sustainability. It establishes the new vision, mission, and core values of the Department and outlines core goals and actions that will drive our work over the next three years. All of which will contribute to making Los Angeles the safest and most resilient city in the nation.

I look forward to working with the Emergency Management Department to enhance the preparedness, response, and recovery of all Angelenos to increase the prosperity of this great City for generations to come.

Sincerely,

A handwritten signature in black ink, consisting of the letters "E.G." followed by a stylized flourish.

**ERIC GARCETTI**  
**Mayor**



# TED<sup>x</sup> CityOfLosAngeles

x = independently  
organized TED event



Mayor Eric Garcetti at the 2015 Spring Emergency Management Workshop held by the City of Los Angeles Emergency Management Department.

The Workshop was a TEDx Event with an emphasis on Crisis Leadership: Caring, Concern, and Innovation.



# CITY OF LOS ANGELES

CALIFORNIA



ERIC GARCETTI  
MAYOR

## EMERGENCY MANAGEMENT DEPARTMENT

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Dear Angelenos,


It is my pleasure to introduce the *2015-2018 Emergency Management Department (EMD) Strategic Plan*. This plan renews EMD's commitment to innovative and effective emergency management. It is the most forward-thinking plan produced by the department and it will serve as a blueprint for the next three years; guiding us in leadership for a progressive, prepared and more resilient Los Angeles.

This document refines the department's vision and mission, as well as introduces core values that drive our day-to-day actions. It also sets five strategic goals that strike a balance between department ideals and available and realistic resources, goals that deliberately align with Mayor Eric Garcetti's "Back to Basics" priorities. EMD has always been dedicated to public safety, and we continue to support that commitment in this plan by ensuring our department is well run while focusing on building partnerships and creating a more sustainable city. As a whole, this plan reflects extensive discussion within our department and input from numerous stakeholders to address the evolving emergency management challenges facing our city.

During the last three years, EMD has successfully led the effort to complete a comprehensive update of the City's emergency plans and affiliated documents. During that time, the City of Los Angeles emerged as a national leader in incorporating persons with disabilities and others with access and functional needs into its emergency planning. Through these efforts and other innovative programs, we have worked tirelessly to ensure that everyone who lives, works, and plays in Los Angeles is more resilient and prepared for disaster.

This plan will be invaluable in helping us to refine and cultivate the vision of Los Angeles as an exemplary model of innovative and effective metropolitan emergency management. Therefore, I approve the contents of this document and fully support the three-year implementation of the *2015-2018 Strategic Plan*.

Sincerely,



JAMES FEATHERSTONE  
General Manager



# TED<sup>x</sup> CityOfLosAngeles

x = independently  
organized TED event



**EMD Staff at the 2015 Spring Emergency Management Workshop held by the City of Los Angeles Emergency Management Department.**



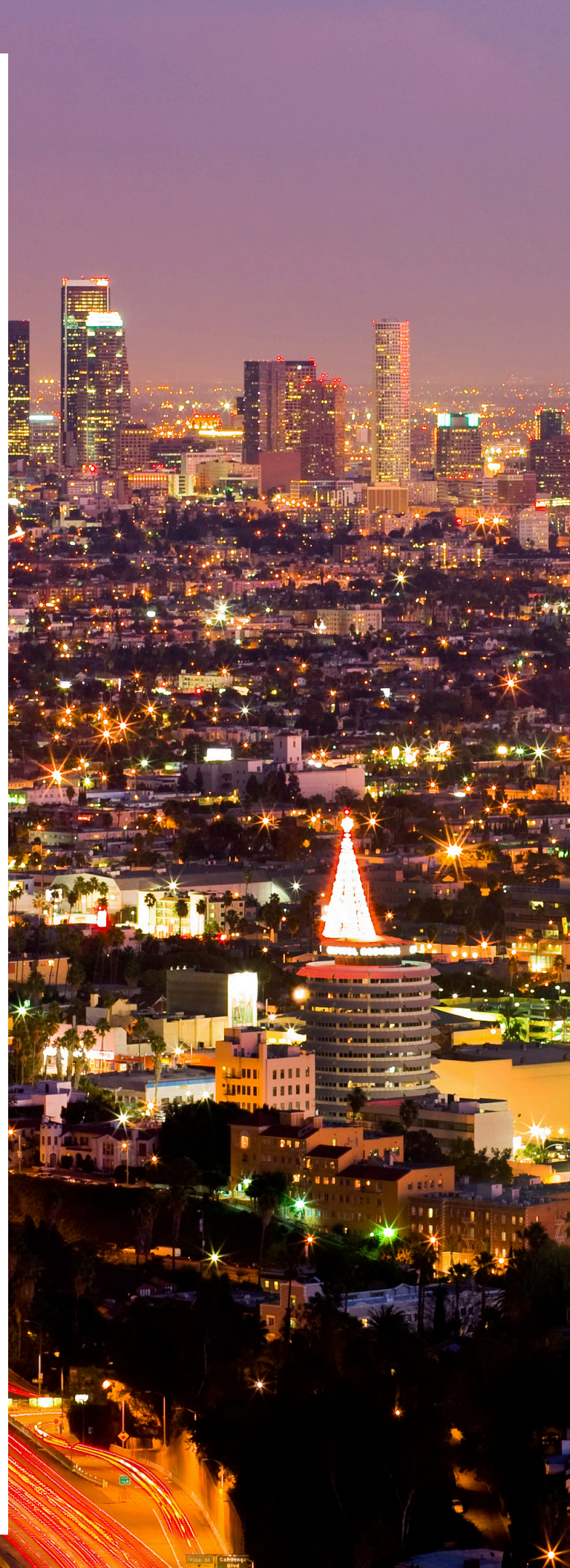
# Contents

▶ <b>A RESILIENT CITY</b>	<b>6</b>
Introduction, vision, mission, & core values	
▶ <b>A SAFE CITY: PREPAREDNESS</b>	<b>11</b>
Preparing all Angelenos	
▶ <b>A SAFE CITY: OPERATIONS</b>	<b>15</b>
Enhancing the City's operational readiness & the effectiveness of the Emergency Operations Center	
▶ <b>A WELL RUN CITY: TECHNOLOGY</b>	<b>21</b>
Leveraging technology to share information with the public	
▶ <b>A WELL RUN CITY: LEADERSHIP</b>	<b>25</b>
Formalizing legal authorities, accreditation, & credentialing	
▶ <b>A PROSPEROUS CITY</b>	<b>31</b>
Maximizing public-private & Whole Community partnerships	
▶ <b>A LIVABLE &amp; SUSTAINABLE CITY</b>	<b>34</b>
Conclusion	
▶ <b>BENCHMARKS</b>	<b>35</b>

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## About the Plan

This plan was developed with input from the Emergency Management Department (EMD) staff, as well as numerous stakeholders. It lays out EMD's focus for the next three years, and works to directly support Mayor Eric Garcetti's "Back to Basics" Priority Outcomes.





A vertical strip on the left side of the page shows a high-angle, night-time photograph of the Los Angeles city skyline. The lights from buildings and streets create a dense, glowing pattern against the dark sky. The image is partially obscured by the text on the right.

# A RESILIENT CITY

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## **This Plan Renews the Department's Commitment to Make the City of Los Angeles Increasingly Prepared and Resilient Through Contemporary Practices**

The Emergency Management Department (EMD) leads the City of Los Angeles in comprehensive emergency management, including planning for, mitigation of, response to, and recovery from natural and human-caused emergencies. This plan defines EMD's 2015-2018 strategy to deliver innovative and effective emergency management for the 21st century.

The elements of this plan are focused on making Los Angeles the safest and most resilient city in the nation. To that end, over the next three years, this plan serves as a guide to prepare individuals, families, and businesses; enhance operations; increase information sharing; formalize leadership and training; and strengthen public-private and whole community partnerships. The implementation of the following goals, objectives, strategies, and the establishment of measurable outcomes maximize EMD's ability to be a nationally recognized model for metropolitan emergency management.

EMD plays an instrumental role in demonstrating the City's ability to be resilient before, during, and after disasters. This plan will ensure continuity in all phases of the City's emergency management efforts.





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## Vision

To be an exemplary model of innovative and effective metropolitan emergency management.

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## Mission

To lead innovative emergency management efforts that provide unparalleled service and build effective partnerships that ensure individuals and communities are safe, prepared, and increasingly resilient.





# Core Values

## ***In Omnia Paratus (In all things prepared)***

EMD works diligently to be ready for any disaster that may affect lives, property, and the environment in the City while also anticipating and planning for new challenges. The Department focuses on immediate issues and needs, while maintaining awareness for novel events.

## ***Problem-solving Mindset***

EMD looks beyond the limits of conventional thinking to identify opportunities for improvement and creative solutions to address challenges. The Department exercises curiosity and is known for its resourcefulness, agility, and flexibility.

## ***Determination***

EMD is determined to be successful in the pursuit of innovative and effective emergency management and is constantly motivated by the City and its residents. The Department is committed to excellence and applies talent, skill, and knowledge in all efforts.

## ***Commitment to Professional Public Service***

EMD serves the whole community. The department regards the City's residents and partners with commitment and respect. The EMD staff pledges to be trustworthy, responsible, and transparent. The Department hopes to exemplify integrity by focusing on doing what is right.

## ***Teamwork***

EMD works collaboratively with all stakeholders in the community. The Department embraces the benefits of working together toward a common goal. EMD aims to readily share experiences, resources, and opportunities while respectfully working in unity to overcome any challenges.





HOLLYWOOD

Hollywood Express & Sales

CU

Franklin Av

Where the stars are



Where the stars are

WALK OF FAME





## A SAFE CITY: PREPAREDNESS & OPERATIONS

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### Ensure Los Angeles Communities are the Safest and Most Prepared in the Nation

In collaboration with the Los Angeles Police Department (LAPD) and the Los Angeles Fire Department (LAFD), EMD is one of three primary public safety agencies for the City of Los Angeles. In accordance with Mayor Garcetti's *Back to Basics Priority Outcomes*, EMD recognizes that preparedness and resiliency play crucial roles in the city's overall safety. Each goal in this plan contributes toward making Los Angeles the safest and most prepared city in the nation.

During the next three years, EMD will increase public outreach by 10% across each of its defined Disaster Management Bureaus. This goal focuses on ensuring that Angelenos and businesses are preparing to be self-sufficient for at least the first 72 hours after a major emergency.

To reach this goal, EMD will increase the number of regular outreach activities in the community, as well as enhance two of its hallmark programs: Faith Communities Outreach and Neighborhood Preparedness.

Similarly, the Department's physical infrastructure, the Emergency Operations Center (EOC), and its associated technology systems, training, and processes are essential to operational readiness in the City. Therefore, EMD will improve EOC efficiency and work to formalize its position as a leader of emergency management within the nation and the City by implementing new accreditation and credentialing efforts.



## A SAFE CITY: PREPAREDNESS

INCREASE THE EFFICACY  
OF EMD'S EFFORTS TO  
PREPARE ANGELENOS TO  
BE SELF-SUFFICIENT FOR  
AT LEAST THE FIRST 72  
HOURS AFTER AN  
EMERGENCY

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### GOALS, OBJECTIVES, & STRATEGIES

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► **See Page 37** for a timeline of objectives and strategies related to this goal.

## 1

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### Provide Enhanced Training Opportunities to Faith Communities and Houses of Worship

Working with faith communities and houses of worship is a proven way to reach out to various communities while concurrently building critical partnerships with organizations able and willing to assist the City during emergencies. EMD's efforts will enhance the Department's current accomplishments to increase resiliency by building the capabilities of our partners.

- 
- a. Work with faith communities and houses of worship to strengthen their communication capabilities.
  - b. Establish a training program that provides guidance to stakeholders who are developing Emergency Operations Plans for their respective faith communities and houses of worship.
  - c. Capitalize on existing City partnerships to provide faith communities and houses of worship more Community Emergency Response Team (CERT), Cardiopulmonary Resuscitation (CPR), and First Aid training.
  - d. Explore options for increased funding and delivery of training programs for Emergency Management development.



## 2

### **Ensure the Continuity and Vitality of the 5 Steps to Neighborhood Preparedness Program**

Engaging neighborhoods as collective groups through a defined planning process is a nationally recognized and innovative approach initiated by EMD. The Department will increase awareness and accessibility of the program, as well as identify ongoing engagement opportunities for neighborhood participants.

- 
- a. Develop and implement a more robust marketing strategy to promote the program within the whole community, increase awareness among neighborhood leaders, and galvanize individuals to lead the program within their neighborhoods.
  - b. Work closely with the LAFD to ensure the CERT program and the 5 Steps program actively cross-promote and reinforce each other.
  - c. Ensure the program is accessible, available in multiple languages, and complies with access and functional needs and disability requirements.

## 3

### **Increase Existing Outreach Efforts in Each Disaster Management Bureau by a Total of 10% by July 1, 2018**

EMD conducts an array of outreach efforts in four geographically defined Disaster Management Bureaus: South, West, Central, and Valley. To ensure EMD achieves a 10% increase, the Department will track and benchmark efforts while creating synergy among EMD's outreach programs.

- 
- a. Continue to track individual outreach efforts for each Bureau (including presentations, outreach, materials distribution, and meetings).
  - b. Perform quarterly reviews to ensure each Bureau is on track to achieve the 10% increase in its service area.
  - c. Pursue outreach opportunities by leveraging relationships with special programs such as faith communities and participants of the 5 Steps and CERT programs.

*Leaders from faith communities and houses of worship learn about emergency management and discuss how they can serve alongside the City in emergency situations.*





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## Close Up: 5 Steps in Tarzana

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### LOCATION:

San Fernando Valley

### POPULATION:

Approximately 38,000

### AREA:

8.79 square miles

The Tarzana Neighborhood Council worked with EMD to create a customized Neighborhood Disaster Plan for a specific area of the neighborhood surrounding the Tarzana Recreation Center. In October 2014, the resulting plan was exercised as part of The Great California ShakeOut. The full scale exercise and accompanying Survival Fair proved successful while providing a forum for the community to practice strategies outlined in their plan.







# 5 Steps to Neighborhood Preparedness

City of Los Angeles Emergency Management Department

## NEIGHBORHOOD COMMAND POST

[www.5Steps.LA](http://www.5Steps.LA)



## A SAFE CITY: OPERATIONS

ENHANCE THE CITY'S  
OPERATIONAL READINESS  
AND OPTIMIZE THE  
EFFECTIVENESS OF THE  
EMERGENCY OPERATIONS  
CENTER (EOC)

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### GOALS, OBJECTIVES, & STRATEGIES

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► **See Page 38** for a timeline of objectives and strategies related to this goal.

## 1

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### Enhance Comprehensive Emergency Operations and Continuity of Operations Planning Throughout the City Government

Los Angeles is home to over 4 million people who are served by approximately 41,000 City employees. Numerous City departments provide essential services that are imperative in the wake of any emergency, whether large or small. The ability to quickly return to normal business is key to customer service and economic vitality. EMD will work with City departments to ensure that they are prepared to respond to emergencies and readily restore services.

- 
- a. Support City departments' efforts to write, train, and exercise Department Emergency Plans (DEPs) and Continuity of Operations Plans (COOPs).
  - b. Review, update, and maintain the City Emergency Operations Plan (EOP), on a biennial basis.
  - c. Work closely with City departments and partners to ensure that emergency management and preparedness efforts, as well as services provided to persons with disabilities and others with access and functional needs continue to meet requirements and best practices.



## 2

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### **Standardize EOC Responder Training and Formalize a Training Path for EMD Emergency Management Coordinators**

The completion of EOC responder training is a vital component to the successful EOC management of an incident or emergency. A standardized program provides a measurement of the capabilities and availability of EOC responders. A formalized training path for EMD staff will improve and augment EMD's internal capabilities and ability to lead in the EOC.

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- a. Standardize EOC responder qualifications and formalizing basic, intermediate, and advanced recurring training.
- b. Create, implement, and maintain an EOC responder credentialing system.
- c. Create, implement, and maintain a required formalized training path for EMD's Emergency Management Coordinators which includes broad-based and individualized training.

## 3

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### **Expand and Improve Exercise Opportunities at the EOC**

EMD conducts one functional EOC exercise per year. This experience will be augmented by offering responders opportunities to participate in more exercises. EMD aims to conduct smaller and area-specific exercises throughout the year to provide that opportunity. Other enhancements will include implementing and managing after-action recommendations and information management system improvements.

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- a. Develop and conduct annual drills and exercises that focus on specific branches and/or units of the EOC.
- b. Improve the existing annual EOC functional exercise program by developing a formal process that tracks the implementation of after-action recommendations.
- c. Develop a process for evaluation and enhancement of EOC information systems during and after exercises and EOC activations.



## 4

### Improve EOC Logistics and Operations

The EOC is a state-of-the-art facility that requires continuous maintenance to remain operationally equipped and ready for activation. Beyond planning for maintenance, the Department will fully incorporate the Business Operations Center (BOC), as well as further develop Alternate EOC (AEOC) options. EMD continuously provides assistance to other City departments in the development of their internal Department Operations Centers (DOCs).

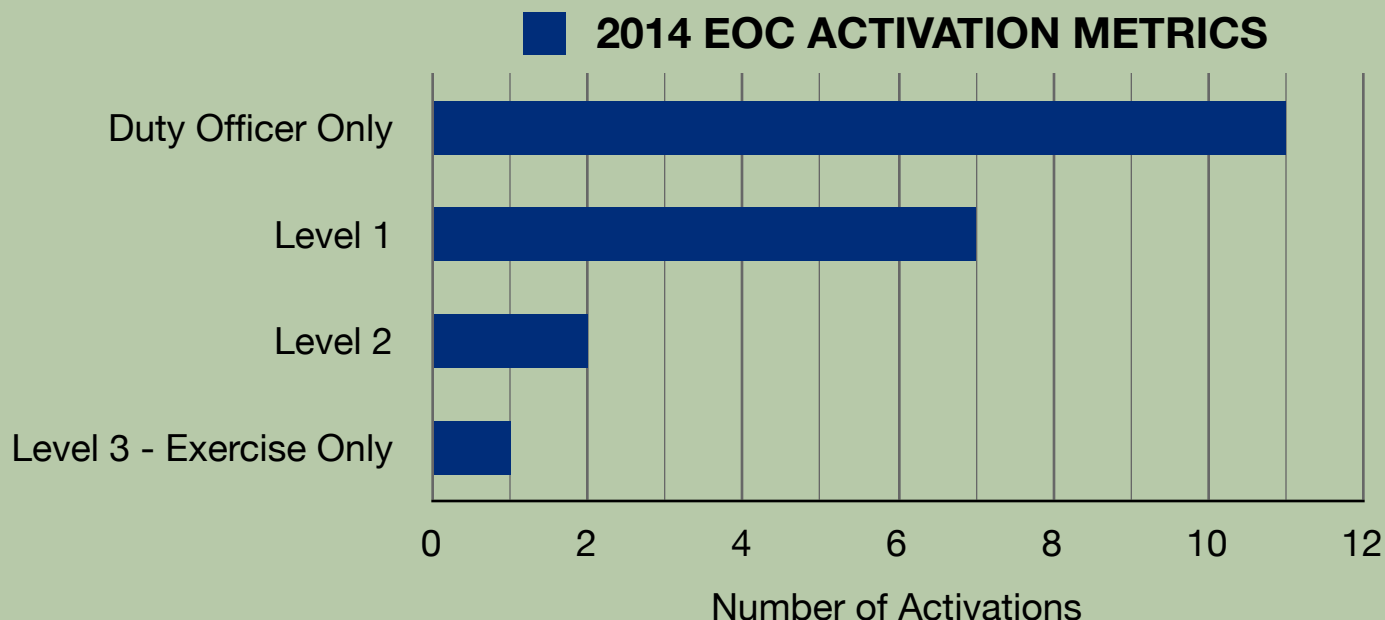
- a. Establish a schedule and identify funding for regular maintenance and upgrades of the EOC facility and equipment.
- b. Increase AEOC capabilities by identifying options for flexible and portable AEOCs.
- c. Create a guidance document that outlines recommended configuration, minimum equipment requirements, and baseline capabilities for the optimization of DOCs.
- d. Fully incorporate the BOC into EOC operations by focusing on the integration of all sectors and the development of a leadership strategy.





## Close Up: EOC Activations

EMERGENCY OPERATIONS CENTER (EOC) ACTIVATION LEVELS		
LEVEL	EVENT EXAMPLES AND CHARACTERISTICS	RESPONSE ACTIONS
<b>DO</b>	<ul style="list-style-type: none"> <li>24/7 Point of Coordination (After-Hours)</li> <li>Small Planned Events</li> <li>Low to No Potential of Escalation</li> </ul>	<b>Activate EMD Duty Officer (DO):</b> <ul style="list-style-type: none"> <li>Maintains situational awareness</li> <li>Available to support Field Command</li> </ul>
<b>I</b>	<ul style="list-style-type: none"> <li>Severe Weather</li> <li>Minor Localized Incident Involving Two or More Departments</li> <li>Planned Events</li> </ul>	<b>Activate EMD Duty Officer and Duty Team staff:</b> <ul style="list-style-type: none"> <li>EMD communicates with departments via teleconferences/ WebEOC</li> <li>Technical specialists, Agency Representatives may be requested to respond</li> </ul>
<b>II</b>	<ul style="list-style-type: none"> <li>Moderate Earthquake</li> <li>Major Fire, Wind, or Rain Storm</li> <li>Two or More Large Incidents Involving Two or More Departments</li> <li>Long Term Incident – Two or More Shifts</li> </ul>	<b>Activate Level II EOC staff to include:</b> <ul style="list-style-type: none"> <li>Management Staff</li> <li>All Section Coordinators and Deputy Coordinators</li> <li>Branches and Units as appropriate to the situation</li> <li>Agency Representatives as appropriate</li> <li>Staff required by the requesting agency or EOC Director</li> <li>DAFN Technical Specialist, other Technical Specialists</li> </ul>
<b>III</b>	<ul style="list-style-type: none"> <li>Major City or Regional Emergency</li> <li>Three or More Departments with Heavy Resource Involvement</li> <li>Mutual Aid Resources May Not Be Available for Twenty-Four Hours or More</li> <li>Long Duration – Several Days to Weeks</li> </ul>	<b>Activate Full EOC organization staff to include:</b> <ul style="list-style-type: none"> <li>Management Staff</li> <li>All Section Coordinators and Deputy Coordinators</li> <li>All Branches and Units</li> <li>Agency Representatives as appropriate</li> <li>Staff required by the requesting agency or EOC Director</li> <li>DAFN Technical Specialist, other Technical Specialists</li> </ul>











## **A WELL RUN CITY: TECHNOLOGY & LEADERSHIP**

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### **Make Los Angeles the Most Well Run Big City in America**

The goals in this plan are ambitious by design. To achieve these goals, EMD will continue to strengthen its business processes and lean forward to incorporate best practices.

This section of the Plan emphasizes the necessary enhancements to improve the Department's day-to-day capability to resourcefully and creatively address the needs and challenges of the City.

EMD has always been dedicated to public safety for all of Los Angeles. The Department is committed to efficiency through technology while creating a more sustainable city.

EMD recognizes its ability to share and manage information is critical to public safety. The Department will continue to leverage new and existing technology, ensuring EMD remains at the forefront of crisis information management.

EMD will leverage technology developments such as web presence and social media platforms by increasing training in effective use, opportunities for engagement, and best practices.



## A WELL RUN CITY: TECHNOLOGY

LEVERAGE AVAILABLE AND  
EMERGING TECHNOLOGY  
TO ENHANCE THE  
DISSEMINATION OF PUBLIC  
INFORMATION

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### GOALS, OBJECTIVES, & STRATEGIES

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► **See Page 39** for a timeline of objectives and strategies related to this goal.

1

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### Increase the Number of Angelenos that are Reachable via NotifyLA

In the event of an emergency, it is essential that EMD is able to communicate directly with members of the public through emerging or traditional communication methods. NotifyLA is the City of Los Angeles' official mass notification system used to send voice messages to both copper-wire and mobile devices, text messages to mobile devices, and e-mail messages to residents and businesses during times of emergencies and disasters.

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- a. Introduce NotifyLA to employees by including sign-up materials as part of the hiring process, contacting departmental leadership and information officers, and advertising in publications that are regularly distributed to employees.
- b. Increase public awareness of NotifyLA through media buys, social media, and current outreach efforts.
- c. Register 150,000 new contacts through NotifyLA.org by June 30, 2018.



## 2

### Expand EMD's Presence on Social Media Platforms

Responding to emergencies such as Hurricane Sandy and the Los Angeles International Airport Shooting have demonstrated that social media can be a powerful information sharing tool. It provides an additional platform from which to proactively broadcast messages and up-to-date information about emergency situations and serves as a channel for public engagement. EMD will focus on leveraging technology developments by increasing training regarding effective use, opportunities for engagement, and best practices.

- 
- a. Develop and administer an internal EMD social media training program to facilitate two-way engagement on social media platforms to reinforce EMD branding.
  - b. Increase and evaluate social media community growth, performance, and engagement trends.
  - c. Engage with other City departments on social media platforms.

Tweet, share, like, add, sign-up, follow, and engage with us at the following sites:



**@ReadyLA**

**tumblr.**

**ReadyLA.tumblr.com**



**Facebook.com/ReadyLA**



**/ReadyLAEMD**



**@ReadyLAEMD**

### 3

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#### Enhance EMD's Websites

EMD's websites (emergency.lacity.org and readyla.org) are online resources for Angelenos which include readiness resources, preparedness information, and emergency news and updates. EMD will work continuously, over the next three years, to ensure the Department's websites are informative, user-friendly, accessible, and visually appealing.

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- a. Work collaboratively with the Information Technology Agency (ITA) on EMD's website optimization process.
- b. Work actively to ensure EMD's websites are current and address the preparedness, response, and recovery measures for the Whole Community.
- c. Establish a system to review the content of EMD's websites on a quarterly basis to maintain timely, relevant, and actionable information for the public.

### 4

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#### Promote the U.S. Geological Survey Earthquake Early Warning System Initiative

The City of Los Angeles is collaborating with the U.S. Geological Survey (USGS) to beta test an earthquake early warning system. EMD believes this type of system, which can provide seconds to minutes of early warning before shaking starts, is critical to protecting lives and property during an earthquake. When the system is fully operational, EMD will utilize the early warning system to respond accordingly.

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- a. Continue to serve as a USGS beta testing site.
- b. Promote the early warning system to the public through media and community outreach once it is implemented and available to the public.



Obtain more information about emergency management and preparedness from EMD's websites online at **emergency.lacity.org** and **readyla.org**.

To sign-up for emergency alerts visit **NotifyLA.org**.



**NotifyLA.org**



## A WELL RUN CITY: LEADERSHIP

FORMALIZE EMD'S  
POSITION AS THE  
CONTEMPORARY LEADER  
OF EMERGENCY  
MANAGEMENT IN THE  
NATION

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### GOALS, OBJECTIVES, & STRATEGIES

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► **See Page 40** for a timeline of objectives and strategies related to this goal.

## 1

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### Review and Update EMD's Legal Emergency Management Authorities

Mayoral Directives and the Los Angeles Administrative Code dictate EMD's legal powers. As a public safety agency, EMD is committed to carrying out the important task of reviewing its governing directives and codes. EMD strives to review these powers regularly and update them according to nationwide best practices.

- 
- a. Complete a review of EMD's current authorities and powers provided in the Mayoral Executive Directives and the Los Angeles Administrative Code.
  - b. Compare EMD's current authorities to those of other municipal agencies that have similar responsibilities and populations.
  - c. Advocate for updates to the Mayoral Executive Directives that enhance emergency management priorities Citywide and bring EMD in line with other similar agencies.



## 2

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### **Continue Support of the State's Emergency Management Mutual Aid Program**

The Emergency Management Mutual Aid (EMMA) program supports disaster operations by establishing guidelines and standards for providing professional emergency management personnel and technical specialists from unaffected jurisdictions to affected jurisdictions when requested. EMD will continue to advocate for, and contribute to, the State's process towards making EMMA operational.

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- a. Advocate for dedicated resources to support EMMA training.
- b. Work with the State to reinstate and institutionalize regular State-administered EMMA training.
- c. Foster relationships with Central and Northern California partners to increase support for EMMA.

## 3

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### **Advocate for Enhancements to the Emergency Management Assistance Compact**

The Emergency Management Assistance Compact (EMAC) is a state-to-state mutual aid program. EMD will specifically advocate for changes to the State's system for handling interstate resource requests. Additionally, EMD supports the creation of nationwide standards and credentialing for personnel.

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- a. Advocate EMAC and the State to establish a resource-typing database for emergency management mutual aid resource requests that includes personnel skills and credentialing.
- b. Work with the State to establish an EMAC team deployment, logistics, and mobilization/demobilization policy.
- c. Advocate for and contribute to the process to establish national standards and credentialing of emergency management personnel who respond to EOC staffing requests.



## 4

### **Complete the Emergency Management Accreditation Program Self-Assessment for the City by 2016**

The Emergency Management Accreditation Program (EMAP) is a voluntary accreditation process for local, state, federal, educational, and international emergency management programs. It comprises 64 Standards that mark excellence in the field of emergency management. EMD will lead the inter-departmental EMAP Self-Assessment process for the City of Los Angeles.

- 
- a. Define the work needed to execute a successful initial Self-Assessment.
  - b. Conduct an initial review of EMD and City emergency management practices required by EMAP and identify gaps.
  - c. Establish and coordinate a working group of members from EMD, other City departments, and outside agency stakeholders that will remedy identified gaps.
  - d. Complete a Self-Assessment to consider the future pursuit towards full accreditation from EMAP.







## **The Emergency Management Standard**

***The Emergency Management Standard covers the following:***

- Program Management
- Administration and Finance
- Laws and Authorities
- Hazard Identification, Risk Assessment, and Consequence Analysis
- Hazard Mitigation
- Prevention
- Operational Planning
- Incident Management
- Resource Management and Logistics
- Mutual Aid
- Communications and Warning
- Operations and Procedures
- Facilities
- Training
- Exercises, Evaluations, and Corrective Action
- Crisis Communications
- Public Education and Information









## A PROSPEROUS CITY

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### **Maximizing Public-Private & Whole Community Partnerships to Build a More Prosperous City**

EMD works with its partners within the City government every day. These partnerships enhance EMD's reach and relevance to Angelenos. EMD also recognizes that it is vital to expand its partnerships in order to ensure that the nearly 4 million City residents have access to the services that may be required before, during, and after an emergency.

EMD is working to increase, solidify, and maintain relationships with groups of all sizes and types including other jurisdictions, faith communities, non-profit organizations, businesses, and other relevant stakeholders. By collaborating with a diverse set of partners, EMD gains the ability to fully support the City's needs for the provision of training, services, supplies, and other resources.

Together, EMD, the City, and its partners are utilizing the "Whole Community" emergency planning concept, whereby the entire community comes together to support and reach a common goal.

## A PROSPEROUS CITY

MAXIMIZE PUBLIC-PRIVATE  
AND WHOLE COMMUNITY  
PARTNERSHIPS THAT  
AUGMENT THE CITY'S ABILITY  
TO SERVE THE PUBLIC  
DURING RESPONSE AND  
RECOVERY

### GOALS, OBJECTIVES, & STRATEGIES

► **See Page 41** for a timeline of objectives and strategies related to this goal.

## 1

### Determine Any Gaps that Limit the City's Service Delivery Capabilities

EMD will identify and measure gaps that may occur in service delivery during and after a major emergency. Special attention will be paid to the areas of mass care, sheltering, and feeding when a disaster occurs.

- a. Identify and develop a plan to address gaps in direct service delivery by the City to the public that may occur during and after an emergency.
- b. Identify relationships and partnerships that can mitigate gaps in service delivery.
- c. Enhance the process to quantify amounts and qualify the types of goods and services that partners can provide.

### Close Up: Supply Chain Resiliency

#### PURPOSE:

The purpose of initiating a supply chain analysis is to develop an understanding of resources that will be available or necessary during and after an emergency. The information from this analysis will be used to select and cultivate relationships with key supply chain operators.



## 2

### Expand and Formalize the Number and Type of Partnerships EMD Collaborates with for Service Delivery

EMD will conduct a gap analysis to inform and direct focus on the sectors where partnership opportunities are needed. Collaboration includes, but is not limited to, nonprofit organizations, businesses, faith communities, and houses of worship. Building partnerships with these groups is essential because of their unique capabilities and commitment to serving the public.

- a. Create a log of existing partners.
- b. Identify new partners to provide services that the City cannot, as identified in its core capability and gap analysis.
- c. Formalize new and existing partnerships through discussions that result in written Memoranda of Understanding (MOU)/Memoranda of Agreement (MOA).
- d. Define current catastrophic contracting capabilities and expand through pre-negotiating and executing new contracts.

## 3

### Enhance EMD's Institutional Knowledge of Supply Chain Resilience and Implement Best Practices

EMD is working with the Federal Emergency Management Agency (FEMA) and a national contractor to pioneer a model of methods and sources related to supply chain resiliency. This model is the first of its kind and will provide guidance to large cities for analyzing regional supply chains. It will also seek to analyze and identify key relationships and supply chain partners who are critical for a return-to-business plan following a catastrophic event.

- a. Identify key players in the City's food, fuel, water, pharmaceutical, medical goods, and transportation sectors.
- b. Collect data on any interdependencies that may exist between the aforementioned sectors and identified supply chain partners.
- c. Build relationships with key players to gain knowledge of their operations, capabilities, gaps, and how they facilitate or challenge the City's return to normalcy following a disaster.

### SUPPLY CHAIN SECTORS



Food



Pharmaceuticals



Fuel



Water



Medical Goods



Transportation







A photograph of a beach with a pier extending into the ocean under a clear blue sky. The pier is made of concrete and has several people walking on it. The beach is sandy and there are some people in the water. The sky is a deep blue.

# A LIVABLE & SUSTAINABLE CITY

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## Conclusion

A city ready to address the physical, social, and economic challenges related to disaster and crisis **is a resilient city**. The ability to quickly return to normal business is key to customer service and economic vitality. EMD recognizes that the City of Los Angeles will be required to adapt as the scale and scope of preserving safety continues to change. With a foundation of preparedness and readiness, the City can be more effective, flexible, and agile in its response to both the identified and the unimaginable complexities of a disaster.

EMD's strategic plan is a three-year roadmap for development and improvement of key preparedness initiatives, Whole Community programs, and resiliency capabilities. Hallmarks of the plan include five primary goals: preparedness, operational readiness and effectiveness of the EOC, leveraging use of technology, optimizing partnerships, and a formalized leadership role in emergency management. Each goal is accompanied by detailed objectives and strategies that will enhance the Department's accountability, functionality, measurability, and success.

The safety, resiliency, sustainability, and prosperity of the City of Los Angeles is contingent upon the entire community's collective support.

# BENCHMARKS

The tables on the following pages list the benchmarks and time-frame that EMD will use to meet the goals in this strategic plan. Although each goal has a primary responsible party, listed below, EMD as a whole is ultimately responsible for working together to achieve all five goals.

## PRIMARY RESPONSIBILITIES

RESPONSIBILITY	DIVISION
<b>Increase the efficacy of EMD's efforts to prepare Angelenos to be self-sufficient for at least the first 72 hours after an emergency.</b>	Community Emergency Management Division
<b>Enhance the City's operational readiness and optimize the effectiveness of the Emergency Operations Center (EOC).</b>	Operations Division
<b>Leverage available and emerging technology to enhance the dissemination of public information.</b>	Communications Division and Operations Division
<b>Formalize EMD's position as the contemporary leader of emergency management in the City of Los Angeles.</b>	Assistant General Manager and Special Projects and Analytics Division
<b>Maximize public-private and Whole Community partnerships that augment the City's abilities to serve the public during response and recovery.</b>	Assistant General Manager, Special Projects and Analytics Division, Community Emergency Management Division, and Operations Division







# A SAFE CITY: PREPAREDNESS

INCREASE THE EFFICACY OF EMD'S EFFORTS TO PREPARE ANGELENOS TO BE SELF-SUFFICIENT FOR AT LEAST THE FIRST 72 HOURS AFTER AN EMERGENCY		
2015/2016	2017	2018
<b>1. Provide Enhanced Training Opportunities to Faith Communities and Houses of Worship</b>		
<ul style="list-style-type: none"> <li>• Work with faith communities and houses of worship to strengthen their communication capabilities.</li> <li>• Establish a training program to provide guidance to stakeholders who are developing Emergency Operations Plans for their respective faith communities and houses of worship.</li> <li>• Capitalize on existing City partnerships to provide faith communities and houses of worship more training opportunities.</li> <li>• Explore options for increased funding and delivery of training programs for Emergency Management development.</li> </ul>		
<b>2. Ensure the Continuity and Vitality of the 5 Steps to Neighborhood Preparedness Program</b>		
<ul style="list-style-type: none"> <li>• Develop and implement a more robust marketing strategy.</li> <li>• Work closely with the LAFD to ensure the CERT program and the 5 Steps program actively cross-promote and reinforce each other.</li> <li>• Ensure the program is accessible, available in multiple languages, and complies with access and functional needs and disability requirements.</li> </ul>		
<b>3. Increase Existing Outreach Efforts in Each Disaster Management Bureau by a Total of 10% by June 30, 2018</b>		
<ul style="list-style-type: none"> <li>• Continue to track individual outreach efforts for each Bureau.</li> <li>• Perform quarterly reviews to ensure each Bureau is on track to achieve the 10% increase.</li> <li>• Pursue outreach opportunities by leveraging relationships with special programs.</li> </ul>		



# A SAFE CITY: OPERATIONS

ENHANCE THE CITY'S OPERATIONAL READINESS AND OPTIMIZE THE EFFECTIVENESS OF THE EMERGENCY OPERATIONS CENTER		
2015/2016	2017	2018
<b>1. Enhance Comprehensive Emergency Operations and Continuity of Operations Planning Throughout the City</b>		
<ul style="list-style-type: none"> <li>• Support City departments' efforts to write, train, and exercise Department Emergency Plans (DEPs) and Continuity of Operations Plans (COOPs).</li> <li>• Review, update, and maintain the City Emergency Operations Plan (EOP), biennially.</li> <li>• Work closely with City departments and partners to ensure that emergency management and preparedness efforts, as well as services provided to persons with disabilities and others with access and functional needs continue to meet requirements and best practices.</li> </ul>		
<b>2. Standardize EOC Responder Training and Formalize a Training Path for EMD EMCs</b>		
<ul style="list-style-type: none"> <li>• Standardize EOC responder qualifications and formalize basic, intermediate, and advanced recurring training.</li> </ul>	<ul style="list-style-type: none"> <li>• Create, implement, and maintain a required formalized training path for EMD's Staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Create, implement, and maintain an EOC responder credentialing system.</li> </ul>
<b>3. Expand and Improve Exercise Opportunities at the EOC</b>		
<ul style="list-style-type: none"> <li>• Develop and conduct annual drills and exercises that focus on specific branches and/or units.</li> <li>• Improve the existing annual EOC functional exercise program by developing a formal process that tracks the implementation of after-action recommendations.</li> <li>• Develop a process for evaluation and enhancement of EOC information systems.</li> </ul>		
<b>4. Improve EOC Logistics and Operations</b>		
<ul style="list-style-type: none"> <li>• Establish a schedule and identify funding for regular maintenance and upgrades of the EOC facility and equipment.</li> <li>• Increase AEOC capabilities by identifying options for flexible and portable AEOCs.</li> </ul>	<ul style="list-style-type: none"> <li>• Create a guidance document that outlines recommended configuration, minimum equipment requirements, and baseline capabilities for the optimization of DOCs.</li> </ul>	<ul style="list-style-type: none"> <li>• Fully incorporate the BOC into EOC operations by focusing on the integration of all sectors and the development of a leadership strategy.</li> </ul>

# A WELL RUN CITY: TECHNOLOGY

LEVERAGE AVAILABLE AND EMERGING TECHNOLOGY TO ENHANCE THE DISSEMINATION OF PUBLIC INFORMATION		
2015/2016	2017	2018
<b>1. Increase the Number of Angelenos that are Reachable via NotifyLA</b>		
<ul style="list-style-type: none"> <li>• Introduce NotifyLA to employees by including sign-up materials as part of the hiring process, contacting departmental leadership and information officers, and advertising in publications that are regularly distributed to employees.</li> <li>• Increase public awareness of NotifyLA through media buys, social media, and current outreach efforts.</li> </ul>		<ul style="list-style-type: none"> <li>• Register 150,000 new contacts through NotifyLA.org by June 30, 2018.</li> </ul>
<b>2. Expand EMD's Presence on Social Media Platforms</b>		
<ul style="list-style-type: none"> <li>• Develop and administer an internal EMD social media training program to facilitate two-way engagement on social media platforms to reinforce EMD branding.</li> <li>• Increase and evaluate social media community growth, performance, and engagement trends.</li> <li>• Engage with other City departments on social media platforms.</li> </ul>		
<b>3. Enhance EMD's Websites</b>		
<ul style="list-style-type: none"> <li>• Work collaboratively with ITA in EMD's website optimization process.</li> <li>• Work actively to ensure EMD's websites are current and address the preparedness, response, and recovery measures for the Whole Community.</li> <li>• Establish a system to review the content of EMD's websites on a quarterly basis.</li> </ul>		
<b>4. Promote the U.S. Geological Survey Earthquake Early Warning System Initiative</b>		
<ul style="list-style-type: none"> <li>• Continue to serve as a USGS beta testing site.</li> <li>• Promote the early warning system to the public through media and community outreach once it is implemented and available to the public.</li> </ul>		



# A WELL RUN CITY: LEADERSHIP

FORMALIZE EMD'S POSITION AS THE CONTEMPORARY LEADER OF EMERGENCY MANAGEMENT IN THE NATION		
2015/2016	2017	2018
<b>1. Review and Update EMD's Legal Emergency Management Authorities</b>		
<ul style="list-style-type: none"> <li>• Complete a review of EMD's current authorities and powers provided in the Mayoral Executive Directives and the Los Angeles Administrative Code.</li> <li>• Compare EMD's current authorities to those of other municipal agencies that have similar responsibilities and populations.</li> <li>• Advocate for updates to the Mayoral Executive Directives that enhance emergency management priorities Citywide and bring EMD in line with other similar agencies.</li> </ul>		
<b>2. Continue Support of the State's Emergency Management Mutual Aid Program</b>		
<ul style="list-style-type: none"> <li>• Advocate for dedicated resources to support EMMA training.</li> <li>• Work with the State to reinstate and institutionalize regular State-administered EMMA training.</li> <li>• Foster relationships with other California partners to increase support for EMMA.</li> </ul>		
<b>3. Advocate for Enhancements to the Emergency Management Assistance Compact</b>		
<ul style="list-style-type: none"> <li>• Advocate EMAC and the State to establish a resource-typing database for emergency management mutual aid resource requests that includes personnel skills and credentialing.</li> <li>• Work with the State to establish an EMAC team deployment, logistics, &amp; mobilization/demobilization policy.</li> <li>• Advocate for and contribute to the process to establish national standards and credentialing of emergency management personnel who respond to EOC staffing requests.</li> </ul>		
<b>4. Complete the Emergency Management Accreditation Program Self-Assessment for the City by 2016</b>		
<ul style="list-style-type: none"> <li>• Define the work needed to execute a successful initial Self-Assessment.</li> <li>• Conduct an initial review of EMD and City emergency management practices and identify gaps.</li> <li>• Establish and coordinate a working group of members to remedy identified gaps.</li> <li>• Complete a Self-Assessment to consider the future pursuit towards full accreditation from EMAP.</li> </ul>		

# A PROSPEROUS CITY

## MAXIMIZE PUBLIC-PRIVATE & WHOLE COMMUNITY PARTNERSHIPS THAT AUGMENT THE CITY'S ABILITY TO SERVE THE PUBLIC DURING RESPONSE & RECOVERY

2015/2016

2017

2018

### 1. Determine Any Gaps that Limit the City's Service Delivery Capabilities

- Identify and develop a plan to address gaps in direct service delivery by the City to the public that may occur during and after an emergency.
- Identify relationships and partnerships that can mitigate gaps in service delivery.
- Enhance the process to quantify amounts and qualify the types of goods and services that partners can provide.

### 2. Expand and Formalize the Number and Type of Partnerships EMD Collaborates with for Service Delivery

- Create a log of existing partners.
- Identify new partners to provide services that the City cannot, as identified in its core capability and gap analysis.
- Formalize new and existing partnerships through discussions that result in Memoranda of Understanding/Memoranda of Agreement.
- Define current catastrophic contracting capabilities and expand through pre-negotiating and executing new contracts.

### 3. Enhance EMD's Institutional Knowledge of Supply Chain Resilience and Implement Best Practices

- Identify key players in the City's food, fuel, water, pharmaceutical, medical goods, and transportation sectors.
- Collect data on any interdependencies that may exist between the aforementioned sectors and identified supply chain partners.
- Build relationships with key players to gain knowledge of their operations, capabilities, gaps, and how they facilitate or challenge the City's return to normalcy following a disaster.







# ACKNOWLEDGEMENTS

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## **Eric Garcetti**

Mayor

City of Los Angeles

## **James G. Featherstone**

General Manager

Emergency Management Department

## **Emergency Management Department**

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EMD extends appreciation to everyone who contributed to this plan.

Feedback was solicited from:

### ***City of Los Angeles***

Chief Legislative Analyst

City Administrative Officer

City Attorney

City Clerk

City Council Public Safety Committee

City Department Assistant General Managers

City Department Personnel Officers

City Planning Department

Department of Aging

Department of Animal Services

Department of Building and Safety

Department of Convention and Tourism Development

Department of General Services

Department of Public Works - Contract Administration

Department of Public Works - Sanitation

Department of Recreation and Parks

Department of Transportation

Department of Water and Power

Department on Disability

Economic and Workforce Development Department

El Pueblo de Los Angeles Historical Monument

Emergency Management Department

Housing and Community Investment Department

Information Technology Agency



Los Angeles Fire Department

Los Angeles Police Department

Los Angeles Public Library

Los Angeles World Airports

Los Angeles Zoo

Office of Finance

Office of the Mayor

Personnel Department

Port of Los Angeles

### ***County of Los Angeles***

Housing Authority

Department of Health Services

Department of Mental Health

Department of Public Health

Metropolitan Transportation Authority

Office of Emergency Management





### ***Other Jurisdictions***

Disaster Management Area Coordinators  
Orange County Office of Emergency Services  
Ventura County Office of Emergency Services  
San Diego County Office of Emergency Services

### ***Community Partners***

American Red Cross  
BCFS Health and Human Services  
City of Los Angeles CERT  
Los Angeles Emergency Preparedness Foundation  
Los Angeles Unified School District  
NBC  
Operation Hope  
Salvation Army, Los Angeles Area Command  
Sempra Energy

### ***Emergency Management Groups***

University Consortium  
Business and Industry Council for Emergency Planning and Preparedness  
Business Operations Center  
Emergency Operations Board  
Media Task Force  
Faith Communities



# RESILIENT CITY



CITY of LOS ANGELES



EMERGENCY  
MANAGEMENT  
DEPARTMENT

*"IN OMNIA PARATUS"*