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**EMERGENCY  
MANAGEMENT  
INITIATIVE**

**CITY OF LOS ANGELES  
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## **I. Introduction**

There is no greater responsibility for the City of Los Angeles than to protect the public and ensure that everyone is ready to respond to, and recover from, a natural or man-made emergency or disaster. The value of training and preparedness for an emergency was unmistakably clear during the City's response to the tragic Metrolink crash in Chatsworth on September 12, 2008. The many City, County, State, and Federal agencies that responded to the train crash performed superbly, not only because of their courage and tremendous skill, but because of the money and time invested by all of the agencies to train and prepare for such a tragedy.

This fact was emphasized again during the Marek and Sesnon fires in October and the recent Sayre fire in Sylmar that destroyed hundreds of homes and businesses, scorched thousands of acres, and threatened the lives of firefighters, police officers, and residents. The Metrolink crash and recent wildfires were further confirmation that the City must continue to enhance its efforts to prepare for, respond to, and recover from the next emergency whether it is an earthquake, brush fire, terrorist attack, or train crash.

During the last several months, the Mayor's Office of Homeland Security and Public Safety has worked very closely with the Emergency Management Department (EMD), Los Angeles Fire Department (LAFD), Los Angeles Police Department (LAPD), and other City agencies to develop a comprehensive initiative to enhance our preparedness and planning efforts. This initiative, set forth in more detail below, involves several components to enhance the City's planning and preparedness efforts, train city employees in disaster response, better prepare the community in disaster preparedness, and modernize the City's antiquated emergency management structure.

In addition to these components, the initiative incorporates many of the recommendations made by City Controller Laura Chick in her audit regarding the City's level of preparedness for a catastrophic event. In particular, the Controller identified the need for EMD to have a greater role in the coordination of training, preparedness, and response activities by the City's emergency responders and the need for the City to develop a City-wide strategic plan to move the City forward in its preparedness, response, and recovery efforts. This initiative implements her thoughtful recommendations and proposes much more.

As witnessed in the recent emergencies the City has faced, Los Angeles has the best prepared and most highly-trained emergency responders in the country and these brave men and women are ready for a disaster or a terrorist attack like

never before. But the City must do more to prepare for the inevitable catastrophic earthquake or major wild fire. Through the implementation of the components identified in this initiative, the City will make the necessary changes to update and enhance its efforts to become the most prepared, most responsive, and most resilient City in the nation.

## **II. The Threats to Los Angeles and the Region**

Los Angeles faces more natural and man-made threats than most regions of the country. For example, the threat of a catastrophic earthquake in the City of Los Angeles and the surrounding region has long been recognized as one of the most significant natural threats to the area. The most recent 1994 Northridge earthquake, which had a magnitude of 6.7, resulted in the deaths of 57 people, thousands injured, and property damages estimated at over \$20 billion. The United States Geological Survey, however, estimates that a 7.8 magnitude earthquake is long overdue on the San Andreas fault. When such an earthquake occurs, it is projected to cause over two minutes of violent shaking, ignite over 1,000 fires, cause over \$200 billion in damage, injure 50,000 and kill 2,000 people.

Los Angeles is also vulnerable to incredibly destructive wildfires, as experienced over the past two months, where thousands of acres were burned, hundreds of homes lost, and many lives destroyed. As the drought conditions continue and the strong Santa Ana winds blow through region, the wild fire threat will continue to be a major natural threat to the area.

Flooding and mud slides will also continue to pose a threat. While the climate is generally dry, the region can experience intense rain storms. This can lead to flash floods in the Los Angeles River and other areas of the City. In addition, wild fires bring another threat to the City of Los Angeles: mudslides. Fires clear the hills and canyons of vegetation in the summer and fall months, and the following rainy season brings the threat of devastating mudslides. Southern California is especially vulnerable to flooding and mudslides because of its unique terrain and geography.

Terrorism poses a significant threat to the region because of the density of population and the existence of high-threat targets such as Los Angeles International Airport, the Los Angeles-Long Beach Port Complex, and various business centers. Such an attack could come in the form of a car bomb, radiological device, or chemical leak. Two recent examples of the terrorist threat include the 2000 millennium terrorist plot to bomb the airport, and the U.S. Bank

Tower (formerly Library Tower), which was a target as part of a larger plot to cause death and destruction.

A severe influenza pandemic represents a significant threat to the region's health. Pandemics are distinct from seasonal influenza epidemics that happen yearly and cause an average of 36,000 deaths annually in the United States. Instead, pandemic influenza refers to a worldwide epidemic due to a new strain of influenza virus to which there is no immunity. The new virus strain may spread rapidly from person to person and, if severe, may cause high levels of disease and death around the world. The Centers for Disease Control and Prevention (CDC) estimates that in the U.S. alone, an influenza pandemic could infect up to 200 million people and cause between 200,000 and 1,900,000 deaths.

In addition to those listed above, the City faces threats from, among other things, civil disturbances; tsunamis; hazardous materials accidents; severe weather; extreme heat and cold; and prolonged drought. But whether it is a wild fire, mud slide, pandemic flu, or catastrophic earthquake, Los Angeles residents can be sure that preparedness is a necessity to minimize the impact of the inevitable disaster or emergency that will affect the region.

### **III. Current State of Los Angeles' Readiness**

Because of the many threats that Los Angeles faces, the importance of public safety and emergency management cannot be overstated. Ensuring that the City invests the resources necessary to plan, respond to, and recover from a major emergency or disaster is vital for the protection of lives and the sustainability of the economy. As a result, the City has invested in its public safety departments, and will continue to do so, to protect the lives of the residents and visitors of City.

#### **Emergency Management Department**

The City of Los Angeles' Emergency Management Department (EMD) is charged with the immense task of coordinating the emergency preparedness and planning of all City departments, over four million residents, and over 400,000 businesses within the 475 square miles within the City. This is in addition to coordinating the response, recovery, and mitigation efforts of the City during a major emergency or disaster including running the Emergency Operations Center (EOC).

EMD is significantly understaffed especially when compared to other major cities. For example, EMD has only 27 staff in a city of nearly 4 million residents while San Francisco has 25 emergency managers for a population of only

700,000 people, and Chicago has a staff of 34 for only 2.9 million people. New York with twice the population of Los Angeles has 182 emergency managers or almost seven times the number of staff to handle emergencies and disasters.

Fortunately, the City Council recently approved the Mayor's request to add three new positions to EMD to work on planning and preparedness activities, emergency operations, and public information. In addition, through the leadership of General Manager Jim Featherstone, a former Captain in the LAFD's Planning and Tactical Training Division, EMD is modernizing its operations, procedures, and principles to reflect a contemporary emergency management approach to the numerous dangers the City faces.

### Los Angeles Fire Department

The Los Angeles Fire Department's (LAFD) has long been a leader in emergency management including their tremendous prevention and response capabilities. Through its Fire Prevention Bureau, Homeland Security Division and Special Operations Division, the Fire Department is constantly planning and exercising various terrorist and disaster scenarios to make sure its personnel are the most highly trained in the nation. The Department has specialized Urban Search and Rescue equipment, purchased through federal homeland security funds, and extensive hazardous materials units to handle a variety of man-made and natural threats. In addition, through the tremendous leadership of Fire Chief Douglas Barry, emergency preparedness and response has been a high priority including his support for the Community Emergency Response Team (CERT) which trains community members on first aid, CPR, search and rescue and disaster preparedness.

### LAPD

The Los Angeles Police Department's (LAPD) is also very actively involved in emergency management and response for its 9,700 police officers and numerous civilian personnel. Chief Bratton has made disaster preparedness and response a high priority by creating an Incident Management and Training Bureau last year and supporting the Emergency Operations Division, Counter Terrorism and Criminal Intelligence Bureau, and Real Time Analysis and Critical Response (RACR) center to quickly analyze and disseminate time-sensitive information to command staff and public officials. Through the use of federal homeland security funds, the LAPD has also invested in bomb detection equipment, an extensive K-9 corps, and the Joint Regional Intelligence Center which serves as the region's fusion center for critical homeland security and intelligence information sharing. One of the primary responsibilities of the LAPD

is to coordinate evacuations of residents during a disaster, as they did so well during the Sayre fire. For this purpose, LAPD conducts extensive training on processes and procedures to ensure that evacuations are performed as quickly and safely as possible.

### The Mayor

The Mayor has consistently made public safety his number one priority by investing City resources and personnel in key emergency preparedness, response, and recovery efforts and agencies. For example, the Mayor has maintained his commitment to hire 1,000 more LAPD officers to continue the historic reductions in crime and perform critical homeland security prevention and response activities. In addition, the Mayor has continued to support the Los Angeles Fire Department in its response and prevention efforts including the CERT program. Finally, the Mayor has successfully increased the resources of EMD by adding personnel and supporting the ongoing reforms and enhancements.

The Mayor has also invested in making public safety and emergency management a priority by creating the Mayor's Office of Homeland Security and Public Safety (HSPS) led by a Deputy Mayor and a team of dedicated staff to handle policy initiatives and budget oversight for EMD, LAFD, LAPD and the police departments at the Port of Los Angeles, Los Angeles World Airports and the General Services Department. The Mayor's Office of HSPS also participates in the management team of the EOC and coordinates the response and recovery efforts of the Mayor's Office to major emergencies and disasters.

In addition, HSPS also leads the Mayor's Crisis Response Team (CRT). CRT is comprised of over 150 highly trained community volunteers who provide immediate on-scene crisis intervention and support to victims and their families involved in, or who have been traumatized by, a violent crime, death, serious injury, or other traumatic incident. CRT recently celebrated its 10<sup>th</sup> Anniversary and works in close partnership with LAFD and the police departments of the City. CRT is funded through the generous support of private donors such as the Allstate Foundation and the Kaiser Permanente. (For more information please contact Jeffrey Zimmerman at 213-978-0697 or by e-mail: [LACRT@lacity.org](mailto:LACRT@lacity.org)).

### Other Agencies and Departments

Numerous other agencies and departments in the City support the emergency management efforts of the region by employing in-house emergency preparedness coordinators and providing tremendous emergency response

support during a disaster or emergency. Whether it is volunteer recruitment through the personnel office, traffic control through the Department of Transportation, logistical support through General Services Department, animal rescues through the Department of Animal Services, debris removal through the Bureau of Public Works, or mass care and sheltering through the Department of Recreation and Parks, all City departments are actively engaged in preparation, response and recovery efforts to make sure that every resource is used during an emergency or disaster.

### Community Preparedness and Education Programs

The City has several community preparedness and education programs to enlist the help and support of community members during a major emergency or disaster. EMD, LAFD and the LAPD each provide special outreach and community preparedness programs to make sure that residents of the City are as prepared as possible for the inevitable emergencies and disasters. For example, various programs are available to the community including:

- LAFD's Community Emergency Response Training (CERT) program which has trained over 40,000 residents and business groups in disaster preparedness and response. The 17½ hour course is designed to teach basic first aid, disaster preparedness and disaster response skills necessary during a minor or major emergency. The nationally-recognized and replicated program is available to all city residents by contacting [lafdcert@lafd.lacity.org](mailto:lafdcert@lafd.lacity.org) or calling (818) 756-9674.
- LAFD's Disaster Awareness Course (DAC) is an abbreviated 4-hour course of the Community Emergency Response Training (CERT) program designed to provide the major components of the CERT curriculum.
- EMD's Neighborhood Preparedness Ambassador Program involves a three-part train-the-trainer program for neighborhood council representatives to subsequently teach members of the community emergency preparedness and response skills. EMD's program provides an overview of the City's emergency management capabilities and structure and focuses on all hazards preparedness, evacuation, and hazard mitigation, as well as preparedness for special needs populations such as seniors, persons with disabilities, children and others. In

addition, the program teaches Neighborhood Councils on how to produce an effective neighborhood preparedness plan.

Within the next few weeks the City will be unveiling an updated and enhanced preparedness website at [www.ReadyLA.org](http://www.ReadyLA.org). The new website will reflect the changes this initiative is creating and will provide extensive preparedness and response information in a user-friendly format.

### Current Emergency Management Organizational Structure

Over the past decade, the City has operated under an emergency management structure that was at the cutting edge of emergency management when it was first revised after the Northridge earthquake. The structure includes the Emergency Operations Board (EOB) with representatives from 14 City Departments, the Chief Legislative Analyst, and the City Administrative Office and is chaired by the Chief of the LAPD. The mission of the EOB is handle all preparedness, planning, response and recovery efforts of the City and advise the Mayor during times of disaster. In addition, the City created the Emergency Management Committee (EMC) which works to develop policies, procedures and explore issues with recommendations to the EOB for approval. Finally, the City also has an Emergency Operations Organization (EOO) that designates and groups certain City departments to handle various response and recovery activities.

While the existing structures have served relatively well for past emergencies and disasters, they do not reflect current emergency management principles or federal standards that require additional flexibility, efficiency, and effectiveness. As explained more fully below, the City's emergency management organization must be modernized to reflect the federally and state mandated principles used in the field and by other jurisdictions in order to most effectively deal with emergencies and disasters.

## Controller Chick's Audit

In August of 2008 City Controller Laura Chick released an audit of the City's level of preparedness for a catastrophic event and identified several significant gaps in Los Angeles' preparedness for a major disaster. In particular, the Controller identified the need for EMD to have a greater role in the coordination of training, preparedness, and response activities by the City's emergency responders and the need to develop a City-wide strategic plan to move the City forward in its preparedness, response, and recovery efforts. The Mayor's Office, with the assistance of numerous City Departments, fully embraced the Controller's recommendations and created an implementation action plan to implement the recommendations that have not already been adopted. A copy of Controller Chick's Audit and the Mayor's Office's Implementation Action Plan can be found at [www.lacity.org/ctr/audit\\_reports.htm](http://www.lacity.org/ctr/audit_reports.htm) and [www.lacity.org/ctr/audits/LAEMFinal070714.pdf](http://www.lacity.org/ctr/audits/LAEMFinal070714.pdf).

While the City of Los Angeles has taken great efforts to ensure that it is prepared, and that the community is prepared, much more must be done. A key principle in emergency management is that governments must continually evaluate past performance, learn from those lessons, and implement corrective actions as quickly as possible. In addition, government must bring updated, modern, and innovative ideas to the changing world and changing threats to our community. The Emergency Management Initiative, and its new components, is a significant step in that direction.

## **IV. INITIATIVE COMPONENTS**

### **a) Modernize and Restructure the City's Emergency Management Organizations**

The City of Los Angeles has not updated its emergency management structures since the Northridge Earthquake in 1992. Although the creation of an Emergency Operations Board, Emergency Management Committee, and Emergency Operations Organization was, at the time, at the cutting edge of emergency management in the nation, the national, state, and local systems for emergencies and disasters have substantially changed. For example, the federal government now requires all jurisdictions that receive federal homeland security and emergency preparedness funds to comply with the National Incident Management Systems ("NIMS").

NIMS is a standardized approach to preparedness, incident management and response for local, state, county, tribal and federal jurisdictions. Based on the success of California's Standardized Emergency Management System ("SEMS), the U.S. Department of Homeland Security (DHS) developed NIMS in 2004 to establish a uniform set of processes and procedures that emergency responders at all levels of government could use to respond to any type of emergency or disaster.

NIMS integrates effective emergency response practices into a comprehensive national framework to handle any type of incident and enable responders at all levels to work together more effectively and efficiently by having a common understanding, language, organizational structure, and emergency management principles.

For example, NIMS requires:

- Standardized organizational structures, processes and procedures;
- Standards for planning, training and exercising;
- Personnel qualification standards;
- Equipment acquisition and certification standards;
- Interoperable communications processes, procedures and systems;

- Information management systems with a commonly accepted architecture;
- Supporting technologies – voice and data communications systems, information systems, data display systems, specialized technologies; and
- Publication management processes and activities.

The City of Los Angeles, working with its local, county, state, and federal partners, has become a leader in the use of NIMS to handle everything from setting up a perimeter to capture a fleeing gunman to managing the numerous police, fire and other resources necessary to battle the Sayre Fire in Sylmar. Although Los Angeles fire fighters and police officers have, and continue, to use NIMS in their daily response activities and planning, the overall disaster management structure for the City has not been modernized to reflect this reality. Consequently, the EMI proposes the following:

**Create, by City Ordinance, an Emergency Planning and Preparedness Authority (EPPA)** comprising of the current members of the Emergency Operations Board (14 City Departments, the Chief Legislative Analyst, and the City Administrative Officer), in addition to the Mayor's Office of Homeland Security and Public Safety, and the Department of Housing.

The purpose of the EPPA will be to handle all pre-incident planning, preparedness, and mitigation activities such as earthquake drills and exercises, the review and approval of department emergency plans, the review and approval of after action reports, and the administration of the Emergency Operations Fund. The EPPA would be chaired by the General Manager of the Emergency Management Department and have the Fire Chief and Chief of the LAPD as vice chairs. Consequently, it would modernize the existing Emergency Operations Board by providing EMD with the responsibility to coordinate planning and preparedness activities, rather than the Chief of the LAPD as required under the current structure, and provide a focused mission to handle all pre-incident activities and preparation. The EPPA will be authorized to create necessary subcommittees for specific topic areas such as earthquake preparedness, logistics, or community outreach and will handle all of the issues and activities that require City-wide coordination and consistency.

**Create, by Executive Order, a Mayor's Emergency Response Council (MERC)** to provide advice and guidance to the Mayor during the response to, or recovery from, a major emergency or disaster.

Under current City ordinance, the Emergency Operations Board, with its fixed membership, has the responsibility of handling all preparedness, response and recovery activities regardless of the type of incident. This all-encompassing approach does not take into account the need for flexibility during the phases of a response to an incident or the transition to the recovery. For example, during a large wild fire, the Los Angeles Fire Department is the lead agency with respect to the incident. Under current City law, however, the Chief of Police is the Chair of the Emergency Operations Board and would be responsible for leading the entity that would be convened to provide advice and guidance to the Mayor and coordinate response and recovery activities. This would also be the case during a power outage, heat emergency, or pandemic influenza outbreak.

In addition, under current law, when the EOB is activated it must include at least eight of its fifteen members to take any action regardless of the phase of the incident and regardless of the type of the incident. Therefore, City departments that may not be needed to assist in the coordinated response would be involved when a focused and flexible approach is necessary.

To ensure the flexibility to handle various types of incidents and emergencies in an efficient and effective manner, the Mayor's Emergency Response Council would be activated during the response and recovery phases of an emergency or disaster and would be comprised of the General Manager of EMD, the Chief of the LAPD, the Fire Chief, and the Deputy Mayor of Homeland Security and Public Safety (or other Mayoral designee) as permanent members. Depending on the type of incident, the Mayor would then request other general managers or agency representatives to join the Council to provide their expertise and advice in managing the incident or recovery. For example, during a wild fire, the Mayor would activate the MERC with representation from the permanent members but also include the General Manager of the Department of Water and Power if power outages are an issue and the Department of Recreation and Parks if sheltering is necessary but not include departments who have no direct or indirect role in the response or recovery. The membership,

of course, would also change as the phases of the incident change to reflect the current state of affairs just as NIMS and the Incident Command System of NIMS recognizes.

**Issue an Executive Directive requiring NIMS Compliance and the incorporation of NIMS components into all emergency management practices and plans for the City and its Departments.** This will ensure that all City departments and entities maintain their planning, response, and recovery capabilities in the most advanced form possible.

**Update EMD's Role in Preparedness, Response, and Recovery Efforts by Modifying City Ordinances and Issuing an Executive Directive** to specify EMD's key coordinating responsibilities in emergency management. The City must have a designated "hub-of-the-wheel" that has the primary mission of coordinating all of the agencies planning and preparedness activities including those City responders who provide vital support to firefighters and police officers. The restructuring of the emergency management organizations and creation of the EPPA and MERC will help achieve this important structural change and ensure that there is a central coordinating body responsible for critical emergency management functions.

#### **b) Update the City's Emergency Plans and Incorporate Special Needs Requirements**

As set forth in the Controller's Audit, many City Departments have outdated emergency plans that have not been properly or routinely revised or exercised. In addition, the City has not conducted a City-wide gap analysis or strategic plan for emergency preparedness, response or recovery capabilities. In addition, the City must enhance its capabilities to plan for the special needs of many City residents, visitors, and employees that may need special assistance during major emergencies or disasters. Accordingly, the EMI involves:

**Conducting a City-Wide Assessment, Gap Analysis, and Strategic Plan** to determine the City's strengths, weaknesses, and an appropriate road map toward improving the City's preparedness, response, and recovery capabilities. Through the support of Council Member Greig Smith, the City Council recently approved the Mayor's request to fund this effort with an appropriation of \$300,000 to conduct the analysis and develop the strategic plan. EMD is currently

developing a Request for Proposal to conduct this important analysis and planning effort.

**Improve the City’s Emergency Planning Efforts by Increasing the Resources of the Emergency Management Department to Assist with Updating and Revising City Department Plans.** The additional position, recently approved by the City Council, will assist departments in updating their emergency plans and procedures.

**Require All City Agencies, by Executive Directive, to Incorporate Special Needs Populations in their Emergency Plans and Planning Process and include a “Disabilities Liaison” position on the EOC Command Staff.** With the large number of Los Angeles residents and visitors that have special needs due to physical, mental, or other challenges, all City agencies must recognize and specifically plan to assist those populations. In addition, the Emergency Operations Center will be directed to include a “Disabilities Liaison” position on the EOC command staff to ensure that issues regarding special needs populations are being addressed during the response to a major emergency or disaster.

**Begin Incorporating Emergency Management Issues in the Community Planning Process through the City’s Planning Department** to involve more community members in hazard mitigation and awareness of the threats and resources, such as parks and shelters, that may exist in particular neighborhoods.

**Create a City Employee Disaster Response (CEDR) Program to ensure that all City employees are prepared to assist during a disaster or major emergency.** State law and a Mayoral Directive require all government employees to assist in the response and recovery to a disaster or major emergency even if the required tasks are outside of their scope of employment. Under state law, employees are required to swear an oath and perform duties necessary to assist in the response and recovery effort. The City of Los Angeles has approximately 26,000 non-police and firefighter employees who will be a tremendously valuable resource especially during a catastrophic event. The City, however, must invest in training, credentialing and organizing this important resource as quickly as possible. Based on the success of the City and County of San Francisco, the Mayor’s Office will be developing a comprehensive City Employee Disaster Response (CEDR) program to ensure that City employees are ready to

assist the community during times of disaster. At the Mayor's request and through the leadership of City Council Member Greig Smith, the City Council approved \$169,000 to begin the process of creating a comprehensive program to achieve this important goal.

**c) Increase Community Outreach, Preparedness, and Informational Programs**

The City's 9,700 police officers, 3,600 firefighters, and 26,000 civilian employees will not be enough to assist the four million residents of Los Angeles during a catastrophic disaster such as a 7.8 magnitude earthquake. Therefore, additional community readiness and involvement is absolutely necessary for Los Angeles to be truly prepared. The Emergency Management Initiative will involve a significant community outreach, preparedness and informational efforts including:

**Additional Community Emergency Response Team (CERT) and Disaster Awareness (DAC) programs for residents of Los Angeles** including bilingual sessions and courses that address issues regarding special needs populations. City residents can obtain information by contacting [lafdcert@lafd.lacity.org](mailto:lafdcert@lafd.lacity.org) or calling (818) 756-9674.

**Adding a New Public Information Officer in EMD** to coordinate community outreach and preparedness information and assist in coordination the dissemination of information during a disaster or major emergency. As set forth above, the funding for this position was recently approved by the City Council and the position should be filled by January 2009.

**Updating and Enhancing a New ReadyLA.Org Website** to provide a user-friendly source of important preparedness and response information, contacts for City resources, and information on community involvement in the preparedness, response, and recovery efforts for the City. As mentioned previously, the City has already engaged outside professionals and technical experts to upgrade the site which will be launched within the next few weeks.

**Creating Additional Public Service Announcement and Educational Campaigns** to Raise the Awareness of City residents to be prepared for a Disaster or Major Emergency. Although the City has already implemented several programs to encourage preparedness,

the Mayor will be creating new public service announcements for television and radio to encourage preparedness.

**Support the Proposed Building and Safety Ordinance Requiring Mandatory High Rise Evacuation Drills, Certification, and Planning** currently scheduled for a Vote of the City Council.

**Expanding Private-Public Partnerships to Support Disaster Preparedness Campaigns** such as the LAFD's partnership with the Allstate Foundation in its advertising and public awareness campaign to prepare residents for a major emergency or disaster.

**Create a Public Education and Awareness Campaign of the Importance to Comply with Brush Clearance Ordinances and the Dangers of Ornamental Vegetation in Fire Prone Areas.**

**d) Develop Stronger Partnerships with Private Sector and Non-Governmental Organizations**

As with community involvement, involvement of the private sector and non-governmental organizations, such as the American Red Cross, is vital to any successful preparedness, response or recovery efforts. In addition to the tremendous financial support of the Allstate Foundation as mentioned above, the City will be pursuing additional public-private partnerships including:

**Executing a Memorandum of Agreement with the Red Cross of Los Angeles to Provide Sheltering Support and Assistance for Victims of Major Emergencies and Disasters.** During the recent wildfires and other incidents, the American Red Cross has been an essential partner in providing much-needed resources for sheltering and assistance needs for victims of tragedy. The City will be executing a formal agreement to ensure an ongoing partnership in these efforts.

**Create a Privately-Funded Emergency Preparedness Foundation** that will provide financial and other support from the local businesses, academics, public service organizations and community members for preparedness campaigns, recovery efforts, and provide innovative solutions to help support the emergency preparedness, response, and recovery efforts of the City. The Foundation is being led by President and Chief Executive Officer Brent Woodworth, an internationally-recognized expert on emergency management who led the emergency preparedness, response, and recovery efforts of IBM for many years and has been involved in numerous disaster response efforts

throughout the world. Members of the Foundation include executives and leaders from British Petroleum, the University of Southern California and World Vision.

LAEPF will work in cooperation with all current business organizations including the Los Angeles Chamber of Commerce and BENS (Business Executives for National Security, Inc.).

**Continue to Support the Regional Efforts of the Los Angeles County Sheriff's Homeland Security Advisory Council.** The City of Los Angeles recently joined forces with Sheriff Lee Baca's Homeland Security Advisory Council which is represented by community and business leaders throughout the region in preparing for terrorist attacks and other homeland security responses. This multi-jurisdictional effort, which also includes the Sheriff of Orange County, Sandra Hutchens, is a continuing effort to engage the private sector in the full complement of homeland security and disaster preparedness needs. In January of 2006, HSAC entered into a partnership with Business Executives for National Security (BENS), a member-based non-profit located in Washington DC that has been working on public-private partnerships on security issues for over 25 years.

**e) Enhance the City's Emergency Operations Capabilities**

The City of Los Angeles has the best and brightest to operate emergency response and recovery capabilities and has performed superbly in the past. But modernization and support is vital to deal with the catastrophic threat the City and the region faces. Thus, the Emergency Management Initiative includes enhancements for emergency operations capabilities including:

**Ensuring the Opening of the New Emergency Operations Center In the Spring of 2009.** In March of 2002, voters approved Proposition Q, a \$600 million public safety bond measure to fund construction and renovation of police, fire and emergency management facilities including a \$107 million fund to construct a new emergency operations facility. The City's current EOC has been in use since 1971 and does not have adequate space or technological capability to address the needs of the growing region. The new center will serve as a focal point for coordination of the City's response to and recovery from major disasters such as fires, floods, earthquakes and acts of terrorism. The facility will also house a new Fire Dispatch Center, Fire Department Operations Center, and Police Department Operations Center, which

will provide essential co-location of the City's major disaster preparedness and response agencies.

The new facility is located on a 10-acre parcel in downtown Los Angeles at the corner of Temple and Alameda Streets and will be seismically base-isolated, with a steel-frame 84,000 square foot area. The EOC portion of the facility will occupy approximately 20,000 net square feet which includes a 7,500 square foot Main Coordination Room, 1500 square foot Media Center, 1000 square foot Management Section Room, 900 square foot Training Center, four 400 square foot Breakout Meeting rooms, as well as a kitchen, dining area, locker-rooms, and storage areas. The new EOC will also include an array of inter-operable communications systems including an EOC local and wide area information management network, City and County-wide radio systems; primary, back-up and satellite telephone systems; fully integrated audio-video display systems; videoconferencing facilities; connection to external systems including LAPD and LAFD airborne video units; LA DOT ATSAC, NOAA weather information, Caltech seismic event information, the LA County EMIS network, the State of California's Operational Area Satellite Information System and Response Information Management System, and connectivity to the County's Terrorism Early Warning and the federal Department of Homeland Security. The design also includes emergency back-up generators, a centralized uninterrupted power source (UPS), reserve water storage tanks, redundant heating/ventilation/air conditioning systems and reserve sewage storage tanks for full resiliency.

The new EOC is a major advance in the City's emergency operation's capability and will be opened in the spring of 2009 due to the support of the voters.

**Additional Staffing for EMD to Coordinate Emergency Operations.** At the Mayor's request, the City Council recently approved the hiring of additional personnel for EMD including a position to assist in the preparing and planning necessary for the new EOC facility. This position will serve a vital role in the transition to the new facility and operation of its tremendously enhanced capabilities.

## **CONCLUSION**

While the City of Los Angeles has taken great efforts to ensure that it is prepared, and that the community is prepared, much more must be done. A key principle in emergency management is that governments must continually evaluate past performance, learn from those lessons, and implement corrective actions as quickly as possible. In addition, government must bring updated, modern, and innovative ideas to the changing world and changing threats to our community. The Emergency Management Initiative, and its new components, is a significant step in that critical direction. The Mayor and Council will work diligently to swiftly implement these components as the City and its residents may soon be facing the next emergency or disaster.

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**For further information regarding the Emergency Management Initiative, please contact:**

- **Arif Alikhan, Deputy Mayor for Homeland Security and Public Safety, at [Arif.Alikhan@lacity.org](mailto:Arif.Alikhan@lacity.org); or**
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