

Part 3 - Emergency Operations

3.1 Introduction

3.1.1 Emergency Operations Organization

The EOO is responsible for the development and efficient operation of the City's emergency response and recovery resources. The EOO provides centralized direction and control of local emergency preparations, response and recovery, coordinates and directs the City's resources, and coordinates with local, state, and federal agencies. The functions and duties of the EOO during an emergency are distributed among the Mayor's office, the EPD and 14 divisions of the EOO that provide response and recovery functions. In addition to the EOB and the EOO divisions, the EOO also consists of an Emergency Management Committee (EMC) and various subcommittees. The overall framework of the EOO during periods of preparedness planning, mitigation, and recovery is shown in Figure 3-1. The overall framework of the EOO during declared local emergencies is shown in Figure 3-2.

3.1.2 SEMS & NIMS

The City uses the five SEMS and NIMS functions of Management, Operations, Planning/Intelligence, Logistics, and Finance/Administration for organizing emergency response at the field, DOC and EOC levels, as well as within the EOO divisions. The City has also adopted the State of California's Approved Course of Instruction (ACI) for SEMS, and the federal DHS approved Independent Study Courses IS-100, IS-200, IS-700, and IS-800 to fulfill training requirements of NIMS. The City regularly provides field, departmental and EOC-level training courses on all aspects of SEMS and NIMS.

3.1.3 Emergency Operations Board

The EOB supervises, regulates, controls and manages the affairs of the EOO. It issues instructions to the chiefs of the EOO divisions and has the power to make and enforce rules and regulations governing the EOO during periods of emergency preparation, response and recovery. The EOB consists of the following fifteen members:

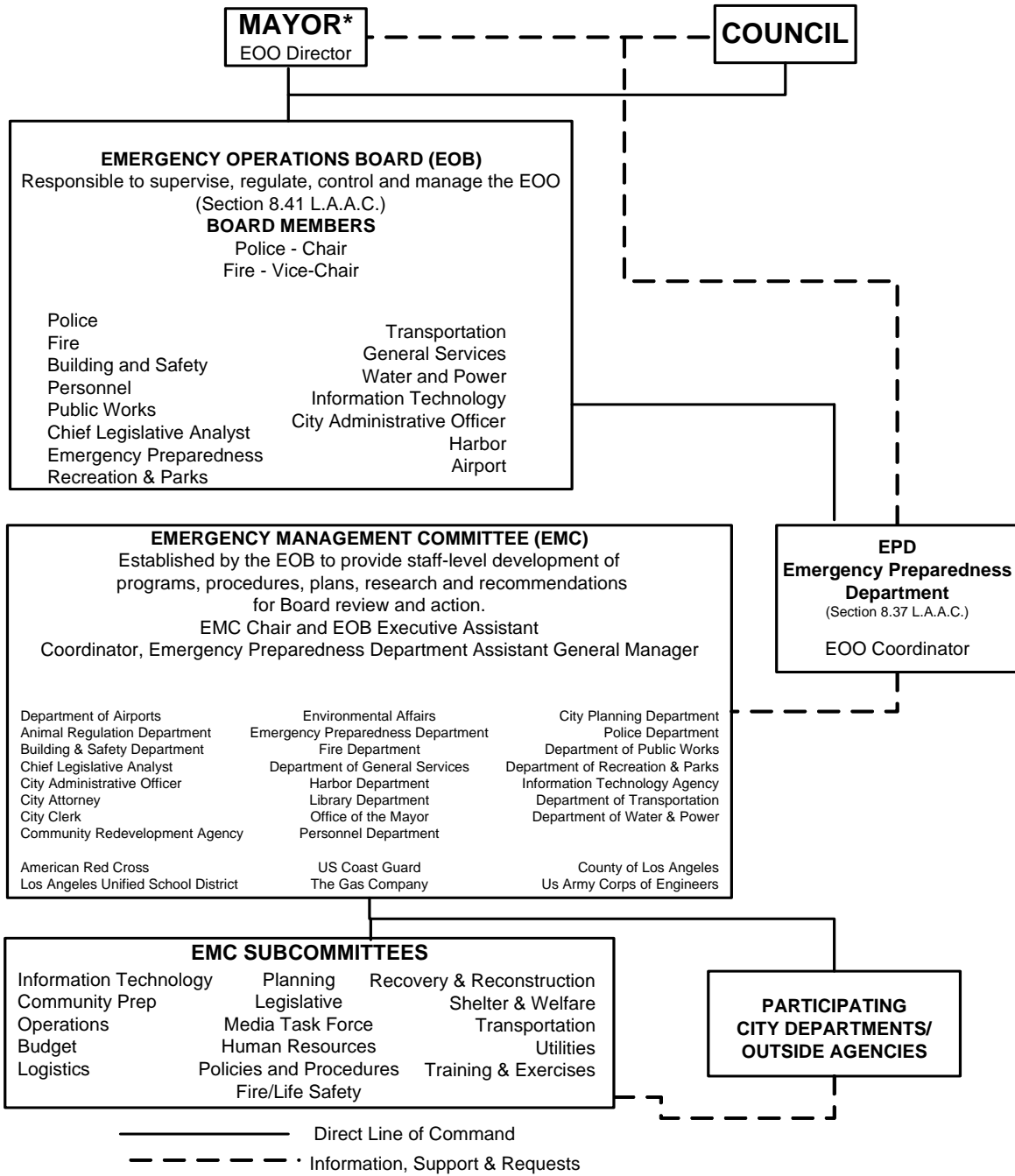
- Chief of Police, who serves as permanent chair
- Fire Chief, Fire Department, vice chair
- General Manager, Emergency Preparedness Department
- City Administrative Officer (CAO)
- President, Board of Public Works Commissioners
- General Manager, Department of Water and Power
- General Manager, Personnel Department
- Superintendent of Building and General Manager, Department of Building and Safety

- General Manager, Department of General Services
- General Manager, Department of Transportation
- General Manager, Department of Recreation and Parks
- Chief Legislative Analyst
- General Manager, Department of Information Technology Agency
- General Manager, Airports Department
- Executive Director, Harbor Department

Figure 3-1

Emergency Operations Organization (EOO) Preparedness, Planning, Mitigation, & Recovery

Rev. March 2007



* Per LAAC, 8.25, should the Mayor be unable to serve, the following City officials will automatically serve as Acting Mayor, in the order shown, and shall have authority and powers of the Mayor as EOO Director: City Council President, City Council President Pro tempore, City Council Assitant President Pro-tempore, all other Council members according to seniority (where seniority is the same, then by alphabetical order by last name), Chair of the EOB.

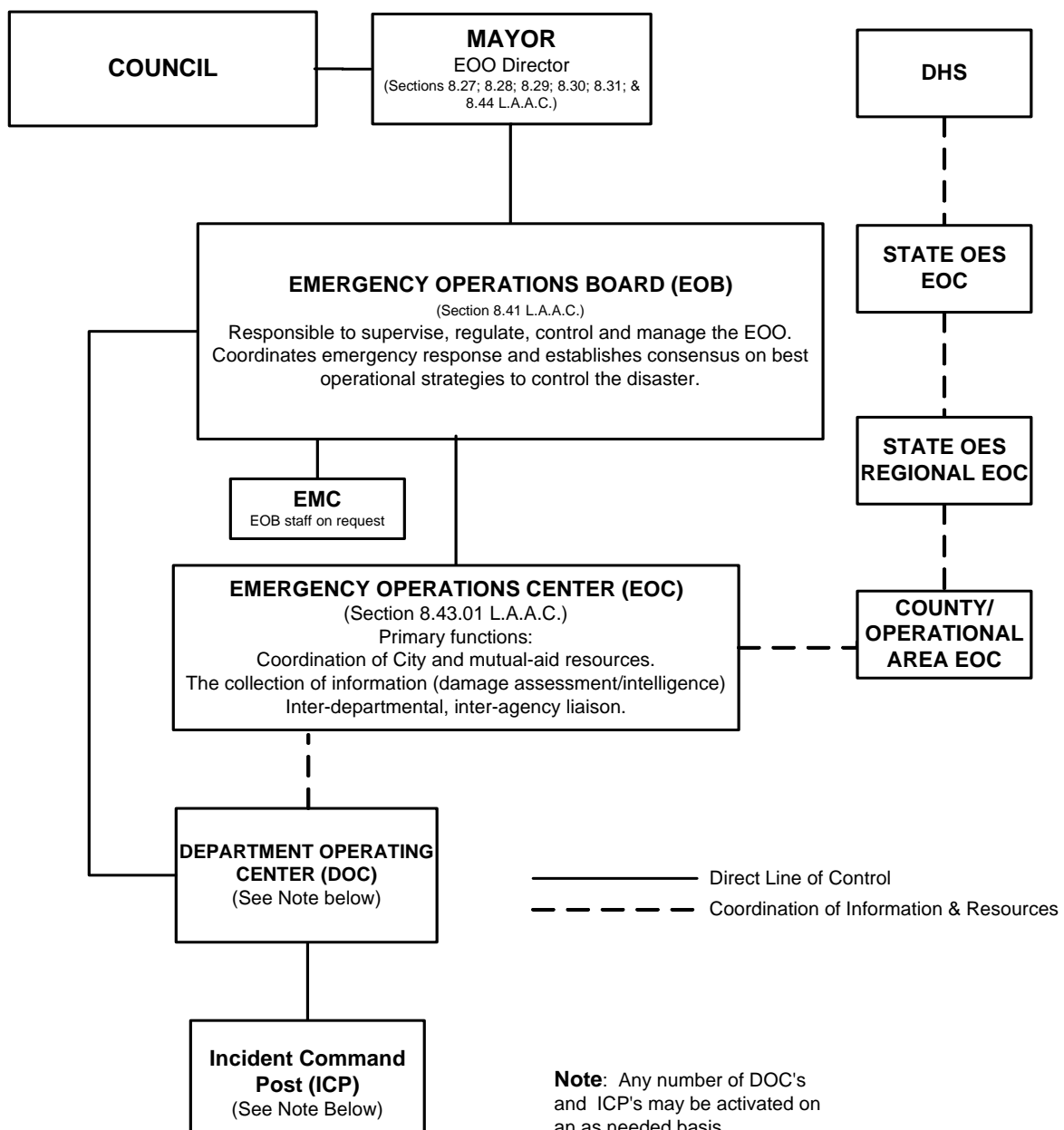
Figure 3-2

EMERGENCY OPERATIONS ORGANIZATION (EOO)

Rev. March 2007

EMERGENCY RESPONSE

(Declared Local Emergency, Section 8.27 L.A.A.C.)



3.2 Emergency Operations Organization Structure

3.2.1 Emergency Operations Divisions

EOO divisions were created to consolidate and coordinate the many resources of the City. A division may include the resources of more than one department or agency. The fourteen EOO divisions are as follows:

- Airports
- Animal Regulation
- Building and Safety
- Fire Suppression and Rescue
- General Services
- Harbor
- Information Technology
- Personnel and Recruitment
- Police
- Public Works
- Public Welfare and Shelter
- Recovery and Reconstruction
- Transportation
- Utilities

EOO resources also include personnel, services, equipment and facilities which may be loaned or donated to the City, or commandeered for use by the EOO Director.

3.2.2 Division Chiefs

Each of the 14 EOO functional divisions is under the direction of a chief. During a local emergency, division chiefs will immediately activate their divisions and carry out orders and directives from the EOB.

Each chief formulates and maintains operations plans for the division and is responsible for all personnel within the division. The chief may be assisted by a deputy chief and a second deputy, who succeeds the chief in his/her absence or inability to act. The division may be organized into units as necessary.

Depending on the nature of the emergency, modifications at the division level may include the following:

- Consolidation of several agencies under a single chief, even though such agencies normally work independently of each other.

- Formation of special-purpose units to perform functions specific to emergencies. Individuals designated to serve in such units are released from their regular private or government agency upon unit mobilization.

Staffing and personnel requirements for EOO divisions are provided in Volume 2, Annexes to the Master Plan.

3.2.3 Emergency Management Committee

The EMC provides staff support to the EOB. The Assistant General Manager of the EPD is the chair of the EMC. The Committee is comprised of representatives from Police, Fire, Emergency Preparedness, Public Works, Water and Power, Harbor, Airports, City Planning, Building and Safety, Animal Regulation, Recreation and Parks, Transportation, General Services, Personnel, Information Technology Agency Departments and the Offices of the City Administrative Officer, City Attorney, other participating departments and outside agencies.

3.2.4 EMC Subcommittees

Subcommittees have been established to provide technical support to the Emergency Management Committee, and may be formed and deactivated as necessary. Standing subcommittees to the EMC are shown in Figure 3-1.

3.2.5 Emergency Operations Organization Coordinator

The EPD is designated as the EOO Coordinator and is responsible to:

- Coordinate the powers and responsibilities of the EOB and EOO, including liaison with other government agencies, City departments and private agencies as necessary.
- Assist the CAO in preparing and processing emergency operations program papers and applications for federal and state funds.
- Prior to the beginning of each fiscal year, notify the EOB in writing of recommended budget items relating to emergency services activities for each city department having control of an EOO division. Also indicate which items are included in the CAO's annual budgetary recommendations to the mayor.
- As necessary, assign personnel from the EPD to perform staff duties for the EOB.
- Coordinate and provide for the dissemination of pre-emergency public information relating to emergency operations activities, as required.
- Exercise further powers and duties as directed by the EOB.

3.3 Emergency Operations Organization Objectives

3.3.1 Statement of Objectives

The Emergency Operations Organization is designed to accomplish the City's objectives as outlined in Section 1.3 of this plan.

3.3.2 Organizational Principles

The structure of the EOO takes into consideration that a major emergency alters the working relationship between government agencies and between government and industry. The following principles form the basis of the EOO:

- Compatibility with the day-to-day structure of government and private organizations;
- Clear lines of authority and clear channels of communication;
- Simplified functional structure that can be modified as needed;
- Incorporation into the EOO of all available staffing resources having disaster capabilities; and
- Formation of special-purpose units having no pre-emergency counterparts to perform those activities unique to major emergencies.
- Utilization of the California Standardized Emergency Management System (SEMS)
- Integration of the federal National Incident Management System (NIMS)

3.4 Emergency Operations Organization Authority and Powers

3.4.1 Authority of the EOO Director

During a local emergency, the Mayor as EOO Director is authorized to issue and enforce rules, regulations, orders, and directives necessary for the protection of life and property. With the advice of the EOB, the Director exercises full authority over the operations of the various EOO divisions. The Director is responsible for coordination among EOO division chiefs and for resolving questions of authority and responsibility. The Director may organize additional EOO divisions as necessary and assign duties.

The Director may obtain vital supplies and other material for the protection of life and property and, if immediately required, may commandeer property for public use; may require emergency service of any City employee, or any citizen; and may requisition necessary personnel or material of any City agency.

3.4.2 Duties of the Deputy Director

The Chief of Police (EOB chair) is the EOO Deputy Director. The Deputy Director shall act on behalf of the Director on all matters within the purview of this chapter which the Director may delegate to the Deputy Director; coordinate division, units or groups, and, under the direction of the Director, may arrange with other municipalities and state and federal agencies, for cooperation, mutual aid and protection during a local emergency; and perform such other duties pertaining to the proper functioning of the EOO as the Director may designate.

3.5 Activation of the Emergency Operations Organization

3.5.1 Initial Activation

Upon receipt of an official warning of an impending or threatened emergency, or upon declaration of a local emergency, the EOO will be immediately activated and EOO personnel will be called into service. Activation of the City's EOC is covered in Part four of this plan.

EOO divisions are assigned tasks in accordance with the following general principles:

- All foreseeable tasks are assigned;
- Existing organizations are assigned emergency tasks which relate to their regular functions;
- A basic task is assigned primarily to one division;
- Auxiliary tasks are assigned to as many divisions as are appropriate;
- Relative priority among basic and auxiliary tasks may change according to the situation;
- Each division is responsible for performing any incidental tasks necessary to carry out assigned basic and auxiliary tasks;
- Tasks requiring direction of field activities are assigned to organizations which normally conduct field functions;
- Supporting, coordinating or staff tasks are assigned to EOO divisions, City departments and offices;
- One division chief may be responsible for multiple units performing related tasks;
- Each division will effectively utilize and safeguard all of its resources; and
- Each division will maintain procurement records and time/use logs.

Details on specific activities, techniques, and procedures necessary to accomplish assigned tasks are included in division plans and Standard Operating Procedures (SOPs).

3.5.2 Emergency Operations Organization Actions

Upon activation of the EOO, the following directives and actions may take place:

- The EOB chair may immediately schedule a meeting of the Board to coordinate response and to establish consensus on the best operational strategies to be utilized in controlling the disaster.
- In the event of a major emergency which may result in the declaration of a local emergency, the Board shall be convened as rapidly as possible and shall brief the Mayor on the status of the emergency and actions being taken to bring it under control.
- Additional Board meetings shall be convened as necessary to provide policy level direction throughout the response and recovery phases of the disaster.

The EOB may instruct the EMC to:

- Meet each day during activation to exchange information;
- Advise the EOB chair and the Board of the status of the emergency; and
- Recommend periodic meetings of the Board.

Within ten working days of EOC deactivation, an initial costs and activities report on the emergency will be prepared for presentation to the Board. This report is coordinated by the CAO Disaster Grants Group with information supplied by each EOO division and City department.

The EOB may also require special reports that utilize information and resources specific to an Emergency Operations divisions.

3.5.3 EOC After Action Reporting

During an EOC activation, the combined participation of numerous City EOO Divisions, other City departments, volunteer agencies, the County of Los Angeles and the State of California is often necessary for the control of an emergency. An after action report compiling information related to EOC operations by the EOO Divisions, other City departments, the county and the state can be useful for event analysis and consideration of future planning and training and is a requirement of the NIMS. After action reports often form the basis of the City's efforts to improve EOC response and recovery process through planning, training, and improvements in liaison.

Responsibility

It shall be the responsibility of the Emergency Preparedness Department (EPD) to

coordinate the compilation of the after action report.

Procedure

Within fourteen (14) days following the deactivation of the EOC, the chief of each EOO division, and/or City department involved in the emergency, shall submit a written after action report to EPD . This report shall relate specifically to the division or department's EOC participation and its interaction with other EOO divisions, City departments and agencies, other cities, county and state entities during the emergency. EPD is responsible for coordination of the comprehensive after action report and will submit a written and oral report to the Emergency Management Committee for submission to the Emergency Operations Board at their next scheduled meeting.

This after action report shall be in addition to and separate from the costs and activities report required in section 3.5.2 of this plan.

Upon approval of this report by the Emergency Operations Board, EPD will coordinate and forward to the Operational Area/State of California any additional documentation required.

After Action Report Format

The after action reports shall include the following information:

- I. Type of occurrence:
 - A. Nature of the incident and the EOC or divisions involvement.
 - B. The date, time, duration and level of EOC participation.

- II. Chronological Narration:
 - A. A listing by date of all who staffed EOC positions throughout the activation from your division or department.
 - B. Dates and times of initial notification and deactivation.
 - C. Narration of all significant events concerning the EOC or involved divisions during the activation.

- III. Critique:
 - A. Evaluation of procedures (including NIMS, SEMS, ICS, automated messaging, communications issues, Operational Area issues, Mutual Aid issues, EOC specific procedures, facility, computers hardware/software and demobilization etc.) used and their effectiveness.
 - B. Evaluation of the interaction between EOO divisions, volunteer agencies, department operating centers, other City county and state entities, etc.
 - C. Suggestions for modifying procedures or plans and any suggestions for

training needs that would benefit future activations.

- D. Evaluation of EOC effectiveness in obtaining, managing and providing resources as requested.
- E. Other considerations or concerns.

IV. Corrective Action

In accordance with NIMS, EPD shall coordinate all corrective action measures identified in After Action Reports.

- Identify corrective actions required.
- Implement corrective actions
- Document