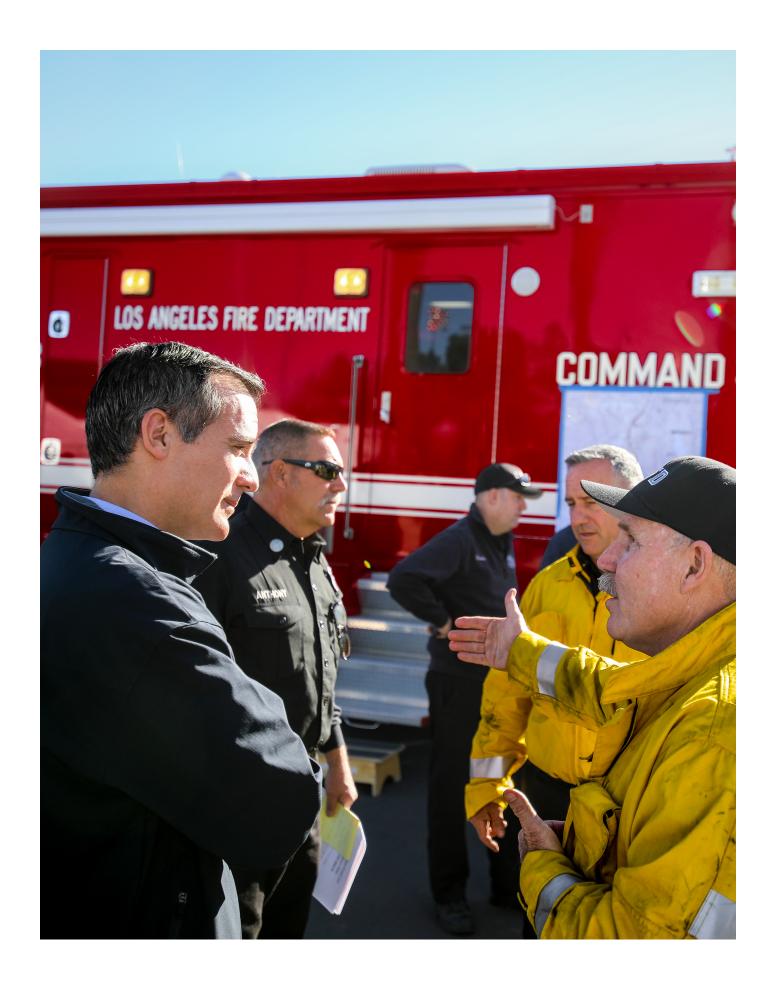


STRATEGIC PLAN 2019-2022

Emergency Management Department *City of Los Angeles*









Dear Friends,

Resilience is so much more than disaster preparedness—it is a value that guides everything we do in Los Angeles. When a crisis strikes, it is essential that we have programs and plans in place to ensure every neighborhood, business, and family is prepared.

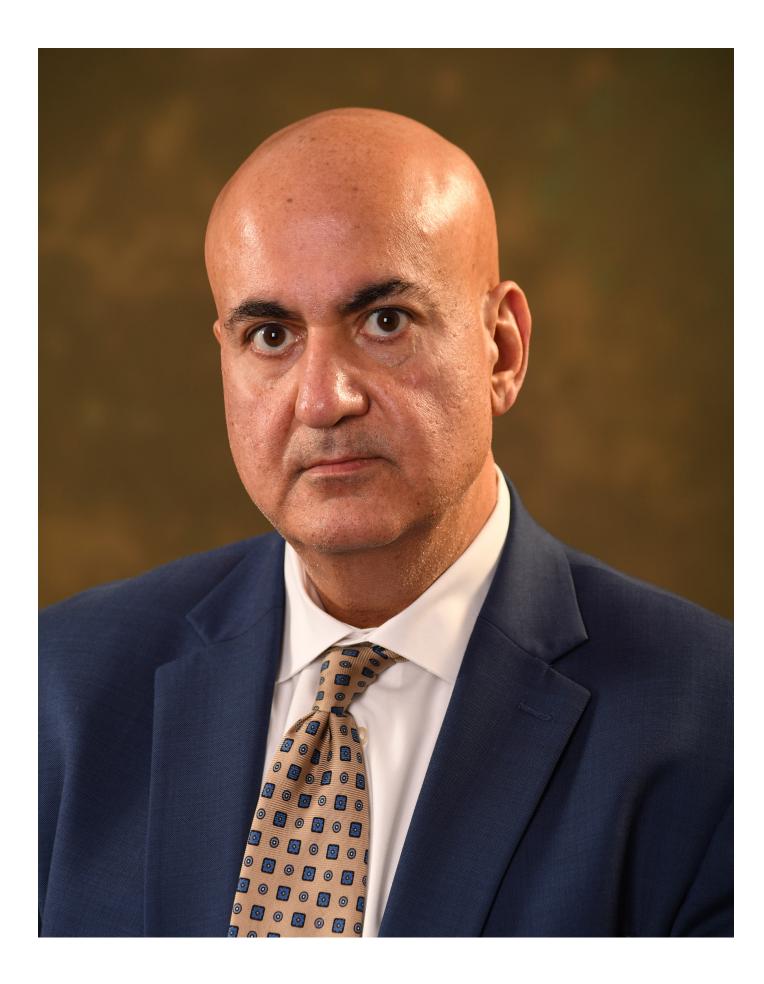
Advancing this important work is our Emergency Management Department—a group of leaders who put service before self and whose work protects lives and livelihoods. Together, we've launched some of the most innovative emergency response initiatives in the nation—from Ready Your Los Angeles Neighborhood (RYLAN) which helps neighborhoods jointly prepare for disasters, to ShakeAlertLA, the nation's first publicly-available earthquake early warning mobile application.

In this Strategic Plan, you will find a blueprint for new initiatives and goals that will help make our city even more resilient. While we can't always predict the next crisis, we can prepare for it—and working together, I know we will.

Sincerely,

E.G.

Eric Garcetti Mayor





Dear Angelenos,

It is my pleasure to introduce the 2019–2022 Emergency Management Department (EMD) Strategic Plan. This plan renews EMD's commitment to innovative and effective emergency management and will serve as a blue-print for the next three years as we work to make Los Angeles the most prepared and resilient city in America.

EMD is charting a new course in preparing our residential and business communities for disasters. We have developed the Ready Your Los Angeles Neighborhood (RYLAN) program and we have expanded how we communicate with the public during emergencies. We continue to lead our City's innovative emergency management efforts to respond to and recover from any disruptive event through comprehensive and robust planning, training and exercising that is focused on the whole community.

The City of Los Angeles is committed to being 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 work tirelessly to ensure that everyone who lives, works and plays in Los Angeles is more resilient and better prepared for a disaster.

The 2019–2022 EMD Strategic Plan defines the Department's vision, mission, core values, and strategic goals that drive our day-to-day actions. The Plan aligns with Mayor Garcetti's "Back to Basics" priorities, the City's Resilient Los Angeles plan, and FEMA's 2018–2022 Strategic Plan.

This plan will be invaluable in helping us achieve our vision to make Los Angeles the most prepared and resilient city in America.

Sincerely,

A.1.1.

Aram Sahakian General Manager

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EXECUTIVE SUMMARY

The 2019–2022 City of Los Angeles Department of Emergency Management Department (EMD) Strategic Plan provides a framework for supporting the City of Los Angeles before, during and after disasters to help us reach our vision to become the most prepared and resilient City in America. Our mission is to lead our City's innovative emergency management efforts to prepare for, respond to and recover from all disasters. To fulfill this mission, EMD will focus on five Department-wide goals and 19 supporting strategic objectives.

EMD's focus over the next three years will be to increase and improve the readiness of our neighborhoods, our City and its departments and our Emergency Operations Center to respond to any incident or emergency. To support these priorities, EMD will focus on strengthening public and private partnerships and also on improving its capacity to communicate with the public during emergencies.



PLAN AT A GLANCE

VISION: To make Los Angeles the most prepared and resilient city in America.

MISSION: To lead our City's innovative emergency management efforts to prepare for, respond to and recover from all disasters.

FOSTER A CULTURE OF PREPAREDNESS IN OUR COMMUNITIES AND NEIGHBORHOODS	 Ensure the ongoing expansion of the Ready Your LA Neighborhood (RYLAN) program Increase existing outreach efforts in each Disaster Management Bureau Target underserved communities, including persons experiencing homelessness Leverage social media and EMD's website to communicate with neighborhoods and help Angelenos prepare
	 Review, update, and maintain the City Emergency Operations Plan, annexes and appendices
ADVANCE EMD'S LEADERSHIP ROLE IN CITYWIDE	Support and consult on City departments' efforts to write, train, and exercise Department Emergency Plans and Continuity of Operations Plans
COORDINATION, MITIGATION, PLANNING,	 Develop the City emergency management training and exercise program to ensure emergency responders at the EOC are ready to coordinate and support emergency response
RESPONSE AND RECOVERY	4. Work closely with City departments and partners to ensure that emergency management and preparedness efforts continue to meet or exceed requirements and best practices regarding services to persons with disabilities and others with access and functional needs
	1. Expand and improve exercise opportunities at the EOC
	2. Formalize credentialing requirements for optimal EOC readiness
ENHANCE EOC READINESS	3. Review and incorporate best practices
	 Continue to advocate for the improvement of agency facilities and funding to meet long-term staffing, training, and emergency support needs
	 Enhance EMD's institutional knowledge of supply chain resilience and implement best practices and partner with companies to fill service delivery gaps
STRENGTHEN PUBLIC AND PRIVATE	Continue development of Business Operations Center (BOC), increasing, maintaining and, where necessary, formalizing group partnerships
PARTNERSHIPS	3. Engage with Angelenos through existing partnerships
	4. Enhance opportunities for collaboration with faith-based organizations and houses of worship
INNOVATE AND EXPAND EMD'S	 Integrate City departments into emergency public information management, collection and dissemination
CAPACITY TO COMMUNICATE WITH	2. Expand EMD's ability to effectively utilize social media platforms
THE PUBLIC DURING	3. Increase the number of Angelenos that are reachable via NotifyLA

PLAN ALIGNMENT

The EMD 2019-2022 Strategic Plan was developed in alignment with Mayor Garcetti's Back to Basics agenda, the City of Los Angeles 2018 Resilient Los Angeles Plan, and FEMA's 2018–2022 Strategic Plan.

	GOALS AND OBJECTIVES				
	Foster a culture of preparedness in our communities and neighborhoods	Advance EMD's leadership role in Citywide coordination, mitigation, planning, response and recovery	Enhance EOC readiness	Strengthen public and private partnerships	Innovate and expand EMD's capacity to communicate with the public during emergencies
MAYOR GARCETTI'S BACK TO	BASICS				
Make our communities the safest in the nation	х	х	х	Х	x
Create a more sustainable and livable city		х	х	×	
Provide outstanding customer service to our residents and businesses	Х			х	х
Deploy innovation and technology to modernize city government	Х		х	х	x
Partner with citizens and civic groups to build a greater city	Х	х		х	
RESILIENT LA					
Safe and thriving Angelenos	х	х	х	х	
Strong and connected neighborhoods	х	х		×	
Prepared and responsive city	х	Х	Х	Х	Х
Pioneering and collaborative partner	Х		х	х	
FEDERAL EMERGENCY MANA	AGEMENT AGENCY'S	5 (FEMA) 2018–2022 S	TRATEGIC PI	LAN	
Build a culture of preparedness	х	Х	х	Х	x
Ready the nation for catastrophic disasters		Х	х	Х	
					8

INTRODUCTION

The past three years was an exciting and challenging time for Los Angeles. The Skirball Fire and resulting evacuations highlighted the importance of our work to prepare for, respond to and recover from large scale, complex incidents. Ongoing crises, such as our City's homelessness crisis, underscore the evolving nature of emergencies and how interdepartmental coordination is critical to addressing such issues.

To address these evolving threats, we must evolve ourselves. As we continue to mitigate, prepare for, respond to and recover from all disasters, we will strive for innovation and efficiency. This Plan highlights several programs which reflect this approach.

Community preparedness is crucial for a resilient city. Through our Ready Your LA Neighborhood (RYLAN) Program we are readying our business and residential communities to prepare themselves for disasters.

To coordinate efforts amongst and between all City departments and partners, the Unified Homelessness Resource Center (UHRC) was stood up in our Emergency Operations Center (EOC) to ensure all stakeholders are at the same table, working to respond to the crisis together.

Providing timely, accurate and consistent information to the public during an emergency is a priority. While we continue to enhance our mass notification systems, EMD will be introducing the Broadcast Center—a real time broadcast live from the EOC to share timely and accurate incident information with the public during an emergency.

The EMD staff is dedicated to making Los Angeles the most prepared and resilient city in America. This Strategic Plan outlines the goals and objectives that EMD will implement to strengthen the Department and our City. The Plan builds upon the foundation established by EMD's previous two Strategic Plans, while introducing new dynamic and innovative programs designed to respond to the challenges at hand.

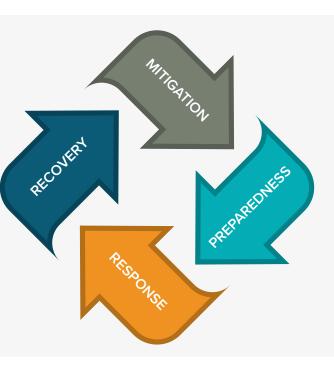
DEVELOPMENT OF PLAN

The development of EMD's 2019-2022 Strat Plan builds on the Department's preceding p and also aligns with Mayor Garcetti's Back to B Priorities, the 2018 Resilient Los Angeles plan FEMA's 2018–2022 Strategic Plan.

EMD's strategic plan is a three-year roadmap developing and improving key preparedness eff and resiliency capabilities. The Plan is a culmina of a six month-long process of engagement and fe back within the Department. EMD also received valuable input from city and regional partr elected officials and residents. This Plan reflects a their contributions.

The Plan was developed with staff from across Department. Plan development was directed by en utive leadership. EMD staff provided feedback on Department's updated mission, vision and goals.

EMERGENCY MANAGEMENT CYCLE



OLYMPICS

As part of its responsibility for Advanced Events Planning, EMD has started preparing for the 2028 Los Angeles Olympics.

EMD is coordinating with other departments and determining the technology, facility and personnel needs to support Los Angeles while the City is on



tegic	The EMD 2019–2022 Strategic Plan has five
olans	primary goals which support the following:
Basic	
and	• Preparedness
	Citywide Coordination
	Operational Readiness
o for	Public-Private Partnerships
forts	Communication
ation	
feed-	Each goal is accompanied by detailed objectives and
eived	strategies that will enhance accountability, evalua-
ners,	tion, functionality, measurability and success.
all of	
	The safety, resilience, sustainability and prosperity of
	the City of Los Angeles rest on the entire community's
s the	collective support.
exec-	
n the	



VISION, MISSION, GOALS AND CORE VALUES

VISION

To make Los Angeles the most prepared and resilient city in America.

MISSION

To lead our City's innovative emergency management efforts to prepare for, respond to and recover from all disasters.

GOALS

Foster a Culture of Preparedness in all our Communities and Neighborhoods

Advance EMD's Leadership Role in Citywide Coordination, Planning, Mitigation, Response, and Recovery

Enhance EOC Readiness

Strengthen Public and Private Partnerships

Innovate and Expand EMD's Capacity to Communicate with the Public During Emergencies

CORE VALUES

The Department is guided by the following core values in our everyday work:

"In omnia paratus" — **In all things prepared:** EN works diligently to be ready for any hazard that r affect lives, property, and the environment in the O while also anticipating and planning for new challen. The Department focuses both on immediate issues a needs, and maintains awareness for novel events.

Problem-solving mindset: EMD looks outside limits of conventional thinking to identify opport ties for improvement and creative solutions to add challenges. The Department exercises curiosity an known for its resourcefulness, agility, and flexibilit

Determination: EMD is determined to be successful the pursuit of innovative and effective emergency m agement and is constantly motivated by the City and

MD	residents. The Department is committed to excellence
may	and applies talent, skill, and knowledge in all efforts.
City	
nges.	Commitment to professional public service: EMD
and	serves the public. The Department regards the City's
	residents and partners with commitment and respect.
	The EMD staff pledges to be trustworthy, responsi-
the	ble, and honest. The Department hopes to exemplify
tuni-	integrity by focusing on doing what is right.
ress	
nd is	Teamwork: EMD works collaboratively through-
ty.	out the City. The Department embraces the benefits
	of working together toward a common goal. EMD
ul in	aims to readily share experiences, resources, and
man-	opportunities while respectfully working in unity to
1.	
d its	overcome any difficulties.

DIVISIONS AT A GLANCE

The Emergency Management Department (EMD) optimizes the City's capability to preserve life, stabilize and resolve incidents, limit loss, protect and preserve property, and ensure continuity of operations and government. The Department coordinates and oversees emergency management activities with the goals of increasing the preparedness of all Angelenos and enhancing the City's collective ability to plan for, mitigate, respond to and recover from natural and manmade disasters.

EMD has five Divisions:

- 1. Administration and Finance
- 2. Community Preparedness and Engagement
- 3. Operational Readiness
- 4. Planning
- 5. Training and Exercise



ADMINISTRATION AND FINANCE DIVISION

The Administration and Finance Division has the The Division also administers and coordinates primary support function, ensuring the adminseveral emergency management grants and has istrative and financial functions of EMD run received funding from several sources including the Urban Area Security Initiative, Regional efficiently. The Division develops and maintains Departmental policies and procedures; handles Catastrophic Preparedness Grant Program, all Departmental accounting functions; develops, Emergency Management Performance Grant, prepares, and administers the annual Department and State Homeland Security Grant Program. and Emergency Operations Fund budgets; and Each grant allows EMD and partner agencies to assists EMD management in addressing labor increase knowledge, skills and capabilities that relations issues, resolving personnel matters, and enhance emergency operations. coordinating the hiring process.

COMMUNITY PREPAREDNESS AND ENGAGEMENT DIVISION

The Community Preparedness and Engagement The Division works with the Mayor's Office, Division is tasked with helping all people who City Council District offices and neighborhood live and work in the City of Los Angeles become councils to promote emergency preparedness; organizes and participates in fairs, expos, and better prepared for all emergencies. The Division community meetings; and develops and distribreaches out to the communities in each of the four City of Los Angeles Disaster Management utes emergency readiness brochures and educa-Bureaus (Valley, West, Central and South), worktional material to City employees, elected office ing with neighborhood associations, schools, staff, and the community. faith-based organizations, and other community groups to promote individual, family and neighborhood preparedness.

OPERATIONAL READINESS DIVISION

The Operational Readiness Division is responsible for ensuring the EMD and the City Emergency Operations Center (EOC) are ready to coordinate and support emergency response activities at all times. It is responsible for ensuring the operational readiness of the equipment, facilities, personnel, and processes in the EOC and alternate EOCs.

on- The Division is tasked with coordinating EOC activations, including notification of responders ady and ensuring constant readiness for the EOC. The Division rapidly disseminates crisis information to ensure the safety and welfare of the public. It establishes and maintains relationships with the media and develops public affairs protocols for Department or Citywide events.

PLANNING DIVISION

The Planning Division develops and manages Citywide emergency plans, including Department Emergency Plans, Department Continuity of Operations Plans, and the City's comprehensive Emergency Operations Plan, along with all its functional and disaster specific annexes and appendices. Division staff works closely with other EMD Divisions, department representatives, elected officials, outside agency contacts, non-profit agencies, businesses, and others as they maintain and update emergency plans to reflect corrective actions and best practices.

The Planning Division works closely with City partners and members of the community, including people with disabilities and others with access and functional needs to ensure that all plans in the City of Los Angeles are ADA compliant, accountable, and provide all possible mitigation measures.

TRAINING AND EXERCISE DIVISION

The Training and Exercise Division prepares, coordinates, and administers training that significantly increases the skills, knowledge, and abilities of City employees to respond effectively to disasters, thereby enhancing their ability to prepare for, respond to and recover from incidents affecting City services. The Division conducts exercises that test and continually improve upon the plans, processes, and procedures of the City as they relate to emergency management and FEMA Core Capabilities. The Division develops trainings and exercises to ensure emergency responders in the field and at the EOC are ready to coordinate and support emergency response. The Division also trains City employees and partner agency personnel on EOC operations, Standardized Emergency Management System (SEMS), and National Incident Management System (NIMS) concepts and practice.

Preparedness

FOSTER A CULTURE OF PREPAREDNESS IN OUR COMMUNITIES AND NEIGHBORHOODS

Los Angeles is home to six million people by day and four million by night. EMD endeavors to enhance the preparedness for every person who lives or works in the City. EMD is focused on creating a culture where neighbors, businesses and communities work together to prepare in advance of a disaster and learn the best steps to take in the immediate aftermath, so that everyone in our City can recover quickly and emerge stronger as a community.





OBJECTIVES & STRATEGIES

FOSTER A CULTURE OF PREPAREDNESS IN OUR COMMUNITIES AND NEIGHBORHOODS

Ensure the ongoing expansion of the Ready Your LA Neighborhood program

EMD will continue its commitment to increased community engagement by promoting the Ready Your LA Neighborhood (RYLAN) program across the City and in collaboration with City departments and outside agencies. Outreach efforts will continue to target both communities that are eager and able to embrace the preparedness mindset and those that face challenges in their attempts to prepare. EMD will engage communities in culturally appropriate ways and reach out to entities that may not fit the traditional definition of a neighborhood, such as assisted living centers or apartment buildings, or that may have cultural and/or socio-economic barriers impacting their ability to engage. To meet this objective, EMD is tailoring RYLAN to align more closely with the needs of all Angelenos including language translation and more pertinent recommendations. EMD will translate the RYLAN toolkit, including an outreach video, a training video and other preparedness materials, into languages other than English to better reach communities who predominately speak languages other than English. These languages include Spanish, Armenian, Russian, Persian, Chinese, Tagalog/Filipino and Korean.

READY YOUR LA NEIGHBORHOOD (RYLAN) PROGRAM

The Community Engagement and Preparedness Division helps neighborhoods develop tailored emergency plans through the RYLAN program.



RYLAN is a free service them be more prepared for RYLAN helps LA families and neighbors prepare

- Providing tools to prepare and organize LA neighborhoods (i.e. supplies list, neighborhood map)
- Teaching residents how to respond together in the first hour after a disaster
- Assessing resources and other supplies within the neighborhood
- Training and encouraging other programs to continue the enhancement of their overall readiness

Increase existing outreach efforts in each Disaster Management Bureau

EMD conducts an array of outreach efforts in four geographically defined Disaster Management Bureaus: South, West, Central and Valley. In each Bureau, EMD will continue to work with the Neighborhood Councils to develop emergency planning guidelines, and individual businesses to develop business emergency plans.







Emergency planning and preparedness is particularly vital for the more vulnerable populations that are traditionally underserved, including the elderly, low-income communities and persons with disabilities and others with access and functional needs. Vulnerable populations suffer a disproportionate share of

disaster losses and impacts, oftentimes compounding existing social and economic inequities. EMD will work with the City

of Los Angeles Unified Homelessness Response Center, located at the EMD, to ensure those experiencing homelessness also have access to EMD emergency preparedness resources.



Leverage social media and EMD's website to communicate with neighborhoods and help Angelenos prepare

EMD's ReadyLA website, www.ReadyLA.org, currently provides a wealth of educational information detailing Los Angeles' vulnerabilities to various threats and disasters, emergency planning information and survival tips for those who live and work in Los Angeles. EMD will continue to leverage social media and the ReadyLA website to raise awareness about the importance of preparedness, provide information on EMD resources and programs to help communities prepare in advance, and increase EMD's online presence as a trusted source for emergency information. EMD will utilize platforms such as Twitter and Facebook to communicate directly with the public regarding community events, RYLAN, preparedness activities and recovery assistance.



Target underserved communities, including persons experiencing homelessness



Coordination

ADVANCE EMD'S LEADERSHIP ROLE IN CITYWIDE COORDINATION. MITIGATION, PLANNING, RESPONSE AND RECOVERY

In times of crisis, the City's emergency management goal is to effectively bring every available resource to bear against the problem. Accomplishing this task requires multifaceted, interdepartmental and interagency cooperation and the resolution of complex operational, legal, legislative and administrative issues. EMD is the coordinating department for citywide emergency response and is responsible for writing and maintaining the City's emergency response plans. Additionally, EMD works with City departments to ensure that they are prepared to respond to emergencies and readily restore services.



OBJECTIVES & STRATEGIES

PLANNING, RESPONSE, AND RECOVERY

Review, update and maintain the **City Emergency Operations Plan**, annexes and appendices

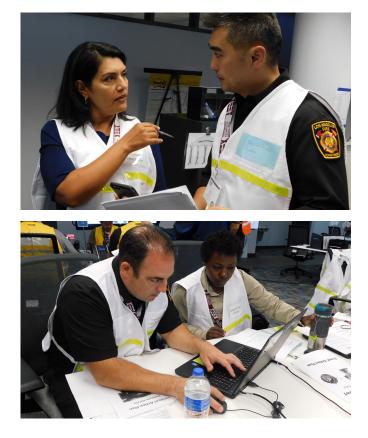
Ensuring that the City's Emergency Operations Plan (EOP) and the supporting hazard-specific and functional annexes are updated and aligned with State and Federal guidelines is critical to emergency readiness, response and recovery. EMD recently restructured the plan review and revision process to a two-year cycle. EMD will review, update and maintain the City EOP on a biennial basis. The City EOP is comprised of 44 emergency planning documents, including supporting annexes and appendices that must be reviewed and updated with current information and best practices in order to best serve the City when faced with a disaster.

DUTY OFFICERS

Along with their Division assignments, every EMD staff member may also be called upon to serve as a Duty Officer or team member, staffing the EOC during incident response.

An EMD Duty Officer is on call 24 hours a day to vices in an emergency. The Duty Officer is a rotating

ADVANCE EMD'S LEADERSHIP ROLE IN CITYWIDE COORDINATION, MITIGATION,



role, filled by EMD management staff. The Duty Officer is supported by a Duty Team, which consists of other EMD staff members on call and ready to respond around the clock to a crisis. The City's EOC can be activated to three levels (I, II and III). When the EOC is activated at the lowest level, Level III, EMD staffs the EOC positions with the Duty Officer and Duty Team.

Support and consult on City departments' efforts to write, train, and exercise Department Emergency Plans and Continuity of Operations Plans

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. Every department head is required to complete the annual update of their Departmental Emergency Plan and Continuity of Operations Plan as outlined in Mayoral Executive Directive No. 15. EMD will continue to support this effort by facilitating the update process, providing guidance based on the latest best practices and lessons learned. EMD also supports City Council offices with emergency planning, including assisting with Emergency Plans and Continuity of Operations Plans.

Develop the City emergency management training and exercise program to ensure emergency responders at the EOC are ready to coordinate and support emergency response

EMD continues to invest in training and exercises that strengthen skills for citywide responders to the EOC. EMD will host two Citywide training programs for public safety personnel. Additionally, EMD will provide core emergency management classes for City responders and external stakeholders. EMD is also currently developing a first-of-its-kind Department Operations Center (DOC) toolkit to assist City departments in the development of their DOC organization and processes. Once the DOC toolkit is completed the product will be evaluated in exercises and EOC/DOC activations.

Work closely with City departments and partners to ensure that emergency management and preparedness efforts continue to meet or exceed requirements and best practices regarding services to persons with disabilities and others with access and functional needs

The Disabilities, Access and Functional Needs (DAFN) Sustainment Program was established to ensure the needs of people with disabilities and others with access and functional needs are considered within LA City emergency plans and policies before, during, and after a disaster or preplanned events. The DAFN Sustainment Program increases operational readiness in the field and emergency operations center with timely and accurate information on populations with disabilities and others with access and functional needs that are reliant on electricity dependent medical equipment and medical therapies.

As part of the DAFN Sustainment Program, EMD will continue to review and revise the City's emergency plans, annexes, and supporting documents and ensure exercises and planned events include access and functional needs considerations. EMD will also continue to develop and implement citywide training programs to sustain inclusionary practices.



During emergencies, EMD coordinates interagency meetings, helps develop incident priorities and objectives, and manages both critical resources and other mutual aid activities in the Emergency Operations Center. The EOC and its associated technology systems, training and processes are essential to operational readiness in the City. EOC responder training and exercising are vital components to the successful management of an incident or emergency. Standardized responder training and credentialing improves internal capabilities and the likely future success of mutual aid and staffing support efforts from those outside EMD. Additionally, the EOC is a state-of-the-art facility that requires continuous maintenance.



OBJECTIVES & STRATEGIES

ENHANCE EOC READINESS

Expand and improve exercise opportunities at the EOC

A key part of any emergency management program is not only the training of personnel, but also exercising the plans, processes, and response capabilities the City has in place. Consistent with the Homeland Security Exercise and Evaluation Program (HSEEP), the City's training and exercise program has been developed so that before each core capability is trained, response personnel are provided instructive seminars or tabletops designed to reveal gaps between operational practice and developed plans. Then, plans are tested during a functional exercise. EMD will continue to train Citywide responders to effectively work at the Emergency Operations Center during activations. EMD will also train EMD Staff to effectively work at the EOC or Command Posts during incidents that negatively impact City services, design and conduct an HSEEP compliant, progressive exercise program that tests FEMA Core Capabilities and hazard specific annexes.

CITY OF LOS ANGELES UNIFIED HOMELESSNESS RESPONSE CENTER (UHRC)

The City of Los Angeles has established the UHRC as a centralized location for coordination of services to homeless residents.

The center is located within the City's EOC and cies with service responsibilities including the Los Angeles Police Department, Los Angeles Fire Department, Public Works (Bureau of Sanitation). Department of Transportation and the Los Angeles Homeless Services Authority.



EMD has provided the UHRC with a dedicated workspace, technology and support. We have assisted with coordination of physical remodeling of EOC break-out rooms, design and installation of new audio visual display systems, processing of security identification badges and access for responders and related services such as break room access, parking, etc.

3.

Formalize credentialing requirements for optimal EOC readiness

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. EMD will formalize the training path for staff which will improve and augment EMD's internal capabilities and ability to lead in the EOC. Credentialing helps EMD align with regional and statewide processes and procedures that allow for more seamless mutual aid support during and after a disaster.

Review and incorporate best practices

Every incident provides the opportunity for EMD to learn and adopt applicable lessons into its emergency planning and preparedness efforts, while also investing and promoting a culture of learning for EMD staff. EMD is embarking on an effort to ensure that past internal lessons learned from emergencies and training events have been analyzed, addressed and the related processes, plans and training have been updated accordingly. EMD will also continue to identify and implement best practices from other jurisdictions. The Department will proactively reach out to its emergency management partners to offer support during times of large-scale or complex emergencies.

Continue to advocate for the improvement of agency facilities and funding to meet long-term staffing, training, and emergency support needs

EMD will continue to advocate for diverse funding sources to sustain and support agency growth. The EOC is a state-of-the-art facility that requires continuous maintenance to remain operationally equipped and ready for activation. EMD will seek additional funds in FY 19-20 to replace outdated EOC equipment. EMD will work to improve the Alternate EOC capabilities at both the AEOC facility and through flexible and portable AEOC options.

Recently, EMD assessed its long term staffing needs and has focused on ensuring that critical positions are no longer dependent on grant funding. EMD will continue to advocate for the funding of necessary positions to meet the increasing responsibilities of the Department, including adding a second Assistant General Manager position.

Partnership

STRENGTHEN PUBLIC AND PRIVATE PARTNERSHIPS

EMD works with its partners within the City government every day. These partnerships enhance EMD's reach and relevance to Angelenos. EMD recognizes that it is vital to expand its partnerships in order to ensure that City residents have access to 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.

OBJECTIVES & STRATEGIES

STRENGTHEN PUBLIC AND PRIVATE PARTNERSHIPS

Enhance EMD's institutional knowledge of supply chain resilience and implement best practices and partner with companies to fill service delivery gaps

The City of Los Angeles Supply Chain Resilience Initiative is an innovative approach to public-private partnership in emergency management research and practice. After extensive research in partnership with FEMA, EMD identified six critical sectors (grocery, water, transportation, fuel, medical goods and pharmaceuticals) with essential roles in regional operations, recovery, and resilience. EMD will continue to build partnerships with entities in these critical sectors, which will add a new dimension to our region's readiness and improve our resilience by enabling us to save lives, restore services and recover after disasters. This program serves as a national model for jurisdictions building their own supply chain resilience programs.

Continue development of Business Operations Center (BOC), increasing, maintaining and, where necessary, formalizing group partnerships

The BOC is designed to facilitate coordination between the public and private sectors in emergency activities within the City of Los Angeles. BOC sectors include academic institutions, entertainment, banking, manufacturing, construction, faith-based community groups, communications and IT, hospitality, nonprofit groups, transportation, and retail and grocery. EMD will define catastrophic contracting capabilities, expand pre-negotiating and execute new contracts. EMD will continue to help partners prepare, respond and recover to a disaster through the BOC.

 Engage with Angelenos through existing partnerships such as Emergency Network
 Los Angeles (ENLA), Southern California Earthquake Country/Earthquake Country Alliance (SCEC/ECA), Business and Industry Council Emergency Planning and Preparedness (BICEPP), and Big City Emergency Managers (BCEM)

EMD will continue to strengthen partnerships with, and participation in, associations and organizations dedicated to all aspects of disaster preparedness, including public safety, resource management and communication coordination. EMD will continue to work closely with these partners to collect and disseminate information and coordinate operations to support community needs during and after an emergency. EMD staff will continue to attend seminars and training offered by our partners and will incorporate best practices and lessons learned into EMD's programs.

Enhance opportunities for collabor of worship

Working with faith-based communities and houses of worship is a proven way to reach out to communities while concurrently building critical partnerships with organizations able and willing to assist the City during emergencies. EMD will work with and train faith-based communities and houses of worship to strengthen their communication and emergency response capabilities. EMD will continue to engage with faith-based and community groups in underserved communities, providing training and technical assistance to strengthen their skills, and then will integrate them into emergency management plans and exercises. EMD will leverage its partnerships with faith-based partners to serve as communication hubs to distribute trusted messages, host community trainings, assess which partners can be used as points of distribution for emergency commodities and supplies, provide staging areas for emergency services, support mobile feeding and transportation services and provide housing assistance and other social services during a disaster.

SUPPLY CHAIN RESILIENCE INITIATIVE

The City of Los Angeles is a critical hub in the global supply chain. As a global leader in trade, imports, and exports, Los Angeles is essential to the nation's ability to eat, drive, play, work, and innovate.

Los Angeles is also prone to catastrophic disasters like earthquakes that can damage our ports and effectively cut Los Angeles off by land, severely impacting our ability to trade and to provide commodities, food, and medical supplies to the region. That is why it is essential that we plan with partners in the global supply chain now, to create a more resilient Los Angeles.

The City of Los Angeles Supply Chain Resilience Initiative is an innovative approach to public-private partnership in emergency management research and practice. The Supply Chain Resilience project was awarded the *Silver Award* by the Southern California Chapter of the California Emergency Services Association in September 2016 and recognized by Mayor Garcetti in January 2017. Our partnerships with entities in these critical sectors will add a new dimension to our region's readiness and improve our resilience by enabling us to save lives, restore services, and recover after disasters. This program serves as a national model for jurisdictions building their own supply chain resilience programs.

Enhance opportunities for collaboration with faith-based organizations and houses

SUPPLY CHAINS



Food



Medical Goods





Fuel



Pharmaceuticals



Transportation



Communication

INNOVATE AND EXPAND EMD'S CAPACITY TO COMMUNICATE WITH THE PUBLIC DURING EMERGENCIES

In the event of an emergency, it is essential that EMD is able to communicate directly with members of the public through traditional and emerging communications methods. EMD 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 the effective use of these platforms, opportunities for engagement and best practices. EMD is also exploring innovative ways to communicate and disseminate timely information to the public, combining technological tools with the subject matter expertise of EMD staff.



OBJECTIVES & STRATEGIES

DURING EMERGENCIES

Integrate City departments into emergency public information management, collection and dissemination

EMD will develop a City-wide strategy for utilizing social media during emergencies and disasters. Many City departments have their own Public Information Officer (PIO) whose responsibility is to communicate with the public relevant information regularly. EMD envisions that these PIOs can be a force multiplier for the dissemination of emergency information to their existing platforms and will strengthen partnerships with the department PIOs so they can aid with emergency information dissemination. Department PIOs and Department Operations Centers can play a greater role in the public information management and collection of information to the EOC. EMD will train City department personnel who respond to DOCs on how they can better assist with public information management during emergencies.

EMERGENCY BROADCAST CENTER

EMD has developed a unique and innovati plan for an emergency incident live broadca

The Broadcast Center would allow the Depart to disseminate known facts to the general public real time from the EOC. The live broadcasts v address the following:

- Incident location
- Facilities/Businesses/Utilities/Infrastructures affected by the incident

INNOVATE AND EXPAND EMD'S CAPACITY TO COMMUNICATE WITH THE PUBLIC

ive	• Best evacuation routes from affected incident areas
ast.	Shelter locations
	• Any other information the public should be aware
ment	of pertaining to the incident
lic in	
vould	To support information sharing, EMD employs
	SALUS GIS incident software on a large flat-screen
	monitor to visually depict noteworthy aspects of the
	incident in real time during a live webcast.

Expand EMD's ability to effectively utilize social media platforms

Social media is 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 also serve as a channel for public engagement. EMD will continue to increase and evaluate social media community growth, performance and trends. EMD will utilize innovative methods of information sharing from the EOC by expanding the use of the Broadcast Center to provide updated information to the public, utilizing geospatial technology to bolster information gathering and sharing capabilities, and monitoring social media platforms for usage and performance trends as well as to assist in disseminating targeted communications to specific populations.

Increase the number of Angelenos that are reachable via NotifyLA



The City of Los Angeles uses NotifyLA, the City's mass notification system, to share critical emergency information with the public. NotifyLA is used to alert

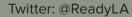
residents of evacuation orders, severe weather alerts, shelter-in-place directives, and more. NotifyLA sends voice messages to both copper-wire and mobile devices, text messages to mobile devices, and email messages to residents and businesses during times of emergencies and disasters. EMD will continue to increase the number of new NotifyLA signups by promoting the system on the EMD website and social media and at community outreach efforts.

SOCIAL MEDIA

EMD uses social media to keep Angelenos informed with the most up to date and accurate information during an emergency event.

Real time social media monitoring allows EMD to increase its situational awareness response coordinators and decision makers.





Instagram: @ReadyLAEMD





YouTube: Youtube.com/ReadyLAEMD

Facebook: Facebook.com/ReadyLA

ACRONYM DEFINITIONS

ADA	Americans with Disabilities Act
BCEM	Big City Emergency Managers
BICEPP	Business and Industry Council En
BOC	Business Operations Center
DAFN	Disabilities, Access and Functiona
EMD	Emergency Management Departm
ENLA	Emergency Network Los Angeles
EOC	Emergency Operations Center
FEMA	Federal Emergency Management
GIS	Geographic Information System
HSEEP	Homeland Security Exercise and I
NIMS	National Incident Management Sy
RYLAN	Ready Your Los Angeles Neighbo
SCEC/ECA	Southern California Earthquake G
SEMS	Standardized Emergency Manage

mergency Planning and Preparedness

al Needs

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Agency

Evaluation Program

System

orhood

Country/Earthquake Country Alliance

ement System

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EMERGENCY MANAGEMENT DEPARTMENT

"IN OMNIA PARATUS"