



LOS ANGELES COUNTY OPERATIONAL AREA
STRATEGIC PLAN FOR EMERGENCY
MANAGEMENT

Adopted by the Los Angeles County
Board of Supervisors
January 29, 2002

Executive Summary: Los Angeles County Operational Area Strategic Plan for Emergency Management

BACKGROUND

The last Los Angeles County multi-year plan for emergency management was approved by the Board of Supervisors in May, 1987, and work was completed in January, 1993. As a result of initiatives in that plan the County has emergency response support systems that are unmatched by any similar government, including a state-of-the-art County Emergency Operations Center and the Countywide Integrated Radio System that supports emergency communications between County departments.

Since completion of work on the 1987 plan, there have been important lessons and considerable changes in the structure of emergency management and in the County's responsibilities. Some examples:

- During the 1990s Los Angeles County was hit by a series of Presidentially declared disasters, including the 1992 Civil Unrest, the 1993 Old Topanga and Kinneloa Fires, the 1994 Northridge Earthquake, and two flood emergencies. The County and other governments within the operational area learned important lessons from these emergencies.
- A 1993 California law established the Standardized Emergency Management System (SEMS), which significantly changed the way local governments organize their response to disasters.
- The 1993 SEMS law also stimulated the formation of an *operational area* under County leadership, increasing the emergency management responsibilities for the County.¹
- Continuing advances in technology and science call for a periodic review of emergency management practices.

Recognizing these significant changes in emergency management, the Los Angeles County Emergency Management Council directed the development of a new emergency management strategic plan as part of their workplan.

THE CONTINUING THREAT OF DISASTER

Los Angeles County has the largest population of any county in the United States, with a population of 9.8 million. The County covers 4081 square miles. The County led the nation in federal disaster declarations in the decade of the 1990s, with nine declared disasters, including earthquakes, floods, wild fires, and civil unrest. The Los Angeles County Operational Area

¹SEMS legislation is contained in Title 19, Division 2 of the California Code of Regulations. The law states that local governments within each county, including cities, school districts, and other special districts should be organized into a single operational area by December 1, 1995. The L.A. County Board of Supervisors passed a resolution on July 5, 1995 establishing the L.A. County Operational Area.

includes more than 280 independent local governments, including 88 cities, 94 school districts, and dozens of other special districts.

The County is located in one of the world's most seismically active areas, with a historical record of major² earthquakes occurring about seven times each century. The Federal Emergency Management Agency (FEMA) has initiated a new planning effort to address the challenges of a major (magnitude 7.2) earthquake on the Newport-Inglewood Fault.

According to a Hazards U.S. (HAZUS) threat analysis, this earthquake could cause 100,000 casualties, damage to more than two million buildings, and economic losses of over \$158 billion.

THIS PLAN AND THE THREAT OF TERRORISM

On September 11, 2001, the United States was struck by the worst terrorist attacks in the nation's history. Los Angeles County is a desirable target for terrorist organizations.

The goals and initiatives in this plan will make the operational area and the County more prepared for a terrorist event or the threat of terrorism.

WHY AN OPERATIONAL AREA STRATEGIC PLAN?

As the leader of the operational area, the County is the communications and coordination link between local governments and state government after a major disaster. The County is responsible for establishing operational area priorities and managing mutual aid. Cities, school districts, and other special districts depend on the County to effectively lead the operational area.

The operational area needs a strategic plan to address the immense challenges presented by a continuing threat of disasters combined with the need for coordination of a complex array of local governments.

THIS PLAN AND THE LOS ANGELES COUNTY VISION

The Board-approved County vision adopted in January 2000 includes a philosophy of "teamwork and collaboration" leading to service excellence. This strategic plan fully supports this vision, through emphasis on cooperation among County departments and between the County and our communities, including local governments, and private businesses and nonprofits.

²The United States Geological Survey (USGS) considers a major earthquake to be magnitude 7 or larger.

One of the most important lessons from the disasters of the '90s is the need for synergetic emergency management relationships among private and public organizations.

HOW WAS THE STRATEGIC PLAN DEVELOPED?

This plan represents ideas gathered in a series of six workshops during 2000, from more than 300 people. In the first five workshops, people from cities, County departments, nonprofits, businesses, the news media, and the academic and scientific communities contributed to the goals and initiatives. In a final three-day workshop, County executives gathered with key community representatives to review the substantial body of work accomplished during the preceding five workshops.

ABOUT THE PLAN

The plan includes 14 goals and 63 initiatives to enhance the County's ability to manage internal disaster programs and to strengthen the County's management of the operational area. The plan assigns specific tasks to County departments, and includes recommendations as to which non-County organizations might provide advice and assistance. A number of themes flow through the plan:

- Enhance cooperation and communication among organizations in the operational area.
- Strengthen programs to promote home and workplace preparedness.
- Lead in the development of community mitigation programs.
- Increase the knowledge and skills of emergency managers and others with significant disaster responsibilities.
- Strengthen disaster public information programs.
- Develop new opportunities for elected officials and government executives to gain greater knowledge of the effects of disasters on their communities and organizations, in order to increase their support for planning, preparedness, and mitigation programs.

The 1987 plan established response systems and hardware that will continue to serve us into the foreseeable future. The new plan will provide opportunities to strengthen organizational relationships within the operational area.

ACKNOWLEDGMENTS

This plan was written by staff in the Office of Emergency Management, but it reflects the work of many people who are committed to excellence in emergency management programs. More than 200, most of whom are not County staff, took time away from their duties to share ideas in half-day workshops. Another 125 County executives and non-County people, representing key stakeholder agencies, attended a three-day workshop in December 2000 to focus exclusively on the issues in this plan.

Special acknowledgment must go to the December workshop facilitation teams and their employers. These included staff from the American Red Cross: **Michael Amado, Louise Kolbert, Colleen Thomas, and Scott Underwood**; INFO LINE of Los Angeles: **Kimberly Kwon and Burt Wallrich**; and the California Office of Emergency Services: **Frank Cowan, Cathie Currie, Rob Gandy, and Stephen Sellers**.

Many people contributed to the development of this plan, from the highest level County executives, to people representing cities, businesses, and nonprofit organizations. This high level of support and diverse range of participation is a strong indication of the potential for stronger collaborations within the Los Angeles County Operational Area.

VISION

The following vision was adopted during the last of six strategic planning workshops to provide a direction and framework for the strategic plan.

Through implementation of the goals and initiatives in this strategic plan, the Los Angeles County Operational Area will be better positioned to effectively prepare for, respond to, and recover from emergencies by meeting the needs of the County's diverse communities, through

- public education,
- mitigation,
- training and exercises,
- quality planning,
- effective communications, and
- teamwork and cooperation among County departments and with local governments, businesses, and nonprofits.

This vision for emergency management echoes key elements of the County Vision through emphasis on teamwork and cooperation, respect for diversity, professionalism, and a strong sense of shared values among the many participants that contributed to this plan.

TABLE OF CONTENTS

GOAL 1:	<i>Strengthen the Operational Area through better communication, cooperation, and collaboration among County departments, local governments, businesses, and nonprofits.</i>	Page 1
GOAL 2:	<i>Promote disaster-resistant communities through community-based training and mitigation programs, with a particular focus on County unincorporated areas.</i>	Page 4
GOAL 3:	<i>Strengthen planning for economic recovery following a major disaster for the communities in the OA and for County departments.</i>	Page 5
GOAL 4:	<i>Strengthen programs to ensure the safety of employees and the public in County facilities following a major earthquake.</i>	Page 8
GOAL 5:	<i>Strengthen emergency management professionalism and encourage a common emergency management culture throughout the OA, including within local governments, businesses, and nonprofits.</i>	Page 9
GOAL 6:	<i>Engage the attention of government, business, and nonprofit executive managers on issues related to the threat of disasters, including risk avoidance considerations, and the need for mitigation and planning.</i>	Page 11
GOAL 7:	<i>Strengthen the effectiveness of local elected officials and state and federal legislative delegations representing the post-disaster needs of the OA, to expedite economic recovery for the region, personal recovery for families affected by the disaster, and proper administration of FEMA Public Assistance programs for local governments and eligible nonprofits.</i>	Page 13
GOAL 8:	<i>Ensure appropriate plans are in place for the use of spontaneous donations and volunteers following a major disaster or following a disaster in another country.</i>	Page 14
GOAL 9:	<i>Ensure that pre-disaster preparedness, mitigation information, and post-disaster assistance programs and services are available to all people in the communities of the OA, including people with disabilities, non-English speaking people, and the poor, with an emphasis on stimulating two-way communication and mutually beneficial partnerships.</i>	Page 16

**Los Angeles County Operational Area
Strategic Plan for Emergency Management**

- GOAL 10: Strengthen County response and recovery plans, training programs, and emergency exercises to enhance cooperative relationships among departments.*** **Page 19**
- GOAL 11: Establish stronger partnerships with the academic and scientific/engineering community to strengthen preparedness, mitigation, response, and community awareness through the application of enhanced technologies.*** **Page 22**
- GOAL 12: Through legislative and lobbying activities, support scientific and technological developments that improve the quality of information used in mitigation, planning, and disaster management.*** **Page 24**
- GOAL 13: Strengthen information dissemination to the public and County employees through cooperative relationships with the news media, and coordination of pre- and post-disaster messages with federal, state, and local governments and other disaster response and recovery organizations.*** **Page 25**
- GOAL 14: Increase the knowledge of County employees and OA residents on emergency preparedness and mitigation in their homes, schools, vehicles, and workplaces to minimize the impacts of a major disaster.*** **Page 30**
- Abbreviations used in this document*** **Page 32**

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 1: Strengthen the Operational Area through better communication, cooperation, and collaboration among County departments, local governments, businesses, and nonprofits.

INITIATIVES	COUNTY DEPARTMENTAL RESPONSIBILITIES
<p>1. Evaluate the effectiveness of <i>The Forum</i> and the Operational Area Advisory Board. Where appropriate, enhance these to ensure the widest possible inclusion of governments, businesses, and nonprofits.</p> <p>Timeline: Complete by December 31, 2003</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Coroner, DHS, DPSS, DPW, Fire, ISD, Sheriff</p> <p>other partnering agencies: DMACs, ENLA, BICEPP, COE</p>
<p>2. Identify the specific roles and responsibilities of County human services departments with regard to ENLA, and increase their involvement in ENLA, as appropriate.</p> <p>Timeline: Complete by December 31, 2002</p> <p>Fiscal impact: none</p>	<p>lead: DPSS</p> <p>support: DHS, DMH, DCFS, DCSS, CAO (OEM and SIB)</p> <p>other partnering agencies: ENLA</p>
<p>3. Assess technological advancements to improve our ability to communicate in a major disaster (at both executive and staff levels). Focus on distributed communications, multiple systems, duplicate systems, backup EOCs, etc.</p> <p>Timeline: Complete by December 31, 2004</p> <p>Fiscal Impact: to be determined based on technology assessment</p>	<p>lead: ISD, CIO</p> <p>support: CAO (OEM and PA), Coroner, Sheriff, Fire, DHR (Public Safety)</p> <p>other partnering agencies: DMAC's, County telecommunications business partners, ENLA, INFO LINE, EPC TAG</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 1: Strengthen the Operational Area through better communication, cooperation, and collaboration among County departments, local governments, businesses, and nonprofits.

<p>4. Evaluate and, as appropriate, expand pre/post-disaster methods for communicating disaster information with County departments, local governments, businesses, and nonprofits. This plan should address redundant communications capabilities, interface capability, and standardized data sets.</p> <p>Timeline: Complete by December 31, 2002</p> <p>Fiscal Impact: to be determined based on evaluation of current systems</p>	<p>lead: CAO (OEM)</p> <p>support: CIO, Sheriff, Fire, ISD, DPW, DPSS, Coroner</p> <p>other partnering agencies: L.A. City, DMACs, ENLA, Disaster Communications Service</p>
<p>5. Develop a plan to provide leadership and support to encourage businesses and nonprofits to prepare mitigation and recovery plans, through guidance documents and dissemination of best practices.</p> <p>Timeline: Complete by December 31, 2003</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: DPSS, CDC</p> <p>other partnering agencies: ENLA, BICEPP</p>
<p>6. Evaluate and enhance, as required, the role, responsibilities, and composition of the Emergency Management Council, the Steering Committee, and the Subcommittee (CAO, Coroner, DHS, DPSS, DPW, Fire, ISD, and Sheriff) to ensure effective leadership of the operational area.</p> <p>Timeline: Complete by December 31, 2003</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Coroner, DHS, DPSS, DPW, Fire, ISD, Sheriff</p> <p>other partnering agencies: ENLA, BICEPP, OES, DMACs, OAAB</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 1: *Strengthen the Operational Area through better communication, cooperation, and collaboration among County departments, local governments, businesses, and nonprofits.*

<p>7. Evaluate and change, as necessary, the name, role, and responsibility of the Emergency Preparedness Commission (EPC).</p> <p>Timeline: Complete by December 31, 2003</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Coroner, DHS, DPSS, DPW, Fire, ISD, Sheriff</p> <p>other partnering agencies: EPC, OES, DMAC's, OAAB</p>
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Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 2: Promote disaster-resistant communities through community-based training and mitigation programs, with a particular focus on County unincorporated areas.

INITIATIVES	COUNTY DEPARTMENTAL RESPONSIBILITIES
<p>1. Define the role of the County in stimulating mitigation efforts by local communities, governments, nonprofits, and businesses. Include an evaluation of whether the County should develop a model community-based mitigation program in a single large unincorporated area.</p> <p>Timeline: Complete by December 31, 2005</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM and UAS)</p> <p>support: DPW, DRP, Sheriff, Fire</p> <p>other partnering agencies: community leadership groups (to be identified), OES, local school districts (to be identified), FEMA Region IX (mitigation branch), ARC, DMAC's, ENLA</p>
<p>2. Pursue the development and revision of state and model building codes and standards, and federal/state legislation to effect mitigation measures.</p> <p>Timeline: ongoing</p> <p>Fiscal impact: none</p>	<p>lead: DPW</p> <p>support: CAO (OEM), County Counsel, Fire, DRP, Sheriff, CAO (Real Estate Division), ISD, CAO (IGR)</p> <p>other partnering agencies: utilities, special districts</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 3: Strengthen planning for economic recovery following a major disaster for the communities in the OA and for County departments.

INITIATIVES	COUNTY DEPARTMENTAL RESPONSIBILITIES
<p>1. Develop plans for a post-disaster business and nonprofit economic recovery advisory task force, to ensure that County recovery planning addresses economic recovery. Identify probable participants in advance of a major disaster by working with professional and networking organizations that can assist.</p> <p>Timeline: Complete by December 31, 2003 Fiscal impact: none</p>	<p>lead: CDC</p> <p>support: CAO (OEM, Disaster Administrative Services, Capital Projects, Real Estate Division), DPSS, DRP, DCSS, DPW, Auditor-Controller, County Counsel, Assessor, ISD</p> <p>other partnering agencies: BICEPP, Building Owners and Managers Association, Association of Contingency Planners, American Society for Industrial Security, chambers of commerce, ENLA, Los Angeles County Economic Development Corporation, regional economic development organizations</p>
<p>2. Develop a policy requiring County departments to prepare business recovery plans, and develop risk avoidance standards and guidelines for these plans, taking into account the political, legal, and economic risks of service disruption.</p> <p>Timeline: Complete by December 31, 2004 Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Coroner, DHS, DPSS, DPW, Fire, ISD, Sheriff, CAO (Risk Management), DCSS, Auditor-Controller (Risk Management Inspector General)</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 3: Strengthen planning for economic recovery following a major disaster for the communities in the OA and for County departments.

<p>3. Develop a policy encouraging County contractors that provide essential post-disaster services to have business recovery plans, and develop criteria and monitoring standards for these plans.</p> <p>Timeline: Complete by December 31, 2004</p> <p>Fiscal impact: none</p>	<p><i>lead:</i> ISD</p> <p><i>support:</i> CAO (OEM), County Counsel, CDC</p>
<p>4. Develop annual training programs to ensure that County finance officers, DEC's, and key executives understand general post-disaster documentation and claiming processes.</p> <p>Timeline: Complete by December 31, 2002</p> <p>Fiscal impact: none</p>	<p><i>lead:</i> CAO (Disaster Administrative Services)</p> <p><i>support:</i> CAO (OEM)</p> <p><i>other partnering agencies:</i> OES</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 3: Strengthen planning for economic recovery following a major disaster for the communities in the OA and for County departments.

<p>5. Establish baseline information, including photographs, on all County facilities in order to support the disaster claiming process.</p> <p>Timeline: Complete by December 31, 2006</p> <p>Fiscal impact: none</p>	<p>lead: CAO (Real Estate Division)</p> <p>support: DPW, ISD</p>
<p>6. Facilitate the removal of barriers to community repair and reconstruction projects by streamlining plan review and permitting processes, where feasible.</p> <p>Timeline: ongoing</p> <p>Fiscal impact: none</p>	<p>lead: DPW</p> <p>support: DRP, Fire, DHS</p> <p>other partnering agencies: selected city planning departments</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 4: *Strengthen programs to ensure the safety of employees and the public in County facilities following a major earthquake.*

INITIATIVES	COUNTY DEPARTMENTAL RESPONSIBILITIES
<p>1. Evaluate what medical appliances, such as automatic defibrillators, should be placed in County facilities. As part of this evaluation, review the implementation of defibrillators and other medical appliances in airlines and other industries.</p> <p>Timeline: Complete by December 31, 2006</p> <p>Fiscal impact: Equipment and additional staff will be required, as determined during the planning phase.</p>	<p>lead: DHS</p> <p>support: Fire, CAO (OEM and Risk Management), County Counsel, Auditor-Controller (Risk Management Inspector General), DHR (Public Safety)</p> <p>other partnering agencies: ARC</p>
<p>2. Evaluate and develop plans to address the mitigation of non-structural hazards in County facilities.</p> <p>Timeline: Complete by December 31, 2006</p> <p>Fiscal impact: Costs will be determined based on a survey of non-structural hazards.</p>	<p>lead: CAO (OEM) and ISD</p> <p>support: DPW, CAO (Real Estate Division)</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 5: Strengthen emergency management professionalism and encourage a common emergency management culture throughout the OA, including within local governments, businesses, and nonprofits.

INITIATIVES	COUNTY DEPARTMENTAL RESPONSIBILITIES
<p>1. Develop an emergency management training academy, in concert with major local and state training organizations such as the ARC and CSTI. Explore partnerships with one or more local community colleges. Include plans to ensure that trainers develop quality training skills.</p> <p>Timeline: Complete by December 31, 2006</p> <p>Fiscal: Increased staffing will be required to manage this program. The level of staffing will be determined during the planning phase.</p>	<p>lead: CAO (OEM)</p> <p>support: DHR, Sheriff, Fire, DHS, DPSS, ISD, DPW, Coroner, DMH</p> <p>other partnering agencies: ARC, community college districts, State college continuing education programs, COE, DMACs, FEMA/EMI, OAAB, OES (CSTI, Southern Region)</p>
<p>2. Develop plans to conduct regular operational area conferences/workshops with emergency managers and emergency services coordinators from local governments, nonprofits, and businesses. Ensure that these meetings include opportunities for communication and dialogue, similar to the strategic planning workshops conducted in 2000.</p> <p>Timeline: Complete by December 31, 2004</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Sheriff, Fire, DHS, DPSS, ISD, DPW, Coroner</p> <p>other partnering agencies: EPC, OAAB, ENLA, BICEPP, CESA, OES (Southern Region), DMACs</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 5: Strengthen emergency management professionalism and encourage a common emergency management culture throughout the OA, including within local governments, businesses, and nonprofits.

<p>3. Develop a County policy and program to allow and encourage County employees to gain knowledge and experience in disasters in other parts of California and the United States through fact-finding visits, the ARC Disaster Services Human Resources program, the California Emergency Managers Mutual Aid program, and California Emergency Medical Services Mutual Aid. Encourage cities to adopt the County policy and programs.</p> <p>Timeline: Complete by December 31, 2002</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: DHS, DPSS, DMH, DHR</p> <p>other partnering agencies: ARC, OES (Southern Region), EMSA</p>
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Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 6: Engage the attention of government, business, and nonprofit executive managers on issues related to the threat of disasters, including risk avoidance considerations, and the need for mitigation and planning.

INITIATIVES	COUNTY DEPARTMENTAL RESPONSIBILITIES
<p>1. Develop plans to conduct regular emergency management seminars for executive managers in government, business, and nonprofits, ensuring that the issues presented, the mode of presentation, and speakers are appropriate to the audience. Objectives of these seminars should be to encourage greater financial and policy support for emergency planning and mitigation including greater support for emergency services coordinators.</p> <p>Timeline: Complete by December 31, 2005</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Coroner, DHS, DPSS, DPW, Fire, ISD, Sheriff</p> <p>other partnering agencies: DMACs, League of Cities, ENLA, BICEPP, chambers of commerce (to be determined), EPC</p>
<p>2. Develop a special program to enhance the awareness of school boards and superintendents to the vulnerability of schools and issues of child safety.</p> <p>Timeline: Complete by December 31, 2003</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Coroner, DHS, DPSS, DPW, Fire, ISD, Sheriff, DCFS, DMH</p> <p>other partnering agencies: COE, OES (Southern Region), EPC, California Department of Education, FEMA, ARC</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 6: *Engage the attention of government, business, and nonprofit executive managers on issues related to the threat of disasters, including risk avoidance considerations, and the need for mitigation and planning.*

<p>3. Develop plans for regular workshops sponsored by the Board of Supervisors for mayors and city managers to address threats of disaster, including risk avoidance and the need for mitigation and planning.</p> <p>Timeline: Complete by December 31, 2005</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Coroner, DHS, DPSS, DPW, Fire, ISD, Sheriff, Board of Supervisors Executive Office</p> <p>other partnering agencies: DMACs, OES (Southern Region), FEMA, EPC</p>
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Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 7: Strengthen the effectiveness of local elected officials and state and federal legislative delegations representing the post-disaster needs of the OA, to expedite economic recovery for the region, personal recovery for families affected by the disaster, and proper administration of FEMA Public Assistance

INITIATIVES	COUNTY DEPARTMENTAL RESPONSIBILITIES
<p>1. Develop tools, guidelines, and briefing documents for local elected officials to assist them in effective planning and post-disaster activities in seeking grants and preparing disaster claims. Prepare briefing documents in advance for use after disasters.</p> <p>Timeline: Complete by December 31, 2004</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: CAO (PA, IGR, Disaster Administrative Services), Sheriff, Fire</p> <p>other partnering agencies: OES (Southern Region)</p>
<p>2. Develop plans for post-disaster implementation to develop issues and strategies to assist in community recovery. Develop plans to develop support of the Board of Supervisors and engage local elected officials and state and federal legislative delegations on these issues.</p> <p>Timeline: Complete by December 31, 2004</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM and UAS)</p> <p>support: CAO (IGR)</p> <p>other partnering agencies: OES (Southern Region)</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 8: Ensure appropriate plans are in place for the use of spontaneous donations and volunteers following a major disaster or following a disaster in another country.

INITIATIVES	COUNTY DEPARTMENTAL RESPONSIBILITIES
<p>1. Develop a plan, in concert with ENLA, the ARC, and local governments, to manage donations and volunteers. Evaluate programs in place in local governments and in other places in the United States. Include public information programs in these plans.</p> <p>Timeline: Complete by December 31, 2003</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Sheriff, Fire, DHS, DPSS, ISD, DPW, Coroner, DCSS</p> <p>other partnering agencies: ENLA, ARC, Salvation Army, World Vision, 7th Day Adventists, other church coordinating bodies (to be identified)</p>
<p>2. Develop plans to work with local consulates, ethnic service organizations, and churches to manage volunteers and donation requests following a major disaster in another country.</p> <p>Timeline: Complete by December 31, 2005</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: CAO (Protocol)</p> <p>other partnering agencies: ENLA, church coordinating bodies (to be identified), OES (Southern Region)</p>
<p>3. Evaluate and, where necessary, strengthen County department plans for use of volunteers and donated goods and services. Ensure that County plans do not compete for resources or conflict with local organizations that depend on volunteer and donated resources to provide their services.</p> <p>Timeline: Complete by December 31, 2003</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Sheriff, Fire, DHS, DPSS, ISD, DPW, Coroner</p> <p>other partnering agencies: ENLA, OES (Southern Region)</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 9: Ensure that pre-disaster preparedness, mitigation information, and post-disaster assistance programs and services are available to all people in the communities of the OA, including people with disabilities, non-English speaking people, and the poor, with an emphasis on stimulating two-way communication and mutually beneficial partnerships.

INITIATIVES	COUNTY DEPARTMENTAL RESPONSIBILITIES
<p>1. Develop a policy to ensure that departments include in their plans the identification and deployment of employees with certified language skills, including American Sign Language.</p> <p>Timeline: Complete by December 31, 2003</p> <p>Fiscal impact: none</p>	<p><i>lead:</i> CAO (OEM)</p> <p><i>support:</i> DHR, OAAC</p>
<p>2. For post-disaster human services programs, evaluate the need for partnerships or collaborations with local nonprofit agencies, community-based news media, and churches which have expertise in providing services to the poor or to specific ethnic communities.</p> <p>Timeline: Complete by December 31, 2002</p> <p>Fiscal impact: none</p>	<p><i>lead:</i> DPSS</p> <p><i>support:</i> CAO (OEM), DHS, DMH, CAO (PA), DCFS, CDC, DCSS</p> <p><i>other partnering agencies:</i> INFO LINE, ENLA, Regional Centers, Independent Living Centers, California Department of Rehabilitation</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 9: *Ensure that pre-disaster preparedness, mitigation information, and post-disaster assistance programs and services are available to all people in the communities of the OA, including people with disabilities, non-English speaking people, and the poor, with an emphasis on stimulating two-way communication and mutually beneficial partnerships.*

<p>3. Develop plans for County ADA coordinators to assist in delivery of post-disaster services and programs, to ensure accessibility, including deaf and blind accessibility. Include a plan for compliance monitoring of public points of service following a disaster.</p> <p>Timeline: Complete by December 31, 2005</p> <p>Fiscal impact: Increased staff costs will be determined during the planning phase.</p>	<p>lead: OAAC</p> <p>support: Departmental ADA Coordinators, CAO (OEM)</p> <p>other partnering agencies: ENLA, selected Independent Living Centers, Commission on Disabilities.</p>
<p>4. Ensure that County building evacuation plans address the needs of people with disabilities, including visitors to County facilities, and that evacuation drills test these plans. Include an annual training program to reinforce County policies, supported by a video tape for key County staff.</p> <p>Timeline: Complete by December 31, 2005</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: OAAC, DHR, ISD, Fire, Commission on Disabilities</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 9: *Ensure that pre-disaster preparedness, mitigation information, and post-disaster assistance programs and services are available to all people in the communities of the OA, including people with disabilities, non-English speaking people, and the poor, with an emphasis on stimulating two-way communication and mutually beneficial partnerships.*

<p>5. Develop lists of products and tools to aid in building evacuations for people with disabilities, and explore funding mechanisms to make these tools available.</p> <p>Timeline: Complete by December 31, 2002</p> <p>Fiscal impact: Costs for equipment to support this initiative will be developed as part of the planning process.</p>	<p>lead: OAAC</p> <p>support: CAO (OEM), ISD</p> <p>other partnering agencies: Commission on Disabilities</p>
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Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 10: Strengthen County response and recovery plans, training programs, and emergency exercises to enhance cooperative relationships among departments.

INITIATIVES	COUNTY DEPARTMENTAL RESPONSIBILITIES
<p>1. Conduct a regular review and update of departmental disaster response and recovery plans, roles, and responsibilities; ensure these are clearly defined and that departmental executives and key staff are briefed and trained on these responsibilities.</p> <p>Timeline: Complete by December 31, 2004</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Sheriff, Fire, DHS, DPSS, ISD, DPW, Coroner</p>
<p>2. Review, redefine, and strengthen “lead/support” relationships, and develop policies to ensure that County commissions, special districts, nonprofits, and businesses that have a role in service delivery are identified and included.</p> <p>Timeline: Complete by December 31, 2004</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Sheriff, Fire, DHS, DPSS, ISD, DPW, Coroner</p> <p>other partnering agencies: ENLA, BICEPP, special districts</p>
<p>3. Evaluate the effectiveness of training programs for EOC responders, to ensure that they understand their roles and responsibilities.</p> <p>Timeline: Complete by December 31, 2002</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Sheriff, Fire, DHS, DPSS, ISD, DPW, Coroner</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 10: Strengthen County response and recovery plans, training programs, and emergency exercises to enhance cooperative relationships among departments.

<p>4. Evaluate the effectiveness of training programs for DEC's and BEC's to ensure that they understand their roles and responsibilities. During this review, ensure that BEC policies and training programs address issues related to multi-tenant buildings and County tenants in non-County facilities.</p> <p>Timeline: Complete by December 31, 2002</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Sheriff, Fire, DHS, DPSS, ISD, DPW, Coroner</p>
<p>5. Establish duty statements and minimal standards of experience and training for County EOC responders, DEC's, and BEC's to include a standard training curriculum, a monitoring system to track staff assignments and training, and a policy addressing succession, to ensure a continual trained pool of staff.</p> <p>Timeline: Complete by December 31, 2003</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Sheriff, Fire, DHS, DPSS, ISD, DPW, Coroner</p>
<p>6. Develop plans to assure continuity in County emergency management assignments, including County EOC and DOC staffs.</p> <p>Timeline: Complete by December 31, 2002</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Sheriff, Fire, DHS, DPSS, ISD, DPW, Coroner</p> <p>other partnering agencies: non-County EOC responding agencies</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 10: Strengthen County response and recovery plans, training programs, and emergency exercises to enhance cooperative relationships among departments.

<p>7. Develop a cross-department budget to provide for emergency management planning, including costs for staff and essential supplies to support DOCs and departmental missions.</p> <p>Timeline: Complete by December 31, 2003</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Sheriff, Fire, DHS, DPSS, ISD, DPW, Coroner</p>
<p>8. Expand planning for terrorism to include all County departments, as part of multi-hazard planning and training, to ensure that key staff in departments understand their responsibilities.</p> <p>Timeline: Complete by December 31, 2002</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Sheriff, Fire, DHS, Coroner</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 11: Establish stronger partnerships with the academic and scientific/engineering community to strengthen preparedness, mitigation, response, and community awareness through the application of enhanced technologies.

INITIATIVES	COUNTY DEPARTMENTAL RESPONSIBILITIES
<p>1. Evaluate the use of scientific programs including but not limited to ShakeMaps, EPEDAT, and HAZUS as planning and intelligence tools for the OA and as public information tools following a major earthquake.</p> <p>Timeline: Complete by December 31, 2003</p> <p>Fiscal impact: none</p>	<p><i>lead:</i> CAO (OEM)</p> <p><i>support:</i> Fire, Sheriff, DPW, DHS</p> <p><i>other partnering agencies:</i> COE, USGS, Caltech, So. Calif. Earthquake Center, UCLA Center for Public Health and Disaster Relief, EPC, League of Cities, OES (Southern Region)</p>
<p>2. Develop ongoing training and exercise programs to ensure that all components of the OA have access to and understand the utility of these scientific tools and programs.</p> <p>Timeline: Complete by December 31, 2004</p> <p>Fiscal impact: none</p>	<p><i>lead:</i> CAO (OEM)</p> <p><i>other partnering agencies:</i> COE, FEMA, EQE, OES (CSTI), Natural Hazards Center</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 11: Establish stronger partnerships with the academic and scientific/engineering community to strengthen preparedness, mitigation, response, and community awareness through the application of enhanced technologies.

<p>3. Work with the scientific and academic communities to develop loss estimate models and tools that can assist the County, other local governments, and may assist businesses and nonprofits in planning and intelligence activities. Include an ongoing program to ensure that the latest scientific findings are incorporated into these models.</p> <p>Timeline: Complete by December 31, 2006</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: DPW, ISD, CIO, Fire, Sheriff, DPSS, DHS, Coroner, Auditor-Controller Risk Management Inspector General</p> <p>other partnering agencies: Damage Assessment Task Force, EQE, OES (Southern Region), Natural Hazards Center UCLA School of Public Health, Caltech, NOAA</p>
<p>4. Establish an ongoing dialog with the scientific, engineering, and academic community to enable the County to monitor progress and effectiveness of new findings and programs.</p> <p>Timeline: Complete by December 31, 2002</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: DPW</p> <p>other partnering agencies: HAZUS, Southern California Earthquake Center, Caltech, USGS, COE, community colleges, UCLA School of Public Health, NOAA</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 12: Through legislative and lobbying activities, support scientific and technological developments that improve the quality of information used in mitigation, planning, and disaster management.

INITIATIVES	COUNTY DEPARTMENTAL RESPONSIBILITIES
<p>1. Determine the best mode of County support for scientific programs that will assist in the delivery of emergency preparedness and emergency management programs and services.</p> <p>Timeline: Complete by December 31, 2003</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: DPW, ISD</p> <p>other partnering agencies: OES (Southern Region), Caltech, SCEC, EPC, BICEPP, OAAB, USGS</p>
<p>2. Develop plans to encourage support from local governments and federal and state legislative delegations for funding of scientific and technological programs that will improve services to OA residents.</p> <p>Timeline: Complete by December 31, 2002 and ongoing</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM, IGR)</p> <p>support: DPW, ISD, DRP</p> <p>other partnering agencies: League of Cities, OES (Southern Region), SCEC, EPC, BICEPP, OAAB</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 13: Strengthen information dissemination to the public and County employees through cooperative relationships with the news media, and coordination of pre- and post-disaster messages with federal, state, and local governments and other disaster response and recovery organizations.

INITIATIVES	COUNTY DEPARTMENTAL RESPONSIBILITIES
<p>1. Develop plans in concert with OES, INFO LINE, and other stakeholder agencies for post-disaster public information and recovery centers (similar to FEMA's disaster application centers). Evaluate the participation of County departments. Review the effectiveness of information centers used in recent major disasters in other parts of the United States.</p> <p>Timeline: Complete by December 31, 2004</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Sheriff, Fire, DPW, DHS, DPSS, Coroner, ISD, DCFS, DMH, DMH, Public Library, DCSS</p> <p>other partnering agencies: OES (Southern Region), INFO LINE, ARC, ENLA</p>
<p>2. Develop plans for a joint information center that can work in concert with federal, state, and other local government information centers.</p> <p>Timeline: Complete by December 31, 2003</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM), Sheriff Headquarters Bureau</p> <p>support: Sheriff (EOB), Fire, DPW, DHS, DPSS, Coroner, ISD</p> <p>other partnering agencies: OES (Southern Region), ARC</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 13: Strengthen information dissemination to the public and County employees through cooperative relationships with the news media, and coordination of pre- and post-disaster messages with federal, state, and local governments and other disaster response and recovery organizations.

<p>3. Identify or develop a training program for PIOs from local governments, businesses, and nonprofits to address effective disaster and crisis communications, including the need to be proactive in disseminating news stories. Include in this training “ride-alongs” for PIOs to accompany news media crews and visit news rooms.</p> <p>Timeline: Complete by December 31, 2004</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: CAO (PA), Sheriff, Fire, DPW, DHS, DPSS, Coroner, ISD</p> <p>other partnering agencies: EPC TAG</p>
<p>4. Develop a process to identify community “hot button” issues both for preparedness information before a disaster and to focus post-disaster information to the real questions and needs of the community. Include plans to get public comment from affected communities after a disaster.</p> <p>Timeline: Complete by December 31, 2003</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM and PA)</p> <p>support: Sheriff, other lead department PIOs, CAO (UAS), DMH</p> <p>other partnering agencies: INFO LINE, ARC</p>
<p>5. Develop a plan for an ongoing relationship with the local news media which will translate into better post-disaster communications and address international disasters. This plan should include regular meetings with news media organizations with topics of timely interest and expert speakers.</p> <p>Timeline: Complete by December 31, 2003</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)/Sheriff Headquarters Bureau</p> <p>support: CAO (PA and Protocol), Fire</p> <p>other partnering agencies: EPC TAG, ARC</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 13: Strengthen information dissemination to the public and County employees through cooperative relationships with the news media, and coordination of pre- and post-disaster messages with federal, state, and local governments and other disaster response and recovery organizations.

<p>6. Develop an OA Speaker’s Bureau, including speakers from the scientific community, cities, County departments, businesses, and nonprofits. Speakers will address mitigation and preparedness issues before a disaster, and issues of importance in response and recovery after a disaster. Ensure that Spanish-speaking spokespersons are immediately available for interviews.</p> <p>Timeline: Complete by December 31, 2003</p> <p>Fiscal impact: none</p>	<p><i>lead:</i> CAO (OEM)</p> <p><i>support:</i> Sheriff, Fire, DPW, DHS, DPSS, Coroner, ISD, Board offices</p>
<p>7. Develop internet strategies for both media and general public information needs, including use of County websites to meet news media needs: boilerplate news releases, background information, and post-disaster public information releases. Develop plans to ensure that PIO staff and website managers are assigned to monitor and update the website following a disaster. Include a library of photos that can be used in any disaster.</p> <p>Timeline: Complete by December 31, 2003</p> <p>Fiscal impact: none</p>	<p><i>lead:</i> CAO (OEM)</p> <p><i>support:</i> Sheriff, Fire, DPW, DHS, DPSS, Coroner, ISD, CIO, Public Library</p> <p><i>other partnering agencies:</i> OES (CSTI), EPC TAG</p>
<p>8. Develop plans to use Channel 58 as a link to other TV news stations, and use FEMA’s Recovery Channel as a model for program development.</p> <p>Timeline: Complete by December 31, 2003</p> <p>Fiscal impact: none</p>	<p><i>lead:</i> CAO (OEM)</p> <p><i>support:</i> Sheriff, Fire</p> <p><i>other partnering agencies:</i> Channel 58, EPC TAG</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 13: Strengthen information dissemination to the public and County employees through cooperative relationships with the news media, and coordination of pre- and post-disaster messages with federal, state, and local governments and other disaster response and recovery organizations.

<p>9. Develop plans to integrate EPI into training programs for emergency managers. Ensure that plans include Board Press Deputies in EPI planning following a disaster.</p> <p>Timeline: Complete by December 31, 2002</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM and PA)</p> <p>support: Sheriff, Fire, DPW, DHS, DPSS, Coroner, ISD, DCFS</p> <p>other partnering agencies: EPC TAG</p>
<p>10. Develop plans to provide training for local government executives and public officials in crisis communications.</p> <p>Timeline: Complete by December 31, 2003</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM and PA)</p> <p>support: Sheriff, Fire, DHR, Board of Supervisors Press Deputies</p>
<p>11. Work with local news media to promote plans to incorporate blind and deafaccessible information into real-time news programs. Seek out and work with news outlets that serve the needs of the blind.</p> <p>Timeline: Complete by December 31, 2004</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Sheriff, Fire</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 14: Increase the knowledge of County employees and OA residents on emergency preparedness and mitigation in their homes, schools, vehicles, and workplaces to minimize the impacts of a major disaster.

INITIATIVES	COUNTY DEPARTMENTAL RESPONSIBILITIES
<p>1. Work with organizations that provide preparedness and mitigation information to OA residents to develop focus groups and community surveys to determine the effectiveness of the ESP and other emergency preparedness community education programs.</p> <p>Timeline: Complete by December 31, 2003</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>support: Fire, Sheriff, DPW, DHS, DPSS, Coroner, ISD</p> <p>other partnering agencies: ENLA, ARC</p>
<p>2. Establish a mandatory ongoing program to ensure that new employee orientation programs address home preparedness and mitigation.</p> <p>Timeline: Complete by December 31, 2002</p> <p>Fiscal impact: none</p>	<p>lead: DHR</p> <p>support: CAO (OEM)</p> <p>other partnering agencies: ARC</p>
<p>3. Help private and public schools prepare for all hazards. Encourage and support public schools and special districts with all elements of SEMS training and compliance.</p> <p>Timeline: Complete by December 31, 2004</p> <p>Fiscal impact: none</p>	<p>lead: CAO (OEM)</p> <p>other partnering agencies: COE, ARC</p>

Los Angeles County Operational Area Strategic Plan for Emergency Management

GOAL 14: Increase the knowledge of County employees and OA residents on emergency preparedness and mitigation in their homes, schools, vehicles, and workplaces to minimize the impacts of a major disaster.

<p>4. Increase the dissemination of information and preparedness materials addressing potential hazards to County employees and the public. Work with the business and nonprofit communities to assure wider dissemination of materials.</p> <p>Timeline: Complete by December 31, 2002</p> <p>Fiscal impact: none</p>	<p><i>lead:</i> CAO (OEM)</p> <p><i>support:</i> Fire, Sheriff, DPW, DHS, DPSS, Coroner, ISD, Public Library</p> <p><i>other partnering agencies:</i> COE, ARC, ENLA, news media, BICEPP, EPC</p>
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Los Angeles County Operational Area Strategic Plan for Emergency Management

Abbreviations used in this document

ADA- Americans with Disability Act

ARC- American Red Cross

BEC- Building Emergency Coordinator

BICEPP- Business and Industry Council on Emergency Planning and Preparedness

*CDC- Community Development Commission

CESA- California Emergency Services Association

*CIO- Chief Information Officer

COE- County Office of Education

CSTI- California Specialized Training Institute

CWIRS- County-Wide Integrated Radio System

*DCFS- Department of Children and Family Services

*DCSS- Department of Community and Senior Services

DEC- Department Emergency Coordinator

*DHR (Department of Human Resources)

*DHS- Department of Health Services

DMAC- Disaster Management Area Coordinator

*DMH- Department of Mental Health

DOC- Department Operations Center

*DPSS- Department of Public Social Services

*DPW- Department of Public Works

*DRP- Department of Regional Planning

EMI- Emergency Management Institute

EMSA- Emergency Medical Services Association

ENLA- Emergency Network Los Angeles

EPC- Emergency Preparedness Commission

EPEDAT- Early Post-Earthquake Damage Assessment Tool

EPI- Emergency Public Information

FEMA- Federal Emergency Management Agency

HAZUS- Hazards United States

*IGR- CAO's Office of Intergovernmental Relations

*ISD- Internal Services Department

LAUSD- Los Angeles Unified School District

NOAA- National Oceanic and Atmospheric Administration

OA- Operational Area

OAAB- Operational Area Advisory Board

*OAAC- Office of Affirmative Action Compliance

*OEM- CAO's County Office of Emergency Management

OES- California Governor's Office of Emergency Services

*OSM- CAO's Office of Security Management

*PA- CAO's Office of Public Affairs

PIO- Public Information Officer

SCEC- Southern California Earthquake Center

*SIB- CAO's Services Integration Branch

TAG- Telecommunications Advisory Group

*UAS- CAO's Office of Unincorporated Area Services

USGS- United States Geological Survey

Los Angeles County Operational Area Strategic Plan for Emergency Management

Abbreviations used in this document

* Indicates a Los Angeles County department or agency. Only County departments tasked in this plan are noted here.