

CITY OF LOS ANGELES

EMERGENCY OPERATIONS ORGANIZATION

**RECOVERY
AND
RECONSTRUCTION
PLAN**

As approved by the Emergency Operations Board
Sept. 19, 1994

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CHAPTER 1

BACKGROUND AND INTRODUCTION

Why This Plan?

The catalyst for the City of Los Angeles Recovery and Reconstruction Plan is in the geology of this region and its potential for major damaging earthquakes. Scientific studies indicate a high probability of moderate and large magnitude earthquakes shaking the Los Angeles region over the next 20-30 years. A U.S. Geological Survey report estimates a 10% probability of a 7.5 + magnitude event on the southern portion of the San Andreas Fault within five years and a 60% probability within 30 years. Numerous smaller faults within or near the City also pose a threat of potentially damaging earthquakes similar to those which occurred in 1933, 1971, 1987, and 1994.

Overview of the Plan

In 1987 the City of Los Angeles Emergency Operations Organization (EOO) launched an innovative process of planning for post-earthquake recovery and reconstruction. The Mayor and Director of the EOO brought together representatives from academic fields and key outside agencies with staff of various City departments into functional working groups to confront the issues. This multi-agency team

approach is the cornerstone of the planning process and ensures a Citywide perspective in the complexities of post-earthquake recovery and reconstruction planning.

The draft Recovery and Reconstruction Plan is based on the premise that successful recovery and reconstruction is dependent on systematic pre-earthquake planning for the restoration of services, housing and economic vitality. The Plan therefore deals with both the pre-event and post-event periods and serves as a checklist for Departments. Each action program is left to the discretion of the lead Department and programs appropriate to the event are implemented. The Plan's policies and programs will be continually refined as the City learns about "what works" through studying the recovery process of disaster- impacted communities and conducting recovery training exercises.

Over three-quarters of the action items included in the Plan are pre-event, such as structural and nonstructural mitigation projects and programs, identification of temporary trash disposal sites, and analysis and assessment of various economic recovery strategies.

City agencies and departments are already developing the factual basis and analysis needed for post-event decisions, so that policy-makers in the City Council and elsewhere will be spared the uncertainty and stress of making uninformed decisions in a chaotic post-disaster environment.

Virtually every City agency, office or department has a defined role in the Recovery and Reconstruction Plan. Under the Emergency Operations Ordinance, the City EOO is responsible for coordinating the planning process, and, once the draft Plan is approved by the Mayor and Council, managing its implementation. The City EOO is therefore involved in the entire disaster cycle: preparedness, mitigation, response and recovery and reconstruction.

Existing Seismic Policy and Programs

With the 1971 San Fernando earthquake, the City of Los Angeles initiated a framework for seismic policy and programs which has evolved over the past two decades. The Mayor and the Council adopted ordinances requiring improved earthquake design of certain classes of new high rise buildings and retrofitting of some 8,000 unreinforced masonry buildings.

A Seismic Safety Element was also adopted as part of the City General Plan. This Element established wide ranging policies and outlined programs to improve earthquake safety in existing structures and require construction of new development according to improved standards.

The Mayor and City Council adopted an ordinance which centralized the direction and control of local emergency preparedness and response activities into the Emergency Operations

Organization (EOO). The EOO is a multi-disciplinary team of City agencies which is directed by the Mayor and administered by the Emergency Operations Board (EOB), comprised of the general managers of key City departments. The ordinance also defined the related emergency preparedness and response functions of City departments and personnel.

The Emergency Operations Ordinance was subsequently amended to create a Recovery and Reconstruction Division with responsibility to coordinate the development and implementation of a Recovery and Reconstruction Plan and develop recommendations concerning related policies and necessary legislation. The entire range of emergency preparedness, response and recovery activities is now an on-going, annually funded operation of government in the City of Los Angeles.

The PEPPER Study

As the framework of City seismic policy and programs emerged in Los Angeles and, more generally, in the State of California, attention also was focused on the then comparatively new idea of pre-earthquake planning and preparing for post-earthquake recovery and reconstruction.

In 1987 William E. Spangle and Associates released a study, *Pre-Earthquake Planning for Post-Earthquake Rebuilding*, (PEPPER) which is the theoretical foundation for the City of Los Angeles recovery and reconstruction planning effort. This study documented research on the feasibility and practical limits of pre-earthquake planning for rebuilding.

The authors of the study concluded the high annual probability of a damaging earthquake in Los Angeles requires a continuing program of pre-earthquake planning for post earthquake recovery. They recommended that the planning process include periodic re-evaluations of anticipated problems and necessary responses, and development of policies and procedures for post-earthquake land use planning and rebuilding.

The authors also recommended the City establish a Rebuilding/Recovery Team to be activated immediately following a major disaster. To function effectively, this Team would require a well defined role, responsibility and authority for rebuilding and restoration, and pre-established guidelines to follow. A model earthquake recovery program was offered, as well as a model ordinance for a rebuilding and recovery organization which would be established prior to an earthquake.

The City of Los Angeles adopted many of the recommendations contained in the PEPPER study. The process through which this occurred and the draft Recovery and Reconstruction Plan which was developed is described in more detail below.

The Recovery and Reconstruction Subcommittee

Upon the release of the PEPPER Report, a Recovery and Reconstruction Subcommittee was established within the EOO. This Subcommittee was charged with developing a work program to address the major recovery and reconstruction problems following a damaging earthquake. These problems include:

- C Large numbers of damaged buildings and other facilities.
- C Economic losses by the City and private sector.
- C Geological conditions that pose serious hazards to the continued use of land areas
- C Disruption of City operations
- C Damaged roads, bridges, and utility systems
- C Medical and psychological impacts on the population.

The problems identified were also recognized as involving urgent *short-term* efforts such as damage assessment, debris removal, temporary relocation of residents and businesses, immediate restoration of services, immediate abatement of extreme structural hazards and repair of homes, stores and industrial facilities.

Long-term tasks would involve reconstruction of damaged buildings, permanent reestablishment of City and private sector operations, long-term hazard mitigation and land use planning, and repair of damaged utility systems. Long-term recovery efforts may extend for 10 or more years. The Olive View Hospital for example, damaged in the 197 San Fernando earthquake, was not re-opened for use until 1987, 16 years later.

Complicating both short-term and long-term recovery efforts are the problems of economic impacts on both private and public sectors.

To address these concerns, the Recovery and Reconstruction Subcommittee proposed the following components for consideration in developing the Draft Recovery and Reconstruction Plan:

- C Policies and Programs (Actions)
- C Legislative Policy
- C Administrative Regulations
- C Resource Inventory and Requirements
- C Organization and Authority

December 1988 Workshop

A management level workshop held at Lake Arrowhead in 1988 brought together private sector experts, policy-level officials and key staff in a retreat environment to develop proposed policies for recovery and reconstruction. Participants were divided into a Policy Group and five Issue Groups. A group spokesperson then presented recommendations to the Policy Group for discussion and appropriate action. The five issue areas were:

- 1 - Organization and Authority
- 2 - Residential, Commercial and Industrial Rehabilitation
- 3 - Public Sector Services
- 4 - Economic Recovery
- 5 - Land Use/Re-use

These five issue areas form the basis for the City draft Recovery and Reconstruction Plan. Under each topic, policies and action or implementation programs are defined. The "lead" and other agencies responsible for each of the action programs are also noted.

Following the December workshop and throughout the spring, the same work groups were charged by the EOB to further develop and refine the policies and actions. This effort was coordinated by the Chair of the Recovery and Reconstruction Subcommittee with support from the Southern California Earthquake Preparedness Project (SCEPP). VSP Associates, Inc., under contract to SCEPP, provided a critique of the Recovery and Reconstruction Plan.

September 1989 Arrowhead Workshop and Beyond

At the September 1989 Arrowhead Workshop, draft policies and action programs were tested and further refined. The Emergency Operations Board (EOB) directed that two new sections be added to the Plan:

- 6 - Psychological Rehabilitation
- 7 - Vital Records

A revised draft Recovery and Reconstruction Plan which incorporated the new recommendations was presented to the EOB in November. "Lead" departments were given a 60 day review period to prioritize their action programs and consider a time schedule for their implementation. The following criteria were used as a guide for developing departmental priorities.

- a. Does the action item serve to further implement Executive Directive No. 54? (This Directive is concerned with ensuring that City departments have the capacity to quickly

resume business in the aftermath of a major disaster.)

- b. Does the action item address life safety concerns?
- c. Is the subject of the action item one which clearly “drives” the recovery process? Does the action item facilitate public and/or private sector recovery?
- d. Can staff make substantial progress in implementing the action item within one year, or does it involve complex issues which will require a long time to resolve?

Although the Public Information section has not yet been added, the most recent revisions to the plan have been in response to the lessons learned from the January 1994 Northridge Earthquake. The dynamic and changing aspect of the City of Los Angeles draft Recovery and Reconstruction Plan indicates that the issues it raises are still being considered by numerous agencies. Even once the Plan receives final approval from the Mayor and Council this process of analysis, implementation, and revision will continue so that the Plan remains a viable guide that the City will use.

The draft Recovery and Reconstruction Plan was again revised to reflect departmental priorities.

Conclusion

The draft Recovery and Reconstruction Plan continues to be refined and expanded. Various areas of the draft Plan still contain unresolved issues. City studies of the recovery process of other disaster impacted communities and the lessons learned from recovery experiences and training exercises also are sources for Plan updating and revision. Following the Loma Prieta Earthquake, for example, the EOB directed that the following new sections be developed for the Plan:

- 8 - Inter-Jurisdictional Issues
- 9 - Traffic Mitigation
- 10 - Public Information Plans

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CHAPTER II

GUIDELINES, GOALS AND TERMINOLOGY

Guidelines: How to Use the Plan

The Recovery and Reconstruction Plan is designated to provide users with several kinds of information. In addition to this chapter and in Chapter I, users are provided an overall view of its policy framework in Chapter III.

The structure of the Plan is reflected in Chapter IV, which provides both policies and the implementation actions needed to carry them out. Under each policy, actions are organized into three separate planning/action phase categories, depending upon their phase:

- C pre-event
- C post-event short-term
- C post-event long-term

The heart of the Plan, however, is Chapter V which ranks the implementing actions in priority order for each department by planning phase. This chapter will become the source of operational guidance to user departments both before and after a catastrophic disaster. Each department responsible for implementation of any portion of

this Plan has been involved in prioritization of actions by phase. As conditions change before or after a catastrophic event, prioritization will be necessary, depending upon the department and function affected.

The Plan can be used by various individuals and interests, and members of City departments. The policies are of special interest to the Mayor and City Council. The Plan connects the Emergency Operations Master Plan and Procedures with the City General Plan Safety Element. It further links these plans with the Earthquake Prediction Response Plan, the EOO budget and departmental budgets through an integrated Five Year EOO Work Program.

For other government entities and private sector interests, this Plan provides a basis for future coordination of activities, both before and after a catastrophic disaster, for the common good. As new information is received from these sources, the Plan should be adjusted to provide the greatest possible degree of coordination and mutual benefit.

Overall Concepts and Themes

The overall concept of the Recovery and Reconstruction Plan is simple: planning and action before a disaster can significantly reduce recovery and reconstruction costs, hasten return to normalcy and create an improved city afterwards. The vision embodied in this concept is that of a city with the foresight to recover rapidly from any disaster and rebuild wisely as a better place. *The components of this vision include four basic themes which are central to the Plan:*

1. Planning
2. Hazard Mitigation
3. Short-term Recovery
4. Long-term Reconstruction

Planning

A basic premise for this Plan is that planning undertaken in advance of a disaster can accelerate a post-disaster return to normalcy. The ideal use of the planning process would be to implement the pre-event actions of the Plan as quickly and fully as possible, *before* a major disaster strikes. Pre-event planning of post-event organization and procedures can mitigate confusion and reduce the time otherwise required after the event to initiate recovery action.

Special efforts will be needed to bring about effective pre-event implementation under today's severe budget constraints.

Hazard Mitigation

Pre-event mitigation of structural and natural hazards reduces damages and post-event

resource expenditures to respond, recover, and reconstruct. The benefits of this approach have been demonstrated repeatedly in flood control engineering and flood plain management, two different methods of mitigating flood hazards. The first method creates levees that allow safe building in natural river beds. The second precludes building in river beds and related overflow areas. Both methods reduce loss of life and property, and cut response and recovery costs.

As with planning, hazard mitigation is both a pre-event and a post-event activity. Since natural disasters reoccur, each one can lead to improved knowledge of how to reduce losses in the next. Growing knowledge and concern over earthquakes in California has led to legislative responses after each major event. Following the Loma Prieta earthquake, over 300 bills were introduced in the State Legislature, of which approximately half were enacted.

Short-term Recovery

The key objectives of short-term recovery are to restore homes, jobs, services and facilities quickly and efficiently. In nearly all natural disasters, recovery begins immediately. The first recovery actions, such as debris removal, are closely linked with emergency response processes. These are soon followed, however, by activity which centers on restoring normal levels of economic, social and service activities, often in repaired or temporary facilities.

After major disasters, pressures are overwhelming for prompt attention to residents' needs. Despite difficulties in resuming essential

services, local governments are beset by citizen demands for prompt response to their inquiries and requests. During this restoration phase, the City may need to modify standard operating procedures so that the community can get back on its feet as quickly as possible. Extraordinary measures may be required to streamline and simplify procedures for a time in responding to citizen requests.

The City of Los Angeles has many complex procedures which have evolved over time as a result of laws, court decisions, due process concerns and day-to-day practice. Special pre-event efforts must be made to enlist the full cooperation of those parties upon whom successful implementation of extraordinary measures will depend. These efforts will require intense cooperation and coordination with the private sector and with other governmental entities.

Long-term Reconstruction

The Plan aims to rebuild safely and wisely, reducing future hazards and optimizing community improvements. The task of rebuilding takes much longer than the short-term recovery phase. Long-term reconstruction, which can involve rearrangements of street or land use patterns or changes in development intensity, can take many years.

A common issue which must be faced in long-term reconstruction is whether or not to recreate the same pattern that existed before the disaster, or to change it in an effort to create safer conditions and improve the city. With any major disaster, there are opportunities to rebuild

differently and make a safer, better city. However, grand schemes to redesign or relocate major features such as roads or business districts after a natural disaster often have not worked well because the plans took too long to conceive or ignored important economic and community values.

Nonetheless, there have been significant exceptions. For example, following its devastating 1976 earthquake, the City of Tangshang, China, was rebuilt with safer conditions, widened boulevards, new parks, transit, shopping, and neighborhoods reconfigured in more convenient and attractive patterns.

Plan Terminology

Definitions and explanations of key recovery and reconstruction concepts and terms are provided below.

Local emergency. The Los Angeles Administrative Code defines this term as “any occurrence which by reason of its magnitude is or is likely to become beyond the control of the normal services, personnel, equipment and facilities of the regularly constituted branches and departments of City Government.”

Declared Emergency. The Mayor has the power to declare a local emergency, subject to the ratification by the City Council within seven days and every fourteen days thereafter. The City Council has the power to terminate a local emergency as soon as conditions warrant. For purposes of the Plan, the term “declared emergency” is synonymous with the term “local emergency.”

Emergency Shelter. As applied primarily in the Residential, Commercial and Industrial Rehabilitation Section of this Plan, this term refers to appropriate buildings or other facilities to house displaced people for a short period of time (days), e.g. schools, recreation centers and warehouses.

Transitional Housing. This term refers to appropriate facilities to house displaced people for periods of approximately one month to one year, including tents and mobile homes.

Interim Housing. This term refers to temporary quarters for displaced people to live in until permanent replacement housing can be found for them.

Temporary Housing. This term is inclusive of any housing, residential or commercial, that would not ordinarily be used for housing purposes; it includes emergency shelters and transitional and interim housing as defined here.

Long-term Housing. This is synonymous with permanent replacement housing.

Recovery. The California Recovery Reconstruction Act of 1986 defines the term “recovery” as the general restoration of social, economic and institutional activity to levels comparable to or greater than those which existed prior to the disaster.

Reconstruction. The term “reconstruction” is

general understood to mean the replacement or rebuilding of damaged or destroyed physical facilities. Recovery is a human process supported by and reflected in the physical process of reconstruction. Recovery is generally completed more quickly than reconstruction, which can last years.

Post-Disaster Phases. The post-disaster phases used in this Plan are modeled after the phases identified by the Southern California Earthquake Preparedness Project (SCEPP) in a document titled *Earthquake Recovery and Reconstruction Planning Guidelines for Local Governments*, published in May, 1991. These guidelines indicate an Emergency Relief phase of up to two months, a Short-term Recovery phase extending up to two years and a Long-term Reconstruction phase lasting up to ten years after the disaster. Each succeeding phase overlaps the preceding phase to some degree. This Plan organizes post-disaster actions around the latter two phases.

CHAPTER III

RECOVERY AND RECONSTRUCTION POLICY

Overview: This Section provides a summary of Plan policies related to recovery and reconstruction. They are grouped by eight general functions:

- A - Residential, Commercial and Industrial Rehabilitation
- B - Public Sector Services
- C - Economic Recovery
- D - Land Use/Re-Use
- E - Organization and Authority
- F - Psychological Rehabilitation
- G - Vital Records
- H - Inter-jurisdictional Relationships
- I - Traffic Mitigation

A. RESIDENTIAL, COMMERCIAL AND INDUSTRIAL REHABILITATION

IT IS THE CITY'S POLICY:

- A-1 THAT TEMPORARY HOUSING WILL BE ARRANGED FOR DISPLACED RESIDENTS, IF POSSIBLE IN INDIVIDUAL FAMILY-SIZED UNITS, AS SOON AS THE EMERGENCY IS DECLARED AND THAT SUCH SHELTERS WILL BE CLOSED AS SOON AS LONG TERM HOUSING BECOMES AVAILABLE.
- A-2 TO MAXIMIZE AVAILABLE HOUSING STOCK BY PROTECTING RENTERS FROM UNWARRANTED DISPLACEMENT AND FINANCIAL HARDSHIP AS A RESULT OF UNLAWFUL ACTIONS BY LANDLORDS.
- A-3 TO COORDINATE THE SHELTERING REQUIREMENTS FOR SPECIALIZED PERSONNEL ACQUIRED AS A RESULT OF MUTUAL AID FROM OTHER JURISDICTIONS.

- A-4 THAT DEMOLITION, WHEN NECESSARY, BE DONE AS EXPEDITIOUSLY AS POSSIBLE.
- A-5 THAT, WHEN NECESSARY, BE DONE AS EXPEDITIOUSLY AS POSSIBLE.
- A-6 THAT THE DEPARTMENT OF BUILDING AND SAFETY, FIRE DEPARTMENT AND OTHER AGENCIES, AS APPROPRIATE, PROVIDE SYSTEMATIC DAMAGE ASSESSMENT INSPECTIONS OF STRUCTURES ON A PRIORITY BASIS.
- A-7 TO INSPECT, GATHER INFORMATION ON AND PROVIDE SYSTEMATIC EVALUATION OF NATURAL AND TOXIC HAZARDS ON A PRIORITY BASIS, IN COORDINATION WITH THE DAMAGE ASSESSMENT PROCESS.
- A-8 TO PROVIDE INCENTIVES AND PRIORITY USE OF APPROPRIATE CITY RESOURCES TO PERSONS APPLYING FOR DISASTER ASSISTANCE FOR INTERIM HOUSING.
- A-9 TO ENCOURAGE IMMEDIATE REPAIR FOR INTERIM REOCCUPANCY OF DAMAGED PROPERTIES.
- A-10 TO PROVIDE FOR SECURITY TO SHELTERING, TEMPORARY DISTRIBUTION CENTERS AND OTHER EMERGENCY RESPONSE FACILITIES.
- A-11 TO EXPEDITE POST-EVENT HAZARD MITIGATION ACTIVITIES MANDATED UNDER THE STAFFORD ACT (PUBLIC LAW 93-288, AS AMENDED) AND RELATED FEDERAL AND STATE REGULATIONS AND GUIDELINES.
- A-12 TO FACILITATE SHORT-TERM RECOVERY THROUGH PRE-EVENT ADOPTION OF POST-EVENT FAST TRACK PERMIT REVIEW PROCEDURES AND CRITERIA.
- A-13 THAT TO THE MAXIMUM EXTENT FEASIBLE, RECOVERY AND RECONSTRUCTION ALTERNATIVES BE CHOSEN WHICH BEST PRESERVE AND PROTECT THE ENVIRONMENT AND BETTER THE ENVIRONMENTAL HEALTH AND SAFETY OF THE CITY.

B. PUBLIC SECTOR SERVICES

IT IS THE CITY'S POLICY:

- B-1 THAT A PLAN FOR THE ORDERLY RESTORATION OF SERVICES AFTER A MAJOR DISASTER BE DEVELOPED.
- B-2 THAT DURING THE RECOVERY AND RECONSTRUCTION PHASE OF A MAJOR DISASTER, CITY EMPLOYEES SHALL BE FULLY UTILIZED WHENEVER FEASIBLE.
- B-3 TO DEVELOP AN INVENTORY OF AVAILABLE PUBLIC AND PRIVATE BUILDINGS THAT CAN BE USED TO HOUSE CITY SERVICES IN THE EVENT OF A MAJOR DISASTER.
- B-4 THAT THERE BE A PLAN FOR ASSURING THE AVAILABILITY OF EQUIPMENT AND SERVICES NEEDED IN THE RECOVERY AND RECONSTRUCTION PROCESS.
- B-5 THAT A COORDINATED PUBLIC INFORMATION SYSTEM BE DEVELOPED TO INCLUDE PUBLIC SERVICE ANNOUNCEMENTS, HOTLINES, AUTOMATED CALL DIRECTORS, AND OTHER COMMUNICATION MEDIA TO KEEP CITY EMPLOYEES AND THE GENERAL PUBLIC INFORMED OF ONGOING RECOVERY AND RECONSTRUCTION ACTIVITIES AND CITY EMPLOYEES ADVISED OF THEIR ASSIGNMENTS AND RESPONSIBILITIES.
- B-6 PROVIDE PROTECTION TO RESIDENTS ENDANGERED BY ANIMAL RELATED CONDITIONS AND PROVIDE SAFE FACILITIES FOR ANIMALS IN NEED OF CONFINEMENT, AND WILL MAINTAIN SERVICE FOR THE CARE AND TREATMENT OF SICK AND INJURED ANIMALS.

C. ECONOMIC RECOVERY

IT IS THE CITY'S POLICY:

- C-1 TO ENSURE CASH FLOW TO PROVIDE ESSENTIAL SERVICES TO MAINTAIN PUBLIC HEALTH AND SAFETY FOR A PERIOD DEEMED NECESSARY.
- C-2 TO FACILITATE THE RE-ESTABLISHMENT OF ESSENTIAL COMMERCIAL SERVICES AND NECESSARY UTILITIES IN LOCATIONS NEAR TEMPORARY SHELTERS ON PRIVATE OR PUBLIC PROPERTY.
- C-3 TO JOIN THEIR GOVERNMENT AGENCIES AND THE PRIVATE SECTOR TO RETURN THE PUBLIC INFRASTRUCTURE AND THE CITY'S SERVICES TO PRE-EVENT LEVELS, OR BETTER.
- C-4 TO ASSIST CITIZENS AND PRIVATE SECTOR BUSINESSES IN REESTABLISHING NORMAL ACTIVITIES AND OPERATIONS AS QUICKLY AS POSSIBLE.

D. LAND USE/RE-USE

IT IS THE CITY'S POLICY:

- D-1 TO ACCELERATE PRE-EVENT HAZARD MITIGATION ACTIVITY THROUGH DEVELOPING AND REFINING INFORMATION, POLICIES AND REGULATIONS INTERRELATING GEOLOGIC HAZARDS, STRUCTURES AND LAND USE PLANNING.
- D-2 TO DEVELOP APPROPRIATE MITIGATION STANDARDS FOR NEW AND EXISTING CONSTRUCTION COMMENSURATE WITH THE DEGREE OF HAZARD AND REQUIRE BUILDING OWNERS/DEVELOPERS TO COMPLY WITH STANDARDS.
- D-3 TO STRENGTH AND ENHANCE PUBLIC EDUCATION CONCERNING NATURAL HAZARDS AND LAND USE/RE-USE ISSUES IN ANTICIPATION OF A COMMUNITY-WIDE DISASTER.
- D-4 TO DEVELOP AND MAINTAIN APPROPRIATE MITIGATION STANDARDS FOR NEW AND EXISTING CITY FACILITIES AND PUBLIC IMPROVEMENTS COMMENSURATE WITH THE DEGREE OF HAZARDS.

- D-5 TO IDENTIFY AND USE EXISTING CEQA LAWS AND LOCAL IMPLEMENTATION PROCEDURES FOR DISASTER RECOVERY AND RECONSTRUCTION PURPOSES, NEEDS, AND PROCESSES.
- D-6 THAT FOLLOWING A COMMUNITY-WIDE DISASTER, ANY PLAN REVISIONS OR ADOPTION SHALL TAKE INTO CONSIDERATION THE CORRECTION OF DEFICIENCIES IN INFRASTRUCTURE AND IMPROVEMENTS, BOTH PUBLIC AND PRIVATE. (IMPROVEMENTS COULD INCLUDE NON-CONFORMING STREETS, INEFFICIENT STREET PATTERNS, UTILITIES, ETC.)
- D-7 THAT THE RECOVERY AND RECONSTRUCTION PLAN BE CONSISTENT WITH THE SAFETY ELEMENT OF THE GENERAL PLAN.
- D-8 TO REFLECT A PROACTIVE RATHER THAN REACTIVE APPROACH TO RECONSTRUCTION ISSUES AND OPPORTUNITIES THROUGH THE IMPLEMENTATION OF THE RECOVERY AND RECONSTRUCTION PLAN, AND IF NECESSARY, THE CREATION AND IMPLEMENTATION OF A POST-EVENT STRATEGIC PLAN TO GUIDE RECONSTRUCTION EFFORTS.
- D-9 TO PREPARE A POST-EVENT REDEVELOPMENT STRATEGY WHICH PROTECTS FINANCIAL OBLIGATIONS RELATED TO EXISTING REDEVELOPMENT AREAS, SEEKS NEW FINANCING FOR RECONSTRUCTION AND REDEVELOPMENT, STREAMLINES REDEVELOPMENT EXPANSION PROCEDURES AND COORDINATES THESE WITH OTHER CITY, COUNTY, STATE AND FEDERAL ENTITIES.

E. ORGANIZATION AND AUTHORITY

IT IS THE CITY'S POLICY:

- E-1 THAT TO THE EXTENT POSSIBLE, THE CITY SHALL ACCOMPLISH DISASTER RECOVERY AND RECONSTRUCTION THROUGH THE EXISTING CITY ORGANIZATION STRUCTURE WHICH MAY BE MODIFIED TO ADDRESS RECOVERY AND RECONSTRUCTION CONCERNS.
- E-2 THAT A RECOVERY AND RECONSTRUCTION DIVISION BE CREATED AS A MULTI-AGENCY DIVISION OF THE EMERGENCY OPERATIONS ORGANIZATION.
- E-3 THAT FOLLOWING ANY MAJOR DISASTER, EVERY EFFORT BE MADE TO RESTORE NORMAL OPERATING AND DECISION-MAKING PROCESSES AS QUICKLY AS POSSIBLE, AND THAT, TO THE EXTENT POSSIBLE, RECOVERY AND RECONSTRUCTION OBJECTIVES BE ACCOMPLISHED THROUGH STANDARD OPERATING PROCEDURES.
- E-4 THAT LEGISLATIVE POLICY PRIORITIES BE ESTABLISHED AND MAINTAINED ADDRESSING RECOVERY AND RECONSTRUCTION FROM A MAJOR DISASTER.
- E-5 TO IDENTIFY AND INTEGRATE THE ACTIONS OF THIS PLAN WITH THOSE OF THE PREDICTION RESPONSE PLAN AND THE EMERGENCY OPERATIONS MASTER PLAN AND PROCEDURES THROUGH A FIVE-YEAR IMPLEMENTATION PROGRAM OVERSEEN BY THE EOO AND COORDINATED BY THE CAO THROUGH THE ANNUAL BUDGET PROCESS.

F. PSYCHOLOGICAL REHABILITATION

IT IS THE CITY'S POLICY:

- F-1 TO ADDRESS THE PSYCHOLOGICAL ASPECTS OF THE AFTERMATH OF A MAJOR DISASTER AFFECTING BOTH RESIDENTS AND CITY EMPLOYEES.
- F-2 TO RECOGNIZE THAT ONE OF THE MOST SERIOUS IMPACTS OF ANY DISASTER IS THE PSYCHOLOGICAL TRAUMA WHICH THE DISASTER CREATES FOR PUBLIC SERVICE AND VOLUNTEER PERSONNEL WHO MUST RESPOND TO IT, AND FOR THE CITIZENS WHO ARE DIRECTLY AND INDIRECTLY AFFECTED BY IT. THE CITY'S PLANS TO PREPARE FOR, RESPOND TO, AND RECOVER FROM DISASTERS SHALL INCLUDE PROVISIONS TO DEAL WITH DISASTER-RELATED STRESS.
- F-3 THAT STRESS MANAGEMENT SHOULD NOT BE LIMITED TO INTERVENTION BY MENTAL HEALTH PROFESSIONALS AFTER A DISASTER. DISASTER-RELATED STRESS CAN BE ALLEVIATED TO A SIGNIFICANT DEGREE BY THE PRE-INCIDENT PREPARATIONS WHICH ARE MADE TO COPE WITH A DISASTER'S OCCURRENCE. BECAUSE CITY EMPLOYEES REPRESENT A CRITICAL RESOURCE IN DISASTER RESPONSE AND RECOVERY, PRIORITY SHOULD BE GIVEN TO PROGRAMS WHICH WILL HELP MITIGATE THEIR POST-TRAUMATIC STRESS.
- F-4 TO MAXIMIZE COMMUNITY AND PUBLIC RESOURCES AVAILABLE TO DEAL WITH STRESS MANAGEMENT IN A MAJOR DISASTER.
- F-5 THAT WHILE PRIORITY MUST BE GIVEN TO EFFORTS TO PREVENT AND DEAL WITH POST TRAUMATIC STRESS ON THE PART OF CITY EMPLOYEES AND DISASTER VOLUNTEERS, THE CITY'S LONG-TERM RECOVERY EFFORTS WILL BE SIGNIFICANTLY AFFECTED BY THE EFFECTS WHICH POST TRAUMATIC STRESS HAS ON THE RESIDENTS AND THE COMMUNITY AS A WHOLE.

G. VITAL RECORDS

IT IS THE CITY'S POLICY:

- G-1 TO FORMULATE AND MAINTAIN A VITAL RECORDS PROTECTION AND RETENTION PLAN IN ORDER TO PROVIDE PROTECTION OF CITY DOCUMENTS AND INFORMATION REQUIRED TO CONTINUE ESSENTIAL OPERATIONS IN THE EVENT OF A DISASTER AND TO RESUME NORMAL OPERATIONS AFTER A DISASTER.

H. INTER-JURISDICTIONAL RELATIONSHIPS

IT IS THE CITY'S POLICY:

- H-1 TO MAINTAIN ONGOING LIAISON AND CONTACT WITH APPROPRIATE PUBLIC AND PRIVATE AGENCIES TO IMPROVE COOPERATION AMONG AGENCIES AND TO ENSURE FAMILIARITY WITH THE EMERGENCY RESPONSE AND RECOVERY PLANS OF VARIOUS AGENCIES.
- H-2 TO COORDINATE SHELTERING REQUIREMENTS WITH THE RED CROSS, LOS ANGELES UNIFIED SCHOOL DISTRICT AND OTHER APPROPRIATE ENTITIES.
- H-3 TO WORK WITH APPROPRIATE LOCAL, STATE, AND FEDERAL ENTITIES TO EXPEDITE THE PROVISION OF FINANCIAL AND OTHER ASSISTANCE TO RESIDENTS WHOSE RESIDENCES HAVE BEEN DAMAGED.
- H-4 TO WORK WITH THE PRIVATE SECTOR TO EXPEDITE THE RESTORATION OF RESIDENCES IN THE POST-DISASTER ENVIRONMENT.
- H-5 TO ENCOURAGE AND ASSIST PRIVATE SECTOR ENTITIES IN THE DEVELOPMENT OF RESPONSE AND RECOVERY PLANS AND PROGRAMS.
- H-6 TO COORDINATE WITH APPROPRIATE STATE AND FEDERAL ENTITIES TO EXPEDITE THE PROVISIONS OF FINANCIAL AND OTHER ASSISTANCE TO BUSINESS ENTERPRISES WHICH HAVE BEEN DAMAGED.
- H-7 TO COORDINATE WITH THE PRIVATE SECTOR TO EXPEDITE THE RESTORATION OF BUSINESS AND INDUSTRY IN THE POST-DISASTER ENVIRONMENT.

- H-8 TO PLAN FOR THE AVAILABILITY OF PRIORITY EQUIPMENT AND SERVICES NEEDED IN THE RECOVERY AND RECONSTRUCTION PROCESS.
- H-9 TO WORK WITH APPROPRIATE LOCAL, STATE, AND FEDERAL ENTITIES TO FACILITATE THE RESTORATION OF ROADWAYS AND UTILITIES IMMEDIATELY FOLLOWING A DISASTER.
- H-10 TO WORK WITH APPROPRIATE STATE, LOCAL, FEDERAL AND PRIVATE ENTITIES TO ENSURE CASH FLOW TO PROVIDE ESSENTIAL SERVICES TO MAINTAIN PUBLIC HEALTH AND SAFETY FOR A PERIOD DEEMED NECESSARY.
- H-11 TO PROMOTE LEGISLATION ADDRESSING RECOVERY AND RECONSTRUCTION FROM A MAJOR DISASTER, AND TO WORK WITH OTHER JURISDICTIONS, WHERE FEASIBLE, IN PROMOTING SUCH LEGISLATION.
- H-12 TO COORDINATE, WHERE APPROPRIATE, WITH OTHER CITY, COUNTY, STATE AND FEDERAL GOVERNMENTS AND THE MEDIA TO ASSURE ACCURATE AND TIMELY PUBLIC INFORMATION IS DISSEMINATED.
- H-13 TO DEVELOP, IMPLEMENT, AND MAINTAIN, WHEN NECESSARY, MUTUAL AID AGREEMENTS FOR DISASTER SERVICES.
- H-14 TO COORDINATE THE SHELTERING REQUIREMENTS OF SPECIALIZED VOLUNTEER PERSONNEL ACQUIRED AS A RESULT OF MUTUAL AID FROM OTHER JURISDICTIONS.
- H-15 THAT MANAGEMENT OF SUPPLIES DONATED SPONTANEOUSLY BY THE PUBLIC REQUIRES INTER-JURISDICTIONAL CONSIDERATION AND PLANNING.

I. TRAFFIC MITIGATION

IT IS THE CITY'S POLICY:

- I-1 THAT DURING THE RECOVERY AND RECONSTRUCTION PHASE OF A MAJOR DISASTER, AN EMERGENCY TRANSPORTATION NETWORK BE IMPLEMENTED THAT WOULD MAINTAIN PUBLIC HEALTH AND SAFETY AND AID IN THE ECONOMIC RECOVERY OF THE CITY.
- I-2 TO FACILITATE EMERGENCY RESPONSE OF TRANSIT AGENCIES AND TRANSIT PROVIDERS WITHIN THE CITY DURING THE RECOVERY AND RECONSTRUCTION PHASE OF A MAJOR DISASTER.
- I-3 TO DISSEMINATE ACCURATE AND APPROPRIATE TRAFFIC AND TRANSPORTATION INFORMATION DURING THE RECOVERY AND RECONSTRUCTION PHASE OF A MAJOR DISASTER.

CHAPTER IV

POLICIES AND ACTIONS

This Section contains Plan policies and actions necessary to carry them out. They are grouped by the eight functional categories of:

- A - Residential, Commercial, and Industrial Rehabilitation
- B - Public Sector Services
- C - Economic Recovery
- D - Land Use/Re-Use
- E - Organization and Authority
- F - Psychological Rehabilitation
- G - Vital Records
- H - Inter-jurisdictional Relationships
- I - Traffic Mitigation

The Department involved in each action statement are noted in abbreviated form in parentheses after each action statement. The lead agency is noted with an asterisk.

The following page provides a key to the Department abbreviations.

<u>DEPARTMENT / AGENCY</u>	<u>ABBREVIATION</u>
All Department	All
Aging	Aging
Animal Regulation	Animal Reg.
Building and Safety	Bldg. & Sfty.
Chief Legislative Analyst	CLA
City Administrative Officer	CAO
City Attorney	C. Atty.
City Clerk	City Clerk
Community Development	CDD
Community Redevelopment Agency	CRA
Controller	Controller
Cultural Affairs Department	Cultural
Emergency Operations Board	EOB
Environmental Affairs Department	Env. Aff.
Fire	Fire
General Services	Gen. Svcs.
Highway Patrol	Hwy. Patrol
Housing Authority	HACLA
Housing Dept.	HD
Information Services	Info. Svcs.
Library	Library
Los Angeles Unified School District	LAUSD
Mayor	Mayor
Media Task Force	Media Task Force
Personnel	Pers.
Planning	City Plan.
Police	Police
Private Sector	Priv. Sec.
Proprietary Departments	Proprietary
Water and Power	Water and Power
Harbor	Harbor
Airports	Airports
Psychological Aspects Task Force	Psych T. F.
Public Works	Public Wks.
Recreation and Parks	Rec. & Pks.
Telecommunications	Telecom.
Transportation	Trans.
Treasurer	Treasurer

Vital Records Task Force

VR Task Force

A. RESIDENTIAL, COMMERCIAL AND INDUSTRIAL REHABILITATION

POLICY STATEMENT NO. A.1 - TEMPORARY HOUSING

IT IS THE CITY'S POLICY THAT TEMPORARY HOUSING WILL BE ARRANGED FOR DISPLACED RESIDENTS, IF POSSIBLE, IN INDIVIDUAL FAMILY-SIZED UNITS, AS SOON AS THE EMERGENCY IS DECLARED AND THAT WE WILL CLOSE SUCH SHELTERS AS SOON AS LONG TERM HOUSING BECOMES AVAILABLE.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- A.1.1. Maintain a list, based on predicted number of families, of three alternate sites in various sections of the City and prepare a "tent city" plan for each site. (*Rec. & Pks.)
- A.1.2. Complete a computerized inventory of possible shelter sites including open spaces, schools, etc., and the capabilities and features of each possible shelter site and update regularly. (*Rec & Pks., City Plan.)
- A.1.3. Develop a pre-incident plan for the use of private and public schools for temporary shelters and the timely return of the facility to its normal use and update as needed. (*Rec. & Pks., LAUSD)
- A.1.4. Identify temporary large group housing to facilitate rapid closure of emergency shelters. (*HD, CDD, CRA, HACLA)
- A.1.5. Maintain a list of vendors and suppliers of equipment necessary to provide supplies and materials for temporary housing of people and businesses displaced by the major emergency (e.g., tents, portable sanitation facilities, etc.) using quantity and other characteristics. (Gen. Svcs., *Rec. & Pks., City Plan.)

- A.1.6. Determine the features of a “tent city” and maintain a plan (e.g., one sanitation facility for -X- number of people, optimum number of family tents, size of family tent, how many and what kind of businesses will be in a “city”, what are their needs?). (*Rec. & Pks., CDD, Red Cross)
- A.1.7. Maintain a plan detailing how much equipment and what type will be needed for a predicted event. (*Rec. & Pks.)
- A.1.8. Develop policies and actions programs addressing the need for rapid post-event development of a permanent replacement housing program. (*HD, CRA, Bldg. & Sfty., City Plan.)
- A.1.9. Develop interim and long-term policies and actions for inclusion in the Recovery and Reconstruction Plan which addresses the correction of illegal occupancies and construction within reasonable limits, based on essential health and safety factors and given the existing and projected shortage of adequate low and moderate income housing, (*Bldg. & Sfty., HD, CRA, City Plan.)

Post-event Short-Term

- A.1.10. Implement the process and procedures of developing a “tent city” after an event. (*Rec. & Pks., Police)
- A.1.11. Establish efficient and effective distribution system for food and other necessary supplies. (*Rec & Pks., Gen. Svcs., Red Cross)
- A.1.12. Inspect and evaluate shelters before occupation, based on a prioritized schedule. (*Bldg. & Sfty., Fire, Rec. & Pks.)
- A.1.13. If necessary, provide immediate housing assistance to fill any gaps in Federal or State assistance time frames. (*HD, *CDD, CRA)

POLICY STATEMENT NO. A.2 - PROTECTION FOR RENTERS

IT IS THE CITY’S POLICY TO MAXIMIZE AVAILABLE HOUSING STOCK BY PROTECTING RENTERS FROM UNWARRANTED DISPLACEMENT AND FINANCIAL HARDSHIP ASA RESULT OR UNLAWFUL ACTIONS BY LANDLORDS.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- A.2.1. Enact administrative regulations to:
- S Prohibit the eviction of renters from rental units.
 - S Relocate displaced renters into their original housing at the same rental level;
 - S Require landlords to refund security deposits in full to renters forced to move because of the disaster (*HD, CRA, CLA, C. Atty.)
- A.2.2. Develop processes and procedures to carry out the action specified above, including public hearings, appeal processes, etc. (*HD)

Post-event Short-term

- A.2.3. Implement the procedures after the disaster to protect renters from displacement and unwarranted financial hardships resulting from landlord actions. (*HD)

POLICY STATEMENT NO. A.3 - SHELTERING REQUIREMENTS

IT IS THE CITY'S POLICY TO COORDINATE THE SHELTERING REQUIREMENTS FOR SPECIALIZED PERSONNEL ACQUIRED AS A RESULT OF MUTUAL AID FROM OTHER JURISDICTIONS.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- A.3.1. Maintain contact with Convention Bureau, Hotel and Motel Associations, and arrange for a procedure to use during emergencies to provide rooms during declared major emergencies. Include consideration of procedures for accounting, necessity of formal agreements, compensation, etc. (CAO, Controller, Library, Fire, Public Wks., Bldg. & Sfty., *Rec. & Pks., *Gen. Svcs.)
- A.3.2. Develop and maintain a plan of procedures for City departments to arrange for sheltering out-of-town support personnel through a central point phone number and

distribute. (*Rec. & Pks., CAO, Library, Controller)

POLICY STATEMENT NO. A.4. - DEMOLITION

IT IS THE CITY'S POLICY THAT, WHEN NECESSARY, DEMOLITION BE DONE AS EXPEDITIOUSLY AS POSSIBLE.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- A.4.1. Establish criteria for contractual agreements for emergency demolition with private sector (*Bldg. & Sfty., Env. Aff.)
- A.4.2. Develop and maintain due processes and procedures to demolish structures considered to be unsafe for habitation and declared an imminent hazard with proper notification of owner. (*Bldg. & Sfty.)
- A.4.3. Establish contractual agreements, utilizing the approved bid process, with private contractors for emergency demolition, lot cleaning, barricading and/or securing property. (*Bldg. & Sfty., Pub. Wks.)
- A.4.4. Review and clarify the state, federal and City roles and prerogatives in historic structure demolition. (*C. Atty., CLA, Bldg. & Sfty., City Plan, CRA, Cultural)
- A.4.5. Formulate appropriate policies and pre-event hazard mitigation programs to reconcile legitimate public safety and historic preservation interests within the General Plan Safety Element. (*City Plan., C. Atty., CLA, Bldg. & Sfty., Cultural)
- A.4.6. Review design criteria connected with post-event repair and rebuilding of City public structures. (C. Atty., Mayor, Bldg. & Sfty., *Cultural, Pub. Wks., Gen. Svcs.)
- A.4.7. Create a task force to include members of the Cultural Affairs Commission and representatives of the historic preservation and design communities within these meetings in order to promote communication and minimize controversy on these controversial issues. (C. Atty., City Plan., CLA, Bldg. & Sfty., CRA, *Cultural, Pub. Wks., Gen. Svcs.)
- A.4.8. Establish environmental criteria for demolition to be followed by public and private contractors in conjunction with the appropriate regulatory agencies. (*Bldg. & Sfty., Pub. Wks., Env. Aff., C. Atty.)
- A.4.9. Develop off-the-shelf agreements between Building and Safety, Public Works, General Services, Department of Transportation, and Street Maintenance for post-disaster use. Agreements to include conditions and terms for use of staff and equipment resources

for knocking down eminent hazards and procedures for barricading public and privately owned buildings, and public and private streets and alleys. (*Bldg. & Sfty., Pub. Wks., Gen. Svcs., Trans.)

Post-event Short-term

- A.4.10. During emergency, carry out established demolition procedures which include environmental criteria. (*Bldg. & Sfty., Env. Aff.)
- A.4.11. Investigate and, if feasible, initiate a City-sponsored Demolition and Debris Removal Program reimbursed by federal and state disaster funding. (*EOB, Pub. Wks., Bldg. & Sfty., Env. Aff., All.)

POLICY STATEMENT NO. A.5 - MUTUAL AID FOR DAMAGE ASSESSMENT

IT IS THE CITY'S POLICY THAT, WHEN NECESSARY, MUTUAL AID RESOURCES WILL BE UTILIZED TO ASSIST IN THE BUILDING DAMAGE ASSESSMENT EFFORT.

ACTION (IMPLEMENTATION) PROGRAM

Pre-event

- A.5.1. Develop pre-incident agreements with other local, State and Federal agencies for mutual aid in cooperation with other City agencies, (Pub. Wks., W&P, *Bldg. & Sfty., Priv. Sec., Harbor, Airports)
- A.5.2. Maintain a listing of port tenants, including ownership and type of business being conducted, and liaison with them in order to facilitate coordination of possible relief efforts they may need or can provide. (*Harbor)

POLICY STATEMENT NO. A.6 - DAMAGE ASSESSMENT

IT IS THE CITY'S POLICY THAT THE DEPARTMENT OF BUILDING & SAFETY, FIRE DEPARTMENT AND OTHER AGENCIES, AS APPROPRIATE, PROVIDE SYSTEMATIC DAMAGE ASSESSMENT INSPECTIONS OF STRUCTURES ON A PRIORITY BASIS.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- A.6.1. Determine purpose, scope and composition of damage assessment team/s. (*Bldg. & Sfty.)
- A.6.2. Complete the design and development of a Damage Assessment System. (*Bldg. & Sfty.)
- A.6.3. Complete the design and development of the Damage Incident Reporting System (DIRS) to insure rapid recording of mapped and tabular information related to injuries, deaths, structural damage, etc. (*Bldg. & Sfty., Info. Svcs., Police, Pub. Wks., Fire)
- A.6.4. Review criteria for damage assessment of buildings. (All, *Bldg. & Sfty.)
- A.6.5. Develop and maintain a common use computer database system for identifying ownership and logging pertinent information related to public and private properties within the city. (*Bldg. & Sfty., Fire, City Plan., Pub. Wks., Trans, City Clerk)

Post-event Short-term

- A.6.6. Deploy damage inspection teams, with assistance of cooperating entities for detailed identification and recordation of structural damage. (*Bldg. & Sfty., City Plan., CAD, CRA, CDD, Fire, HD, Pub. Wks., DOT).
- A.6.7. Evaluate damage assessment results following a major disaster based on Damage Assessment System and Damage Incident Reporting System (DIRS) and provide information to the Long-Term Reconstruction Task Force. (*Bldg. & Sfty., Pub. Wks., City Plan.)
- A.6.8. Deploy city inspectors, engineers, and/or contractors to transportation centers and ports to assess damage to facilities and equipment (*Harbor, *Airports)
- A.6.9. Compile damage assessment of public and private art collections, historic structures, and other cultural facilities for archives retention and public information, and submit to FEMA and OES. (*CAD, Bldg. & Sfty.)

POLICY STATEMENT NO. A.7 - HAZARD EVALUATION TEAMS

IT IS THE CITY'S POLICY TO INSPECT, GATHER INFORMATION AND PROVIDE SYSTEMATIC EVALUATION OF NATURAL AND TOXIC HAZARDS ON A PRIORITY BASIS, IN COORDINATION WITH THE DAMAGE ASSESSMENT PROCESS.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- A.7.1. Determine the scope of responsibilities of post-event hazard evaluation teams organized to inspect, compile information and evaluate natural and toxic hazards; such hazards could include conditions such as ground deformation, surface rupture, landslide, soil instability, liquefaction, flood, fire, and toxic spills and emissions. (*Pub. Wks., City Plan., Bldg. & Sfty., Trans., Fire, CRA, Env. Aff.)
- A.7.2. Develop criteria for evaluation of hazardous conditions (*Pub. Wks., City Plan., Bldg. & Sfty., Trans., Fire, CRA, Env. Aff.)
- A.7.3. Complete the design and development of a hazard Evaluation System. (*Pub. Wks., City Plan., Bldg. & Sfty., Trans., Fire, CRA, Env. Aff.)
- A.7.4. Complete the design and development of the Hazards Identification Reporting System (HIRS) to ensure rapid recording of mapped and tabular information describing the location and intensity of natural and toxic hazards. (*Pub. Wks., City Plan., Bldg. & Sfty., Trans., Fire, CRA, Env. Aff.)

Post-event Short-term

- A.7.5. Deploy hazard evaluation teams, with the assistance of cooperating county, state and federal agencies, for detailed identification and evaluation of natural and toxic hazards. (*Pub. Wks., City Plan., Bldg. & Sfty., Trans., Fire, CRA)

POLICY STATEMENT NO. A.8 - DISASTER ASSISTANCE

IT IS THE CITY'S POLICY TO PROVIDE INCENTIVES AND PRIORITY USE OF APPROPRIATE CITY RESOURCES TO PERSONS APPLYING FOR DISASTER ASSISTANCE FOR INTERIM HOUSING.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- A.8.1. Identify staff from other City Departments who are knowledgeable regarding loan processing and/or real estate practices and procedures. (*CDD, *HD, CRA)
- A.8.2. Develop loan guidelines and procedures. (*CDD, *HD, CRA, CAO)
- A.8.3. Establish procedures to expedite the building permit process and provide relief for the required fees. (*Bldg. & Sfty., City Plan, Pub. Wks., Fire)
- A.8.4. Obtain pre-approval on loan procedures from HCD, HUD, and SBA on process to follow, subsequent to emergency. (*CDD, *HD, CRA, CAO)

Post-event Short-term

- A.8.5. Establish one-stop processing center in areas where most severe damage occurred. (*Bldg. & Sfty., City Plan., Pub. Wks., Fire)
- A.8.6. Identify and seek Federal and State grant money. (*CDD, All)
- A.8.7. Coordinate local emergency assistance for rehousing displacees. (*HD, HACLA)
- A.8.8. Assist in efforts to verify displacees to qualify them for relocation assistance. (*HD, Bldg. & Sfty., HACLA)
- A.8.9. Assist in identifying available housing units for displacees meeting health and safety standards. (*HD, CDD, HACLA)

POLICY STATEMENT NO. A.9 - REPAIR OF DAMAGED BUILDINGS

IT IS THE CITY'S POLICY TO ENCOURAGE IMMEDIATE REPAIR FOR INTERIM REOCCUPANCY OF DAMAGED PROPERTIES.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- A.9.1. Create a Housing Task Force within the R&R Division which shall consist of representatives from HD, CDD, CRA, HACLA, Building & Safety, Planning and Private Developers. (*CDD, *HD, CAO, C. Atty., HACLA, Bldg. & Sfty., Rec. & Pks., CRA, City Plan.)
- a. Develop a criteria for emergency habitability based upon health and life safety measures. Standards of damage will be determined dependent on magnitude of event. (*HD, CRA, HACLA, Bldg. & Sfty., Rec. & Pks., Pvt. Developers)
 - b. Obtain HUD, FEMA, SBA and SDHCD approval to eliminate currently required processes and documentation for expediting loan assistance, such as:
 - (1) Appraisals
 - (2) Lot Book Report in lieu of Title Report
 - (3) Income and mortgage verification documents
 - (4) Judgements, Liens
 - (5) City control of construction funds(*CDD, *HD, CRA, HACLA, Bldg. & Sfty., City Plan., Pvt. Developers)
 - c. Initiate coordination through a Memorandum of Understanding (MOU) with the State Department of Housing and Community Development (SDHCD), Department of Housing and Urban Development (HUD), Federal Emergency Management Agency (FEMA) and the Small Business Administration (SBA) which details specific roles and responsibilities to include: (a) inspections (b) damage assessment (c) Disaster Assistance Center's ability to make decisions and (d) sharing of data. (*CDD, *HD, CRA, HACLA, Bldg. & Sfty., City Plan., Pvt. Developers)

- A.9.2. Investigate and establish if feasible, a City loan program for financing loans to owners of damaged properties without regard for their state and federal assistance applications. (*CRA)

Post-event Short-term

- A.9.3. Establish listing of severely damaged buildings. (*Bldg. & Sfty.)
- A.9.4. Arrange for emergency fencing, shoring, and repair of City facilities as required to ensure public safety (*Pub. Wks., Bldg. & Sfty, CAD, CDD, Gen. Svcs., HD, Water & Power, Trans.)

POLICY STATEMENT NO. A.10 - SECURITY

IT IS THE CITY'S POLICY TO PROVIDE FOR SECURITY TO SHELTERING, TEMPORARY DISTRIBUTION CENTERS AND OTHER EMERGENCY RESPONSE FACILITIES.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- A.10.1. Designate the primary agencies responsible for security of sheltering, temporary distribution centers and other emergency response facilities (Rec. & Pks., Gen. Svcs. *Police, Fire, CDD, CRA)

Post-event Short-term

- A.10.2 Provide security for sheltering, temporary distribution centers and other emergency facilities as appropriate following a major disaster (Rec. & Pks., Gen. Svcs., *Police, Fire, CDD, CRA)

POLICY STATEMENT NO. A.11 - FEDERAL HAZARD MITIGATION

IT IS THE POLICY TO EXPEDITE POST-EVENT HAZARD MITIGATION ACTIVITIES MANDATED UNDER THE STAFFORD ACT (PUBLIC LAW 93-288, AS AMENDED) AND RELATED FEDERAL AND STATE REGULATIONS AND GUIDELINES.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- A.11.1. Specify the lead city entity for post-event hazard mitigation activities. (*EOB)

Post-event Short-term

- A.11.2. Identify city representation on FEMA's mandatory Interagency Hazard Mitigation Team, as required under regulations implementing the Stafford Act and related regulations and guidelines. (*EOB, *CAO)
- A.11.3. Coordinate and facilitate joint planning activities with FEMA, State, and other involved entities for improved hazard mitigation under the provisions of Section 409 of the Stafford Act and related regulations and guidelines. (*CAO, City Plan., Pub., Wks., Bldg. & Sfty., Trans., Water & Power, Fire, CRA)
- A.11.4. Prepare and pursue hazard mitigation grant requests under the provisions of Section 404 of the Stafford Act and related regulations and guidelines. (*CAO, City Plan., Pub. Wks., Bldg. & Sfty., Trans., Water & Power, Fire, CRA)

POLICY STATEMENT NO. A.12 - FAST-TRACK PERMIT REVIEW

IT IS THE CITY'S POLICY TO FACILITATE SHORT-TERM RECOVERY THROUGH PRE-EVENT ADOPTION OF POST-EVENT FAST TRACK PERMIT REVIEW PROCEDURES AND CRITERIA.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- A.12.1. Request the President of the City Council to form a special ad hoc committee of the City council to handle all recovery and reconstruction matters, including appeals of post-event permit decisions rendered by staff. (*EOB, Mayor, CLA)
- A.12.2. Periodically review and update procedures and criteria for post-event fast track review of repair permits, including but not limited to temporary use and building permit

- processes, standard appeals time limits, batching of recovery-related land use and building permits, and referral of permit appeals to the special ad hoc City Council Committee on recovery and reconstruction, as appropriate. (*City Plan., C. Atty., Bldg. & Sfty., Pub. Wks., Water and Power, CRA, Trans., Fire, Env. Aff.)
- A.12.3. Determine criteria for balancing post-event work priorities between damage assessment, hazard evaluation, fast-track permit review, and routine development application review activities, with emphasis on public safety. (CAO, *City Plan., *Bldg. & Sfty., Pub. Wks., Water & Power, Fire, CRA, Trans.)
- A.12.4. Determine the possible role of disaster assistance and insurance in offsetting repair and rebuilding fee costs. (*CAO, C. Atty., CLA)
- A.12.5. Prepare ordinances and/or legislation which would provide for deferral of locally generated and state imposed development and building permit fees, subject to a fee schedule and backed by liens and assessments, taking into account possibility of sliding fee scales based on factors such as differential damage levels and/or revenue potential and including appeal criteria for hardship situations. (*CAO, C. Atty., City Plan., Bldg. & Sfty., Pub. Wks., Water & Power, CRA, Trans., Fire, CLA, Env. Aff.)
- A.12.6. Continue to work with appropriate City Council committees to act on and forward for Council adoption the ordinance previously prepared by the Department of Building and Safety and approved by the EOB in its 1989 legislative package, modified to include processing fee deferrals rather than outright fee waivers and to acknowledge state prerogatives on demolition of historic buildings. (*Bldg. & Sfty.)
- A.12.7. Develop and provide computer information systems to support fast-track permit review procedures. (Info. Svcs., *City Plan., *Bldg. & Sfty., Pub. Wks., Water & Power, Fire, CRA, Env. Aff.)
- A.12.8. Assess Federal and State regulatory issues that may inhibit construction such as new codes (ADA) and recommend strategies to address any problems. (*Bldg. & Sfty., HD, CDD, CLA)

Post-event Short-term

- A.12.9. If necessary, initiate consideration of fast-track repair permit ordinance. (*Mayor, City Plan., Bldg. & Sfty., Pub. Wks., Water & Power, CRA, Trans., Fire)

- A.12.10. Establish and coordinate separate groups or individuals within each City department to work exclusively on post-event disaster recovery and reconstruction activities. (*City Plan, Bldg. & Sfty., Pub. Wks., Water & Power, CRA, Trans., Fire, Env. Aff.)
- A.12.11. As appropriate, suspend non-critical tasks and public services. (*Bldg. & Sfty., All)

POLICY STATEMENT NO. A.13 - ENVIRONMENTAL PROTECTION

IT IS THE CITY'S POLICY THAT TO THE MAXIMUM EXTENT FEASIBLE, RECOVERY AND RECONSTRUCTION ALTERNATIVES BE CHOSEN WHICH BEST PRESERVE AND PROTECT THE ENVIRONMENT AND BETTER THE ENVIRONMENTAL HEALTH AND SAFETY OF THE CITY.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- A.13.1. Identify and maintain a current list of local experts on various environmental subject areas to be available for consultation and assistance during emergencies. (*Env. Aff.)
- A.13.2. Establish and maintain liaison with all City departments, county, regional, state and federal environmental agencies and legislative bodies to ensure coordination for environmental issues in the event of an emergency. (*Env. Aff.)
- A.13.3. Identify and maintain lists and maps of significant ecological areas within the City to plan for the maximum protection for these sensitive areas during emergency operations. (*Env. Aff., City Plan.)
- A.13.4. Establish and maintain liaison with public information officers within various City Departments to provide assistance in developing environmental information or assessments during emergencies. (*Env. Aff., Mayor)
- A.13.5. Establish a plan and procedures for developing and disseminating public health and environmental advisories in cooperation with the relevant agencies. (*Env. Aff., Telecom., Mayor)

- A.13.6. Establish a plan for streamlined emergency contingency procedures for disposal of solid waste in public and private facilities in and near the City. This will include emergency increases for landfill capacity during the emergency period. (*Env. Aff., Pub. Wks., Bldg. & Sfty.)

Post-event Short-term

- A.13.7. During the emergency, implement the plans and coordinate with outside agencies, as listed above. (*Env. Aff.)
- A.13.8. Facilitate coordination meetings between city departments, county offices, regional offices, state and federal departments for the purpose of expediting environmental permitting and streamlining of procedures. (*Env. Aff.)
- A.13.9. Coordinate with appropriate agencies for the implementation of streamlined emergency procedures for the disposal of solid waste in the City. (*Env. Aff., Pub. Wks., Bldg. & Sfty.)

B. PUBLIC SECTOR SERVICES

POLICY STATEMENT NO. B.1 - ORDERLY RESTORATION

IT IS THE CITY'S POLICY THAT A PLAN FOR THE ORDERLY RESTORATION OF PUBLIC SERVICES AFTER A MAJOR DISASTER BE DEVELOPED.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- B.1.1. Identify and prioritize services that are provided to the public and identify the impact of curtailment of each service. (All, Depts. & Outside Utilities, *EOB)
- B.1.2. Develop relocation plans for those critical Department operations housed in severely damaged buildings. (*Gen. Svcs. Proprietary Departs.)
- B.1.3. Make arrangements with other utilities for mutual support. (*Water and Power)
- B.1.4. Prepare a comprehensive inventory of available disposal sites for the temporary storage and transfer of large quantities of debris, including hazardous materials. (Police, Fire, City Plan., Gen. Svcs. *Pub. Wks., Env. Aff.)
- B.1.5. Provide backup power sources for critical wastewater equipment and facilities. (*Pub. Wks.)
- B.1.6. Stockpile equipment and supplies necessary to reestablish communications and critical wastewater services. (*Pub. Wks.)
- B.1.7. Develop a plan for the establishment of a Wastewater Command Center to direct recovery activities. (*Pub. Wks.)

Post-event Short-term

- B.1.8. Transfer and temporarily store debris, including hazardous materials. (Police, Fire, Gen. Svcs., *Pub. Wks.)

- B.1.9. Expedite plan check and permitting procedures to minimize the time required for the restoration of hospitals, critical commercial and industrial facilities and utility services in cooperation with the State's Office of the State Architect and/or other regulating agencies. (*Bldg. & Sfty., City Plan., Pub. Wks., Water & Power)
- B.1.10. Support restoration efforts by providing equipment or personnel as available, to assist in removing downed trees from de-energized electric lines, restoring access to facilities by utility personnel and equipment, and maintaining areas secure for utility restoration crews. (*Pub. Wks., Gen. Svcs., Water and Power)
- B.1.11. Assign representatives to assist the Utility in coordinating and facilitating restoration and repairs of utility facilities (*EOB, Water and Power, All)
- B.1.12. Provide temporary or emergency water and power services as required. (*Water & Power)
- B.1.13. Restore those water and power facilities which affect the greatest number of persons. (*Water & Power)
- B.1.14. Strive to maintain water and power services for police facilities, fire facilities hospitals, wastewater and solid waster facilities, and to life-support customers. (*Water & Power)
- B.1.15. Review, amend as needed and implement relocation plans for critical department operations housed in severely damaged buildings. (*Gen. Svcs., All)
- B.1.16. Make short-term repairs and install temporary equipment as needed to quickly reinstate wastewater, solid waste, transportation and commercial activities. (*Harbor, *Airports, *Pub. Wks.)
- B.1.17. Conduct surface and subsurface surveys to determine damage to wastewater facilities. (*Pub. Wks.)
- B.1.18. Develop implementation plans to make permanent repairs to wastewater and solid waste facilities. (*Pub. Wks.)

POLICY STATEMENT NO. B.2 - UTILIZATION OF CITY EMPLOYEES

IT IS THE CITY'S POLICY THAT, DURING THE RECOVERY AND RECONSTRUCTION PHASE OF A MAJOR DISASTER, CITY EMPLOYEES SHALL BE FULLY UTILIZED WHENEVER FEASIBLE.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- B.2.1. Identify and maintain a list of employees who are available for reassignment or redeployment following a disaster. (All, *Pers.)
- B.2.2. Develop a plan for inter-departmental assignment of employees based on pre-identification of needs after a major disaster. Examples of needs include bilingual skills, accounting expertise for disaster claims and amateur radio operators. This plan shall include a statement that all employees shall be returned to their normal duties as rapidly as conditions permit. (*Pers., All)

POLICY STATEMENT NO. B.3 - BUILDING INVENTORY

IT IS THE CITY'S POLICY TO DEVELOP AN INVENTORY OF AVAILABLE PUBLIC AND PRIVATE BUILDINGS THAT CAN BE USED TO HOUSE CITY SERVICES IN THE EVENT OF A MAJOR DISASTER.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- B.3.1. Assess the seismic survivability of public and private buildings. (Pub. Wks., Gen. Svcs. *Bldg. & Sfty.)
- B.3.2. Determine the non-structural earthquake hazards in all City buildings. (All, *Gen. Svcs.)
- B.3.3. Identify all City buildings including those which have emergency generators, underground fuel storage, water storage tanks, and other unique characteristics which

- may prove valuable in the event of a major disaster. (Pub. Wks., Bldg. & Sfty., Proprietary Depts, *Gen. Svcs.)
- B.3.4. Identify alternate locations for the Emergency Operations Center. (CAO, Policy, Fire, Water & Power, Trans., Rec. & Pks., Pub. Wks., Pers., Bldg. & Sfty., *Gen. Svcs.)
- B.3.5. Identify alternative sites for City Council meetings to be held in the event the Council Chambers cannot be accessed. (*City Clerk, CLA)
- B.3.6. Identify alternate public and private work locations. (*Gen. Svcs., All)
- B.3.7. Determine the survivability of structures and properties, and develop a prioritized list of those requiring retrofitting. (*Bldg. & Sfty., All)

Post-event Short-term

- B.3.8. Determine which City buildings can be occupied after a major earthquake or other disaster. (Police, Fire, Pub. Wks., Gen. Svcs., *Bldg. & Sfty.)
- B.3.9. Ensure that each site is provide with the necessary equipment and supplies to conduct an emergency session of the City Council. (*City Clerk, CLA)

POLICY STATEMENT NO. B.4 - EQUIPMENT AND SERVICES

IT IS THE CITY'S POLICY TO PLAN FOR THE AVAILABILITY OF EQUIPMENT AND SERVICES NEEDED IN THE RECOVERY AND RECONSTRUCTION PROCESS.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- B.4.1. Prepare a comprehensive inventory of equipment and supplies, both public and private, which may be available for use after a major disaster. (*Gen. Svcs., Info Svcs., Police)
- B.4.2. Develop a comprehensive list of needs for emergency contracts and agreements for materials, equipment, and warehousing space. (CAO, *Pub. Wks., Gen. Svcs., Fire, Police)

- B.4.3. Prepare a comprehensive plan for backup communications and data processing systems required in the event that relocation of public services is required after a major event. (Gen. Svcs., Fire, *Info. Svcs., Police)
- B.4.4. Maintain a list of supplies and temporary equipment which would be necessary to maintain transportation and commercial activities in the event of a disaster. (*Harbor, *Airports)
- B.4.5. Maintain a list of city inspectors, engineers, and/or contractors who could be contacted in an emergency to assess damage to transportation centers and ports. (*Harbor, *Airports)

Post-event Short-term

- B.4.6. Coordinate execution of contracts and agreements as needed for materials, equipment, and warehousing space. (CAO, *Pub. Wks., *Gen. Svcs., Fire, Police)
- B.4.7. Review, revise as necessary, and implement plan for back up communications and data processing system required in the event that relocation is required. (Gen. Svcs., Fire, *Info. Svcs., Police)

POLICY STATEMENT NO. B.5 - PUBLIC INFORMATION

IT IS THE CITY'S POLICY THAT A COORDINATED PUBLIC INFORMATION SYSTEM BE DEVELOPED TO INCLUDE PUBLIC SERVICES ANNOUNCEMENTS, HOTLINES, AUTOMATED CALL DIRECTORS, AND OTHER COMMUNICATION MEDIA TO KEEP CITY EMPLOYEES AND THE GENERAL PUBLIC INFORMED OF ON-GOING RECOVERY AND RECONSTRUCTION ACTIVITIES AND CITY EMPLOYEES ADVISED OF THEIR ASSIGNMENTS AND RESPONSIBILITIES.

ACTION (IMPLEMENTATION) PROGRAMS)

Pre-event

- B.5.1. Develop a comprehensive strategy for acquiring up-to-date information from all city departments for distribution to the media. (*Telecom, Mayor, *EOB, All)
- B.5.2. Develop a list of designated spokespersons in the various fields of expertise who would be utilized to prepare public information after a major disaster. (*Mayor, EOB)

- B.5.3. Develop and regularly broadcast a pre-event public information/education program which includes disaster preparedness information which is distributed via cable television and pre-printed materials. (All, *Telecom.)

Post-event Short-term

- B.5.4. Assign and release public information announcements as appropriate. (All, EOB, *Mayor)
- B.5.5. Work with the media to keep the public informed of the status of restoration of basic services. (*Water & Power, Trans., Telecom)
- B.5.6. Develop a public service announcement that include the address, phone numbers, and hours of operations for City offices that have been relocated which informs City employees where to report to work after a major disaster. (CAO, Fire, Bldg. & Sfty., Pub. Wks., Rec. & Pks., Water & Power, Gen. Svcs., *Telecom., Police)

POLICY STATEMENT NO. B-6 - ANIMAL SAFETY

IT IS THE CITY'S POLICY TO PROVIDE PROTECTION TO RESIDENTS ENDANGERED BY ANIMAL RELATED CONDITIONS AND PROVIDE SAFE FACILITIES FOR ANIMALS IN NEED OF CONFINEMENT, AND WILL MAINTAIN SERVICE FOR THE CARE AND TREATMENT OF SICK AND INJURED ANIMALS.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- B.6.1. Establish and maintain liaisons with suppliers of materials and equipment necessary for the effective support of Division activities. (*Animal Reg.)
- B.6.2. Establish and maintain liaisons with the Southern California Veterinary Medical Association to ensure up-to-date systems for activation to augment the Division's medical section. (*Animal Reg.)
- B.6.3. Establish and maintain procedures that will provide for the health and safety of the public in regards to zoonotic diseases following a major disaster. (*Animal Reg.)

- B.6.4. Identify and maintain a contemporary inventory of facilities, both public and private, for the housing of wild and domestic animals. (*Animal Reg.)
- B.6.5. Establish and maintain liaisons with community groups with special expertise in the handling and maintenance of wild and exotic animals as well as livestock to provide support to the Division's field operations. (*Animal Reg.)
- B.6.6. Maintain a coordinated training program for Division personnel for response and recovery. (*Animal Reg.)

Post-event Short-term

- B.6.7. Establish a procedure to assess the extent and scope of the operation necessary for the Division's response. Identify, secure and distribute supplies and equipment essential for the Division's response to the event. (*Animal Reg.)
- B.6.8. Provide controls on numerous sylvatic animals that may be anticipated to appear in urban areas which may constitute a threat to public safety. (*Animal Reg.)
- B.6.9. Identify critically damaged department facilities and relocate staff and animals to predesignated alternate work locations. (*Animal Reg.)
- B.6.10. Activate and coordinate private sector volunteer resources. (*Animal Reg.)
- B.6.11. Disseminate information on available resources and services available to the public. (*Animal Reg.)
- B.6.12. Activate the facilities necessary for the continued housing of displaced animals, both wild and domestic. (*Animal Reg.)

C. ECONOMIC RECOVERY

POLICY STATEMENT NO. C.1. - CASH FLOW

IT IS THE CITY'S POLICY TO ENSURE CASH FLOW TO PROVIDE ESSENTIAL SERVICES TO MAINTAIN PUBLIC HEALTH AND SAFETY FOR A PERIOD DEEMED NECESSARY.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- C.1.1. Identify financial aid and alternatives from Federal, State, County and other sources and propose legislation as needed. (*CAO, CLA, C. Atty.)
- C.1.2. Develop processes and procedures to insure City Departments produce timely documentation for financial aid or expenditure reimbursement from Federal, State, or other entities. (*CAO, Controller, Fire, Police, Pub. Wks., Bldg. & Sfty., Water & Power, Airports, Harbor, CDD, CRA)
- C.1.3. Identify potential sources of revenue losses, e.g., business license sales, transient occupancy, property, utility users, etc. (*CAO, All)
- C.1.4. Coordinate the development, where feasible, of departmental mutual aid agreements with other public and private entities. (*EOB, All)
- C.1.5. Explore the feasibility of establishing joint powers authority for a loss reserve pooling program. (*CAO, C. Atty., Treasurer, Controller)
- C.1.6. Develop cash flow requirements and strategy by providing for: (CAO, *Controller, *Treasurer)
 - Investments sales at potential losses
 - Registration of warrants
 - Activation of existing bank lines of credit
 - Expend reserve fund
 - Inter-fund borrowing
 - Freeze non-emergency expenditures
 - Establish payment procedures

- Issue guidelines on asset control.

- C.1.7. Work with the Mayor and City Council to establish loss reserve fund. (*CAO)
- C.1.8. Develop procedures, forms, etc. to cancel purchase orders and contracts. (*Gen. Svcs., Controller)
- C.1.9. Complete a computerized City property inventory and determine needs. (All, *Gen. Svcs.)
- C.1.10.. Determine legal issues related to suspending construction project and payments. (*Pub. Wks.)
- C.1.11. Determine the feasibility of obtaining cash advances from the federal and state governments following a major disaster. (*CAO)
- C.1.12. Investigate the feasibility of and, where possible, prearrange access to short-term debt borrowing. (*CAO, Controller, Treasurer)

Post-event Short-term

- C.1.13. Initiate analysis of the City Budget to identify unexpended funds which could be used to finance recovery and reconstruction projects. (*CAO, All)
- C.1.14. Coordinate the completion of Federal and State disaster reimbursement forms. (*CAO, All)
- C.1.15. Suspend capital construction projects and payments. (*Pub. Wks.)
- C.1.16. Immediately seek financial aid from Federal, State, County and other sources. (*CAO, CLA, Controller, Treasurer)
- C.1.17. Coordinate obtaining estimates of damage losses following a disaster (*CAO, All)
- C.1.18. Impose a hiring freeze except for critical skills and an equipment freeze except for equipment essential to recovery and reconstruction efforts if necessary. (*CAO, All)
- C.1.19. Propose sale or lease of surplus City property. (All, Pub. Wks., *Gen. Svcs.)
- C.1.20. If necessary, approve sale or lease of surplus City Property (*Mayor, EOB)

- C.1.21. Identify and select revenue replacement source(s), i.e., user fees, refuse collection fees, occupational license fees. (*CAO, Controller, Treasurer, City Clerk)
- C.1.22. Prioritize and cancel all non-essential purchase orders and contracts. (*Gen. Svcs., Controller)
- C.1.23. Identify extraordinary expenditure requirements.
- Demolition
 - Debris removal
 - Temporary structures
 - Inspections
 - Overtime (All, *CAO)
- C.1.24. Redeploy personnel as necessary. (All, *Pres.)
- C.1.25. If necessary, approve extraordinary expenditure requirements (*Mayor, EOB)
- C.1.26. Coordinate and review recommendations for the Mayor and Council on financial issues related to short- and intermediate-term recovery, e.g., formation of a city financial strategy, fee waivers and discounts, and demolition and debris removal. (*CAO, All)
- C.1.27. Communicate with all offices/departments on financial systems. (*Controller)
- C.1.28. Coordinate reestablishment of appropriate controls and prepare financial reports. (*Controller)

POLICY STATEMENT NO. C.2 - RE-ESTABLISHMENT OF ESSENTIAL SERVICES AND UTILITIES

IT IS THE CITY'S POLICY TO FACILITATE THE RE-ESTABLISHMENT OF ESSENTIAL COMMERCIAL SERVICES AND NECESSARY UTILITIES IN LOCATIONS NEAR TEMPORARY SHELTERS ON PRIVATE OR PUBLIC PROPERTY.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- C.2.1. Maintain a liaison with trade associations of essential commercial services (food, pharmaceuticals, banks, etc.) to determine what it would take to set up temporary business location (shelters, utilities security, etc.). Perhaps develop an emergency planning task force within those organizations. (*Mayor, CLA)
- C.2.2. Develop a plan identifying who to contact in order to set up the temporary essential commercial service business locations after the emergency. (*Mayor, CLA)
- C.2.3. Develop emergency building provisions for temporary commercial use with appropriate time and use limitations. (*Bldg. & Sfty., Fire)
- C.2.4. Prepare implementation processes and enforce ordinances. (*Bldg. & Sfty.)
- C.2.5. Periodically exercise the implementation processes and procedures using an earthquake scenario. (*Bldg. & Sfty., *City Plan., CDD)
- C.2.6. Utilize the Office of Economic Development as the "Office of Business Aid" that can be opened immediately after a major disaster to facilitate rehabilitation permitting processes. (*Mayor)

Post-event Short-term

- C.2.7. Implement the processes and procedures for reestablishment of commercial services following a disaster. (*CDD, Mayor)
- C.2.8. Open Office of Business Aid. (CRA, CDD, *Mayor)

POLICY STATEMENT NO. C.3 - INFRASTRUCTURE AND SERVICES

IT IS THE CITY'S POLICY TO JOIN OTHER GOVERNMENT AGENCIES AND THE PRIVATE SECTOR TO RETURN THE PUBLIC INFRASTRUCTURE AND THE CITY'S SERVICES TO PRE-EVENT LEVELS, OR BETTER.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- C.3.1. Develop a plan to seek reallocation of existing grants. (All, *CDD, HD)
- C.3.2. Develop procedures for identifying services that could be contracted, transferred, or temporarily deferred. (All, *CAO)
- C.3.3. Identify and seek other grant money: (All, *CDD, HD)
 - Housing and Urban Development
 - Clean Water Grants (EPA)
 - Public Improvements (EDA)
 - Federal Emergency Management Agency (FEMA)
- C.3.4. Consider feasibility and desirability of renegotiating various terms and conditions of employment. (*CAO)
- C.3.5. Maintain staff experts in State and Federal programs to expedite effective approaches to financial matters after a major disaster. (*CAO, CLA)

Post-event Short-term

- C.3.6. Create assessment districts where appropriate: (*Pub. Wks., CLA)
 - Mello-Roos District
 - Geologic Hazard Assessment District
 - 1911, 1913, and 1915 Bonds Acts for public improvements
- C.3.7. If necessary, recommend that the Mayor and Council issue City debt to finance public reconstruction and recovery projects. (*CAO, CRA, Treasurer, Controller)

- C.3.8. If necessary, implement procedures for contracting, transferring or deferring City Services. (*CAO, All)
- C.3.9. Apply to Federal and State agencies for reconstruction and construction services/projects, including: (*Pub. Wks., Proprietary Depts.)

FEDERAL

- Corps of Engineers (Request reconstruction of breakwater and harbor)
- SEABEES
- Coast Guard
- Departments other than Department of Defense

STATE

- Department of Forestry - Conservation Youth Corps

POLICY STATEMENT NO. C.4 RE-ESTABLISHMENT OF BUSINESSES

IT IS THE CITY'S POLICY TO ASSIST CITIZENS AND PRIVATE SECTOR BUSINESSES IN REESTABLISHING NORMAL ACTIVITIES AND OPERATIONS AS QUICKLY AS POSSIBLE.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- C.4.1. Establish processes, procedures, and criteria to prioritize private sector recovery working with Federal and State agencies. (All, *Mayor)
- C.4.2. Sponsor legislation to establish emergency enterprise zones and create special Federal and State tax benefits. (CDD, *CLA)
- C.4.3. Identify revenue replacement sources such as user, refuse collection and occupational license (payroll tax) fees and their potential impact on the private sector. Where feasible, draft enabling ordinances for all revenue generating departments. (*CAO, City Clerk, Controller, Treasurer, All)

- C.4.4. Maintain processes and procedures to identify and assist businesses in applying for disaster assistance. (*Mayor)
- C.4.5. Develop processes and procedures to identify and assist businesses in applying for Federal and State disaster assistance. (CAO, *CDD, CLA, Mayor)
- C.4.6. Promote the development of business hot lines and assistance centers. (*Mayor)
- C.4.7. Develop processes and procedures to establish business hotline and assistance center. (CAO, CLA, *CDD, Mayor)
- C.4.8. Encourage private sector insurance and self-insurance programs as a part of Disaster Preparedness Plans. (*CAO, CLA)
- C.4.9. Lobby for and support effective National Earthquake Insurance Program. (*CLA)
- C.4.10. Establish program for temporary structures and sites for disrupted businesses. (*CDD, Mayor, CRA, Bldg. & Sfty.)
- C.4.11. Encourage private lenders to develop a program that facilitates post-disaster loans to private industry and provide City assistance in obtaining such loans. (CDD, *Mayor)
- C.4.12. Promote private sector emergency preparedness planning and business resumption planning. (CAO, CLA, *Mayor)

Post-event Short-term

- C.4.13. Defer city taxes and fees. (*CAO, City Clerk, C. Atty., Controller, Treasurer)
- C.4.14. Utilize existing grant funds and prioritize as needed. (All, *CLA)
- C.4.15. Identify and assist businesses in applying for Federal and State disaster assistance: (CAO, *CDD, CLA, Mayor)
 - Information line
 - Small business administration
- C.4.16. Establish business hot line and assistance center. (CAO, CLA, CDD, *Mayor)
- C.4.17. If feasible, facilitate mutual aid between private businesses, (*Mayor, CLA, CAO)

D. LAND USE/RE-USE

POLICY STATEMENT NO. D.1 - PRE-EVENT HAZARD MITIGATION

IT IS THE CITY'S POLICY TO ACCELERATE PRE-EVENT HAZARD MITIGATION ACTIVITY THROUGH DEVELOPING AND REFINING INFORMATION, POLICIES AND REGULATIONS INTERRELATING GEOLOGIC HAZARDS, STRUCTURES AND LAND USE PLANNING.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- D.1.1. Accelerate completion and adoption of a revised General Plan Safety Element and incorporate new knowledge about seismic risks in future Safety Element revisions. (*City Plan., Bldg. & Sfty., Pub. Wks., CRA, Trans, Fire, Water & Power)
- D.1.2. Expand geologic hazards and risk mapping. (*City Plan., Bldg. & Sfty., Pub. Wks., CRA, Trans., Fire, Water & Power)
- D.1.3. Implement expanded structural and geologic hazard mitigation programs. (*Bldg. & Sfty., City Plan., Pub. Wks., CRA, Trans., Fire, Water & Power)
- D.1.4. Work with other City departments and other entities such as the State Office of Emergency Services (OES), California Division of Mines and Geology (CDMG), Southern California Earthquake Preparedness Project (SCEPP), United States Geological Survey (USGS), Southern California Earthquake Center (SCEC), California Geographics Information Association (CGIA) and Southern California Association of Governments (SCAG) to establish a collaborative and interactive Geographic Information System (GIS) and to expand applications and database development related to hazards mapping and emergency management, including data layers dealing with transportation facilities as well as subsurface infrastructure, such as water, sewer, telephone and high pressure gas and oil lines. (CAO, *City Plan., *Info Svcs., Bldg. & Sfty., Pub. Wks., CRA, Trans., Fire, HD, Water & Power, Env. Aff.)
- D1.5. Work with such agencies as the Federal Emergency Management Agency (FEMA), USGS, the National Science Foundation (NSF), (OES), and CDMG to explore opportunities for technical assistance, including the transfer of current and future GIS

applications that they develop, and for potential applications for financial grants to support development and expansion of the GIS. (CAO, *City Plan., *Info. Svcs., Bldg. & Sfty., Pub. Wks., CRA, Trans., Water & Power, Env. Aff.)

POLICY STATEMENT NO. D.2 - MITIGATION STANDARDS

IT IS THE CITY'S POLICY TO DEVELOP APPROPRIATE MITIGATION STANDARDS FOR NEW AND EXISTING CONSTRUCTION COMMENSURATE WITH THE DEGREE OF HAZARD AND REQUIRE BUILDING OWNERS/DEVELOPERS TO COMPLY WITH STANDARDS.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- D.2.1. Develop methodology for analyzing and defining hazardous buildings and mitigation plan. (*Bldg. & Sfty.)
- D.2.2. Review periodically Uniform Building Code (UBC) requirements for earthquake design and City's mitigation standards. (*Bldg. & Sfty.)
- D.2.3. Inspect City and private buildings and create a potentially hazardous building inventory in accordance with the following priority: (*Bldg. & Sfty.)
- | | |
|-----------------|--|
| 1 st | Pre '76 Non-ductile Concrete Frame |
| 2 nd | Post '60 Steel Buildings |
| 3 rd | Pre '76 Reinforced Masonry Wall |
| 4 th | Post '76 Concrete Garage |
| 5 th | Pre '90 Wood Frame Multi-unit Residential |
| 6 th | Wood Frame Hillside Single Family Dwelling |
| 7 th | Post '76 Tilt-up/Reinforced Masonry Wall |
| 8 th | Pre '34 Unreinforced Masonry - 1 to 4 unit Residential |
- D.2.4. Modify Division 88 (hazardous buildings retrofit ordinance) to include URM infills, tilt-up, reinforced masonry wall and non-ductile concrete frame building categories, as budget permits. (*Bldg. & Sfty.)
- D.2.5. Update Safety Element to reflect new concerns about hazard mitigation. (*City Plan.)

POLICY STATEMENT NO. D.3 - PRE-EVENT PUBLIC EDUCATION

IT IS THE CITY'S POLICY TO STRENGTHEN AND ENHANCE PUBLIC EDUCATION CONCERNING NATURAL HAZARDS AND LAND USE/RE-USE ISSUES IN ANTICIPATION OF A COMMUNITY-WIDE DISASTER.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- D.3.1. Complete expeditiously the GIS database development related to natural hazards mapping. Consolidate information currently available from the Thomas Brothers Map (TBM) and any other information as it becomes available through OES and CGIA. (CAO, *City Plan., *Info. Svcs., Bldg. & Sfty., Pub. Wks., Trans., Water & Power, Fire, CRA)
- D.3.2. Provide GIS information as part of General Plan Revision Process particularly in the Land use decision making process and in EIR review. (CAO, *City Plan., *Info Svcs., Bldg. & Sfty., Pub. Wks., Trans., Water & Power, Fire, CRA)
- D.3.3. Develop a public education program regarding natural disasters and require presentation at General Plan Safety Element revision meetings. (*City Plan., *CRA)
- D.3.4. Develop liaison with the media for public education programming immediately after a natural disaster. (*Mayor and Media Task Force)

POLICY STATEMENT NO. D.4 - MITIGATION STANDARDS FOR CITY FACILITIES

IT IS THE CITY'S POLICY TO DEVELOP AND MAINTAIN APPROPRIATE MITIGATION STANDARDS FOR NEW AND EXISTING CITY FACILITIES AND PUBLIC IMPROVEMENTS COMMENSURATE WITH THE DEGREE OF HAZARD.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- D.4.1. Review periodically design standards for bridges, tunnels, wastewater & and solid waste facilities, public streets and other public infrastructure in relation to potential hazards (*Pub. Wks., City Plan., CRA, Trans., Water & Power, Utilities, Bldg. & Sfty.)
- D.4.2. Establish criteria for prioritizing which public facilities and improvements should be mitigated first. (*Pub. Wks., City Plan., CRA, Trans., Water & Power, Utilities, Bldg. & Sfty.)

POLICY STATEMENT NO. D.5 - STATUTORY MODIFICATION

IT IS THE CITY'S POLICY TO IDENTIFY AND USE EXISTING CEQA LAWS AND LOCAL IMPLEMENTATION PROCEDURES FOR DISASTER RECOVERY AND RECONSTRUCTION PURPOSES, NEEDS AND PROCESSES.

ACTION (IMPLEMENTATION) PROGRAMS

Post-event Short-term

- D.5.1. Provide consultation and assistance in the identification and use of statutory CEQA exemption criteria. (*Env Aff.)

POLICY STATEMENT NO. D.6 - INFRASTRUCTURE IMPROVEMENTS

IT IS THE CITY'S POLICY THAT FOLLOWING A COMMUNITY-WIDE DISASTER, ANY PLANS REVISIONS OR ADOPTION SHALL TAKE INTO CONSIDERATION THE CORRECTION OF DEFICIENCIES IN INFRASTRUCTURE AND IMPROVEMENTS, BOTH PUBLIC AND PRIVATE. (IMPROVEMENTS COULD INCLUDE NON-CONFORMING STREETS, INEFFICIENT STREET PATTERNS, UTILITIES, ETC.)

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

D.6.1. Develop criteria to determine if the existing facility needs to be upgraded to current standards based on: (Pub. Wks., Trans., Water & Power, CRA, *City Plan.)

- S Type and use of facility
- S Importance of upgrade in terms of public safety
- S Extent of damage
- S Age of existing facility
- S Cost

D.6.2. Develop program to upgrade or change infrastructure facilities based upon plan revisions. (*Pub. Wks., Trans., Water & Power)

POLICY STATEMENT NO. D.7 - GENERAL PLAN CONSISTENCY

IT IS THE CITY'S POLICY THAT THE RECOVERY AND RECONSTRUCTION PLAN BE CONSISTENT WITH THE SAFETY ELEMENT OF THE GENERAL PLAN.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

D.7.1. Insure that the Recovery and Reconstruction Plan is consistent with the Safety Element of the General Plan and amend either Plan as deemed appropriate. (All, *City Plan.)

D.7.2. Design and develop a centralized computer mapping repository of pertinent geologic data obtained from case processing, i.e., core holes, water table levels, and bedrock geology and update the environmental atlas and data base as part of the Safety Element implementation programs. (*City Plan., Bldg. & Sfty., Pub. Wks.)

POLICY STATEMENT NO. D.8 - RECONSTRUCTION STRATEGY

IT IS THE CITY'S POLICY TO REFLECT A PROACTIVE RATHER THAN REACTIVE APPROACH TO RECONSTRUCTION ISSUES AND OPPORTUNITIES THROUGH THE IMPLEMENTATION OF THE RECOVERY AND RECONSTRUCTION PLAN, AND IF NECESSARY, THE CREATION AND IMPLEMENTATION OF A POST-EVENT STRATEGIC PLAN TO GUIDE RECONSTRUCTION EFFORTS.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- D.8.1. Promote the implementation of the Action Programs in the Recovery and Reconstruction Plan. (*Mayor, *City Plan., All)

Post-event Short-term

- D.8.2. If necessary, form a long-term Reconstruction Task Force to prepare and coordinate the implementation of a post-event strategic recovery plan. (*Mayor, *City Plan., CAO, C. Atty., Bldg. & Sfty., Pub. Wks., Water & Power, CRA, Trans., HD, CDD, Fire)

POLICY STATEMENT NO. D.9 - REDEVELOPMENT

IT IS THE CITY'S POLICY TO PREPARE A POST-EVENT REDEVELOPMENT STRATEGY WHICH PROTECTS FINANCIAL OBLIGATIONS RELATED TO EXISTING REDEVELOPMENT AREAS, SEEKS NEW FINANCING FOR RECONSTRUCTION AND REDEVELOPMENT, STREAMLINES REDEVELOPMENT EXPANSION PROCEDURES AND COORDINATES THESE WITH OTHER CITY, COUNTY, STATE AND FEDERAL ENTITIES.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- D.9.1. Seek new financing of reconstruction and disaster-related redevelopment through pursuit of a variety of federal and state legislative enactments (*CRA, CAO, CLA)
- D.9.2. Identify land use/reuse and financing implications of joint intergovernmental arrangements necessary to facilitate both short-term recovery and long-term reconstruction. (CAO, *CRA, CDD, CLA, HD)
- D.9.3. Initiate private sector participation in development of a strategic plan to facilitate private redevelopment and reconstruction phases. (*Mayor, City Plan., CAO, CRA, CDD)

- D.9.4. Create an EOO Task Force on Recovery and Reconstruction Finance to coordinate follow through on policies and actions on reconstruction and redevelopment finance. (*EOB)
- D.9.5. Coordinate follow through on policies and actions related to legislation through the Legislative Subcommittee of the EMC. (*EOB)
- D.9.6. Review and revise qualifying criteria for the City's various revitalization tools such as redevelopment Specific Plans, Community Development Block Grants and Enterprise Zones. (*CRA, City Plan., CDD)
- D.9.7. Identify potential areas for redevelopment based on the criteria developed, land use patterns, and redevelopment objectives. (*City Plan., *CRA, Bldg. & Sfty., Pub. Wks.)
- D.9.8. Assure debt service on outstanding bonds in existing redevelopment areas prior to expansion or establishment of additional redevelopment areas. (*CRA, CAO)
- D.9.9. Streamline procedures for redevelopment area expansions or additions which appear economically feasible and justifiable under post-disaster circumstances, including coordination with other entities. (*CRA, CAO, CLA, City Plan.)
- D.9.10. Coordinate activities of the Community Redevelopment Agency with those of other City, County, state and federal entities to maximum mutual benefit through the Long-term Reconstruction Task Force, (*CAO, CRA, CLA, EOB, HD)

E. ORGANIZATION AND AUTHORITY

POLICY STATEMENT NO. E.1 - EMERGENCY OPERATIONS ORGANIZATION

IT IS THE CITY'S POLICY THAT TO THE EXTENT POSSIBLE, THE CITY SHALL ACCOMPLISH DISASTER RECOVERY AND RECONSTRUCTION THROUGH THE EXISTING CITY EMERGENCY OPERATIONS ORGANIZATION STRUCTURE WHICH MAY BE MODIFIED TO ADDRESS RECOVERY AND RECONSTRUCTION CONCERNS.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- E.1.1. Prepare implementation procedures, forms, and training; keep an updated list of members of the Division. (*City Plan., CRA)

POLICY STATEMENT NO. E.2 - RECOVERY AND RECONSTRUCTION DIVISION

IT IS THE CITY'S POLICY THAT A RECOVERY AND RECONSTRUCTION DIVISION BE CREATED AS A MULTI-AGENCY DIVISION OF THE EMERGENCY OPERATIONS ORGANIZATION.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- E.2.1. Coordinate the development of recommendations for City Policy involving multiple agencies on Recovery and Reconstruction issues. (*City Plan., CRA)
- E.2.2. Coordinate the revisions, involving multiple agencies, of the Recovery and Reconstruction Plan for the City. (*City Plan., All)
- E.2.3. Coordinate the development of each Division of the Emergency Operations Organization's necessary operating procedures relating to Recovery and Reconstruction. (*City Plan., All)
- E.2.4. Coordinate each Division of the Emergency Operations Organization's own implementation of the new adopted policies, plan legislation and operating procedures relating to post-emergency Recovery and Reconstruction. (*City Plan., All)

POLICY STATEMENT NO. E.3 - OPERATING PROCEDURES

IT IS THE CITY'S POLICY THAT FOLLOWING ANY MAJOR DISASTER, EVERY EFFORT BE MADE TO RESTORE NORMAL OPERATING AND DECISION-MAKING PROCESSES AS QUICKLY AS POSSIBLE, AND THAT, TO THE EXTENT POSSIBLE, RECOVERY AND RECONSTRUCTION OBJECTIVES BE ACCOMPLISHED THROUGH STANDARD OPERATING PROCEDURES.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- E.3.1. Modify the Emergency Operations Master Plan and Procedures Manual as necessary in order to assure consistency. (*Police, CAO, Fire)

Post-event

- E.3.2. Where applicable, implement streamlined procedures immediately after a declared emergency and determine when standard operating procedures should be resumed. (*City Plan., *Bldg. & Sfty., All)

POLICY STATEMENT NO. E.4 - LEGISLATIVE PRIORITIES

IT IS THE CITY'S POLICY THAT LEGISLATIVE POLICY PRIORITIES BE ESTABLISHED AND MAINTAINED ADDRESSING RECOVERY AND RECONSTRUCTION FROM A MAJOR DISASTER.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- E.4.1. Identify, prioritize, sponsor and support legislation needed to implement the Recovery and the Reconstruction Plan. (*CLA, All)

POLICY STATEMENT NO. E.5 - FIVE YEAR IMPLEMENTATION PROGRAM

IT IS THE CITY'S POLICY TO IDENTIFY AND INTEGRATE THE ACTIONS OF THIS PLAN WITH THOSE OF THE EARTHQUAKE PREDICTION RESPONSE PLAN AND THE EMERGENCY OPERATIONS MASTER PLAN AND PROCEDURES THROUGH A FIVE-YEAR IMPLEMENTATION PROGRAM OVERSEEN BY THE EOO AND COORDINATED BY THE CAO THROUGH THE ANNUAL BUDGET PROCESS.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- E.5.1. Prepare for EOB, Mayoral and City Council approval Five-year EOO Work Program, (*CAO, All)
- E.5.2. Annually review and revise the Five-year EOO program in coordination with annual EOO and the departmental budget submittals and periodic revisions of various Emergency Operations Organization plans. (*CAO, All)

F. PSYCHOLOGICAL REHABILITATION

POLICY STATEMENT NO. F.1 - PSYCHOLOGICAL ASPECTS

IT IS THE CITY'S POLICY TO ADDRESS THE PSYCHOLOGICAL ASPECTS OF THE AFTERMATH OF A MAJOR DISASTER AFFECTING BOTH RESIDENTS AND CITY EMPLOYEES.

ACTION (IMPLEMENTATION) PROGRAMS

Post-event Short-term

- F.1.1. Carry out policy and procedures following a major disaster. (*Pers., Fire, Police, Red Cross, LAUSD)

POLICY STATEMENT NO. F.2 - DISASTER RELATED STRESS

IT IS THE CITY'S POLICY TO RECOGNIZE THAT ONE OF THE MOST SERIOUS IMPACTS OF ANY DISASTER IS THE PSYCHOLOGICAL TRAUMA WHICH THE DISASTER CREATES FOR PUBLIC SERVICE AND VOLUNTEER PERSONNEL WHO MUST RESPOND TO IT. THE CITY'S PLANS TO PREPARE FOR, RESPOND TO, AND RECOVER FROM DISASTERS SHALL INCLUDE PROVISIONS TO DEAL WITH DISASTER-RELATED STRESS.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- F.2.1. Revise the Emergency Operations Ordinance to add responsibility for the Personnel Division to develop a mental health disaster plan for disaster response and recovery. (Pers., *C. Atty.)
- F.2.2. Develop and implement a mental health disaster plan with the addition of professional staff in the Personnel Division. A member of the professional staff should report to the Emergency Management Committee to advise the committee on psychological issues related to emergency planning and management. (EOB, *Pers., CAO)

- F.2.3. Seek actively private and corporate sponsorship for the efforts required to implement the program embodied herein. (*Pers)

POLICY STATEMENT NO. F.3 - STRESS MANAGEMENT

IT IS THE CITY'S POLICY THAT STRESS MANAGEMENT SHOULD NOT BE LIMITED TO INTERVENTION BY MENTAL HEALTH PROFESSIONALS AFTER A DISASTER. DISASTER-RELATED STRESS CAN BE ALLEVIATED TO A SIGNIFICANT DEGREE BY THE PRE-INCIDENT PREPARATIONS WHICH ARE MADE TO COPE WITH A DISASTER'S OCCURRENCE. BECAUSE CITY EMPLOYEES REPRESENT A CRITICAL RESOURCE IN DISASTER RESPONSE AND RECOVERY, PRIORITY SHOULD BE GIVEN TO PROGRAMS WHICH WILL HELP MITIGATE THEIR POST-TRAUMATIC STRESS.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- F.3.1. Develop a program to mitigate post traumatic stress for all city employees with priority given to employees directly involved in disaster response and recovery. Elements of this program should include:
- a. Inventory of available critical incident stress programs, including contacts with other metropolitan areas, relevant disaster agencies such as the National Organization for Victims Assistance, the Federal Emergency Management Agency, for the Society for Traumatic Stress Studies. (*Pers., CAO, Red Cross, LAUSD)
 - b. Working with Mental Health professionals to develop a pre-incident psychological training program for City personnel who may be required to assist during and after emergencies (*Pers, Fire, Police)
 - c. Identifying a cadre of Mental Health professionals and paraprofessionals who would be pledged to assist City personnel in coping with traumatic stress and establishing a program to certify or register them for this work. (*Pers., Red Cross, LAUSD, Police, Fire)
 - d. Selecting and training departmental facilitators to be available for psychological management of City employees during emergency situations. (*Pers., All)

- e. Coordination of liaison between civilian operating departments and the Police and Fire Departments to assist in the development of civilian, peer counseling program similar to those available for sworn personnel. (*Per., CAO, Police, Fire)
- F.3.2. Maintain appropriately trained personnel within the Police and Fire Departments to be available during a major disaster for the psychological management of the front line workers of their respective departments. (The mental health professional staff within the Police and Fire departments is insufficient to provide adequate coverage to front line emergency service workers at the time of a widespread disaster). (*Police, *Fire)

POLICY STATEMENT NO. F.4 - RESOURCES

IT IS THE CITY'S POLICY TO MAXIMIZE COMMUNITY AND PUBLIC RESOURCES AVAILABLE TO DEAL WITH STRESS MANAGEMENT IN A MAJOR DISASTER.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- F.4.1. Encourage community and public Mental Health and allied professionals to be trained in the treatment of traumatic stress by:
- a. Actively promoting the concept that training in crisis management, post traumatic stress disorder, and critical incident debriefing be made a part of the licensing requirements and/or training for health care and mental health professionals, emergency service workers, and social service workers. (*Pers., Fire, Police, Red Cross, LAUSD)
 - b. Encouraging the Police Department to solicit the Commission on Peace Officer Standards and Training (POST) to design and accredit a course in post traumatic stress for protective service personnel. (*Pers., Police)
 - c. Encouraging a similar effort on the part of the Fire Department with regard to professional fire and EMS organizations. (*Pers., Fire)
 - d. Encouraging the L.A. Unified School District to include critical incident stress debriefing techniques as part of the training provided to school counselors and

school nurses; and by encouraging them to design workbooks and curricula to help students work through the psychological trauma of a disaster. (*Pers., Red Cross)

- F.4.2. Continue the Mental Health Disaster Preparedness Task Group by meeting periodically to advise City staff on the plans and programs developed to address the issues outlined in this program element. (*Pers., Fire, Police, CDD, CRA, Recs & Pks., Aging, LA Co., Red Cross, LAUSD)

Post-event

- F.4.3. Determine the health status of all personnel and establish a hot line (800 number) for family members and staff to send and receive messages. (*Pers., All)

POLICY STATEMENT NO. F.5 - POST TRAUMATIC STRESS

IT IS THE CITY'S POLICY THAT WHILE PRIORITY MUST BE GIVEN TO EFFORTS TO PREVENT AND DEAL WITH POST TRAUMATIC STRESS ON THE PART OF CITY EMPLOYEES AND DISASTER VOLUNTEERS, THE CITY'S LONG-TERM RECOVERY EFFORTS WILL BE SIGNIFICANTLY AFFECTED BY THE EFFECTS WHICH POST TRAUMATIC STRESS HAS ON THE RESIDENTS AND THE COMMUNITY AS A WHOLE.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- F.5.1. Consider the feasibility of expanding the Neighborhood Watch program of the Police Department to include a component of disaster preparedness and/or dissemination of a brochure on mental health disaster preparedness (*Police, Pers.)
- F.5.2. Include in the Fire Department's Disaster Preparedness Division program mental health preparedness. (*Fire, Pers.)
- F.5.3. Work with the Los Angeles County Mental Health Department, the American Red Cross, and other mental health experts to prepare materials for distribution citywide to prepare citizens to cope with psychological trauma under the guidance of the Mental Health Task Force and ethnic community leaders. (*Pers., CAO)

- F.5.4. Encourage corporations through the Chamber of Commerce, BICEPP, DEPAC, and other appropriate entities to include in their disaster preparedness plans a section on mental health preparedness. (*EOB, Mayor, Pers.)

- F.5.5. Promote the establishment of mental health disaster preparedness programs within civic, religious and public groups. (*EOB, Mayor, Pers.)

A. VITAL RECORDS

POLICY STATEMENT NO. G.1 - PROTECTION AND RETENTION

IT IS THE CITY'S POLICY TO FORMULATE AND MAINTAIN A VITAL RECORDS PROTECTION AND RETENTION PLAN IN ORDER TO PROVIDE PROTECTION OF CITY DOCUMENTS AND INFORMATION REQUIRED TO CONTINUE ESSENTIAL OPERATIONS IN THE EVENT OF A DISASTER AND TO RESUME NORMAL OPERATIONS AFTER A DISASTER

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- G.1.1. Define vital records (and information,) designate vital records classifications, and determine program responsibility. (*City Clerk, VR Task Force)
- G.1.2. Develop procedures for Vital Records program implementation and maintenance. (*City Clerk, VR Task Force, All)
- G.1.3. Identify vital records and information for each City department. (*City Clerk, VR Task Force, All)
- G.1.4. Create a vital records component to departmental emergency preparedness plans and submit proposed plans to the Vital Records Task Force for review. (*City Clerk, VR Task Force, All)
- G.1.5. Analyze vital records to determine the most effective means of protection, reconstruction or reconstruction of vital data. (*City Clerk, VR Task Force, All)
- G.1.6. Revise established Records Retention Schedules to reflect those records of Vital Records status. (*City Clerk, All)

H. INTER-JURISDICTIONAL RELATIONSHIPS

POLICY STATEMENT NO. H.1 - COOPERATION AMONG AGENCIES

IT IS THE CITY'S POLICY TO MAINTAIN ONGOING LIAISON AND CONTACT WITH APPROPRIATE PUBLIC AND PRIVATE AGENCIES TO IMPROVE COOPERATION AMONG AGENCIES AND TO ENSURE FAMILIARITY WITH THE EMERGENCY RESPONSE AND RECOVERY PLANS OF VARIOUS AGENCIES.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- H.1.1. Promote annual workshops, conferences and exercises involving all levels of government, the media and private sector. (*EOB, All)
- H.1.2. Involve outside agencies in the analysis and critique of inter-jurisdictional training exercises and take appropriate actions to correct City coordination problems identified as a result of these exercises. (*EOB, All)
- H.1.3. Continue to include representatives from state and federal governmental agencies, utility companies, business preparedness planning councils and other appropriate entities in City emergency planning efforts through the Emergency Operations Organization. (*EOB, All)
- H.1.4. Develop a plan for sending City representatives to appropriate area EOC's and the State/Federal Disaster Field Office (DFO). (*CAO, All)
- H.1.5. Continue to participate in the efforts of inter-jurisdictional planning bodies such as the Los Angeles County Emergency Preparedness Commission, Business and Industry Council on Emergency Planning and Preparedness, Southern California Emergency Services Association and the Downtown Earthquake Preparedness Action Council. (*CAO, Police, Fire, All)
- H.1.6. Investigate the feasibility of inviting other appropriate agencies to participate in City emergency preparedness and planning efforts through the Emergency Operations Organization (*CAO, All)

- H.1.7. Continue to support the efforts of the Los Angeles Unified School District to develop and implement an emergency management structure, emergency operations center and emergency response and recovery master plan. (*EOB, All)
- H.1.8. Coordinate with LAUSD on the development of programs and projects to ensure that the schools are adequately prepared and supplied for responding to a major earthquake. (*CAO, Fire)
- H.1.9. Revise the Master Plan and/or Recovery and Reconstruction Plan to the extent feasible for consistency and compatibility with the plans of other agencies. (*Police, City Plan., All)
- H.1.10. Establish inter-agency and inter-jurisdictional work groups to study and report on the “recovery process” of other jurisdictions affected by major disasters. (*EOB, All)
- H.1.11. To the extent feasible, revise the Recovery and Reconstruction Plan as appropriate to reflect recommendations from reports on the “recovery process” of other jurisdictions. (*City Plan., All)
- H.1.12. Through the Recovery and Reconstruction Division, coordinate activities of the Community Redevelopment Agency with those of other city, County, State, and Federal entities to the maximum mutual benefit. (*City Plan., CRA, CLA, EOB)

POLICY STATEMENT NO. H.2 - SHELTERING REQUIREMENTS

IT IS THE CITY’S POLICY TO COORDINATE SHELTERING REQUIREMENTS WITH THE RED CROSS, LOS ANGELES UNIFIED SCHOOL DISTRICTS AND OTHER APPROPRIATE ENTITIES.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- H.2.1. Maintain contracts with various minority community organizations to assist shelter managers and staff in dealing with the cultural diversity of their shelter populations. (*Rec. & Pks., Red Cross)
- H.2.2. Continue to provide shelter managers and staff with psychological training to assist them in dealing with the less serious psychological problems of residents. (*Pers., Psych., T.F.)

- H.2.3. Update procedures and a process to provide for mental health professionals at shelter sites to serve both staff and disaster victims. (*Pers., Psych., T.F.)
- H.2.4. Develop and revise as needed a pre-incident plan for building and providing critical services to “tent city” shelters. (*Rec. & Pks., HD, Red Cross) (See also. A.1.6)
- H.2.5. Develop a pre-incident plan for use of private and public schools and other appropriate facilities for temporary shelters and the timely return of these facilities to their normal uses. (*Rec. & Pks., LAUSD) (See also A.1.3)
- H.2.6. Explore the feasibility of developing inter-jurisdictional plans to provide evacuation and sheltering sites. (*Fire, Police, Trans., *Rec. & Pks)
- H.2.7. Maintain a list of vendors and suppliers of equipment necessary to provide supplies and materials for temporary housing of people and business displaced by the major emergency (e.g. tents, portable sanitation facilities, etc.) using quantity and other characteristics. (Gen. Svcs., *Rec. & Pks., City Plan.) (See also A.1.5)

Post-event Short-term

- H.2.8. Implement procedures to provide for mental health professionals at shelter sites. (*Rec. & Pks., Pers.)
- H.2.9. Establish an efficient and effective distribution system for food and other necessary supplies. (*Rec. & Pks., Gen. Svcs., Red Cross) (See also A.1.11)
- H.2.10. Implement pre-incident plan for the use of private and public schools and other appropriate facilities as temporary shelters and the timely return of these facilities to their normal uses. (*Rec. & Pks., LAUSD) (See also A.1.3.)

POLICY STATEMENT NO. H.3 - FINANCIAL AND OTHER ASSISTANCE

IT IS THE CITY’S POLICY TO WORK WITH APPROPRIATE LOCAL, STATE, AND FEDERAL ENTITIES TO EXPEDITE THE PROVISIONS OF FINANCIAL AND OTHER ASSISTANCE TO RESIDENTS WHOSE RESIDENCES HAVE BEEN DAMAGED.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- H.3.1. Create a Housing Task Force within the R&R Division which consist of representatives from CDD, CRA, HACLA, Building & Safety, Planning and Private Developers. (*HD, CAO, C. Atty., HACLA, Bldg. & Sfty., Rec. & Pks., CRA, City Plan., Fire) (See also A.9.1):
- a. Develop criteria for emergency habitability based upon health and life safety measures. (*HD, CAO, C. Atty., HACLA, Bldg. & Sfty., Rec. & Pks., CRA, City Plan., Fire) (See also. A.9.1)
 - b. Obtain HUD, FEMA, SBA, SDHCD approval to eliminate currently required processes and documentation for expediting loan assistance, such as:
 - 1. Appraisals.
 - 2. Lot book Report in lieu of Title Report.
 - 3. Income and mortgage verification documents.
 - 4. Judgements, liens.
 - 5. City control of construction funds.(*HD, CAO, C. Atty., HACLA, Bldg. & Sfty., Rec. & Pks., CRA, City Plan.) (See also A.9.1)
 - c. Initiate coordination through a Memorandum of Understanding (MOU) with the State Department of Housing and Community Development (SDHCD), Department of Housing and Urban Development (HUD), Federal Emergency Management Agency (FEMA) and the Small Business Administration (SBA) which details specific roles and responsibilities to include: (a) inspections, (b) damage assessment (c) Disaster Assistance Center's ability to make decisions and (d) sharing of data. (*HD, CAO, C. Atty., HACLA, Bldg. & Sfty., Rec. & Pks., CRA, City Plan.) (See also A.9.1.)
 - d. Investigate the feasibility of utilizing nuisance abatement provisions, hearing process and procedures to provide demolition assistance to residents in need provided costs can be recouped from property owners and/or federal and/or state reimbursement for City costs can be maximized. (*HD, Bldg. & Sfty., Pub. Wks., City Plan., and C. Atty.)
 - e. Investigate state, federal, and other programs which provide temporary housing assistance and develop plans and procedures for maximizing utilization of such assistance at no or minimum cost to the City. (*HD, CAO, C. Atty.,

HACLA, Bldg. & Sfty., Rec. & Pks., CRA, City Plan.)

POLICY STATEMENT NO. H.4 - RESTORATION OF RESIDENCES

IT IS THE CITY'S POLICY TO WORK WITH THE PRIVATE SECTOR TO EXPEDITE THE RESTORATION OF RESIDENCES IN THE POST-DISASTER ENVIRONMENT.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- H.4.1. Investigate the feasibility of developing public information materials, possibly in conjunction with a contractors association, on how to hire a contractor and pricing of post earthquake repair work. (*HD, CDD, CAO, Mayor, CLA)
- H.4.2. Investigate the feasibility of funding and establishing a City Loan program for financing loans to owners of damaged properties without pre-empting state or federal assistance applications. (*HD, CAO, CRA) (See also A.9.2)

Post-event Short-term

- H.4.3. Release, if feasible, public information materials regarding pricing of post-earthquake repair work. (*HD, CDD, CAO, Mayor, CLA)
- H.4.4. Implement City loan program for financing loans to owners of damaged properties if feasible, and coordinate with state or federal assistance applications. (*HD, CAO, CRA) (See also A.9.2.)

POLICY STATEMENT NO. H.5 - RESPONSE AND RECOVERY PLANS

IT IS THE CITY'S POLICY TO ENCOURAGE AND ASSIST PRIVATE SECTOR ENTITIES IN THE DEVELOPMENT OF RESPONSE AND RECOVERY PLANS AND PROGRAMS.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- H.5.1. Continue to support and encourage the efforts of the business community in emergency preparedness and planning. (*Mayor, CAO, CLA)

- H.5.2. Encourage private sector insurance and self-insurance programs as part of Disaster Preparedness Plans. (*CAO, CLA) (See also C.4.8)

POLICY STATEMENT NO. H.6 - FINANCIAL AND OTHER ASSISTANCE

IT IS THE CITY'S POLICY TO COORDINATE WITH APPROPRIATE STATE AND FEDERAL ENTITIES TO EXPEDITE THE PROVISION OF FINANCIAL AND OTHER ASSISTANCE TO BUSINESS ENTERPRISES WHICH HAVE BEEN DAMAGED.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- H.6.1. Establish processes, procedures, and criteria to prioritize private sector recovery working with Federal and State agencies. (All, *Mayor) (See also C.4.1)
- H.6.2. Develop processes and procedures to identify and assist businesses in applying for Federal and State disaster assistance. (CAO, *CDD, CLA, Mayor) (See also C.4.5)

Post-event Short-term

- H.6.3. Identify and assist businesses in applying for Federal and State disaster assistance:
- Information line
 - Small business administration
- (CAO, *CDD, CLA, Mayor) (See also C.4.15)

POLICY STATEMENT NO. H.7 - RESTORATION OF BUSINESSES

IT IS THE CITY'S POLICY TO COORDINATE WITH THE PRIVATE SECTOR TO EXPEDITE THE RESTORATION OF BUSINESS AND INDUSTRY IN THE POST DISASTER ENVIRONMENT.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- H.7.1. Maintain a liaison with trade associations of essential commercial services (food, pharmaceutical, banks, etc.) to determine what it would take to set

up temporary business locations (shelters, utilities, security, etc.). Perhaps develop an emergency planning task force with those organizations. (*Mayor, CLA) (See also C.2.1)

- H.7.2. Develop a plan to provide a (City) “Office of Business Aid” that can be opened immediately after a major disaster which:
- a. Identifies who to contact in order to set up the business after the emergency period. (*Mayor, CLA) (See also C.2.2)
 - b. Facilitates businesses in reopening by providing information regarding disaster assistance loans and grants, engineering, utilities, alternate work sites, permits, etc. (*Mayor) (See also C.2.6)
 - c. If feasible, facilitate rehabilitation permit processes. (*Mayor, CRA, City Plan., B&S, Pub. Wks., Water & Power) (See also C.2.6)
 - d. Promote the development of business hot lines and assistance centers. (*Mayors) (See also C.4.6)
- H.7.3. Investigate the feasibility of funding and establishing a city loan program for financing loans to owners of damaged properties without preempting their state or federal assistance applications. (*CDD, CAO, CRA) (See also A.9.2)
- H.7.4. Promote the development of business hotlines and assistance centers. (*Mayor) (See also C.4.6).
- H.7.5. Encourage private sector insurance and self-insurance programs as part of Disaster Preparedness Plans. (*CAO, CLA) (See also C.4.8)
- H.7.6. Encourage private lenders to develop a program that facilitates post-disaster loans to private industry and provide City assistance in obtaining such loans. (CDD, *Mayor) (See also C.4.11)
- H.7.7. Investigate the feasibility of developing public information materials, possibly in conjunction with contractors association, on how to hire a contractor and pricing of post earthquake repair work. (*CDD, HD, Mayor, CLA, CAO)

Post-event Short-term

H.7.8. Open an office of Business Aid. (CRA, CDD, *Mayor) (See also C.2.9)

- H.7.9. Establish a program for temporary structures and sites for disrupted businesses. (*CDD, Mayor, CRA, Bldg. & Sfty.) (See also C.4.10)
- H.7.10. Release public information materials regarding pricing of post-earthquake repair work if feasible. (*HD, CDD, Mayor, CAO, CLA)
- H.7.11. Implement City loan programs for financing loans to owners of damaged properties, if feasible without preempting state or federal assistance applications (*CDD, HD, CAO, CRA) (See also A.9.2.)

POLICY STATEMENT NO. H.8 - EQUIPMENT AND SERVICES

IT IS THE CITY'S POLICY TO PLAN FOR THE AVAILABILITY OF PRIORITY EQUIPMENT AND SERVICES NEEDED IN THE RECOVERY AND RECONSTRUCTION PROCESS. (SEE ALSO B.4)

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- H.8.1. Establish contractual agreements utilizing the approved bid process, with private contractors for emergency demolition, lot cleaning, barricading and/or security property. (*Bldg. & Sfty.) (See also A.4.3)
- H.8.2. Prepare a comprehensive inventory of equipment and supplies, both public and private, which may be available for use after a major disaster. (*Gen. Svcs., Info. Svcs., and Police) (See also B.4.1)
- H.8.3. Develop a comprehensive priority list of needs for emergency contracts and agreements for materials, equipment and warehousing space. (CAO, *Pub. Wks., *Gen. Svcs., Fire, and Police) (See also B.4.2)
- H.8.4. Prepare a comprehensive plan for backup communications and data processing systems required in the event that relocation of public services is required after a major event. (Gen. Svcs., Fire, *Info Svcs., Police) (See also B.4.3)
- H.8.5. Maintain a list of supplies and temporary equipment which would be necessary to maintain transportation and commercial activities in the event of a disaster. (*Harbor, *Airports) (See also B.4.4)

- H.8.6. Maintain a list of city inspectors, engineers and/or contractors who could be contacted in an emergency to assess damage to transportation centers and ports. (*Harbor, *Airports)

Post-event Short-term

- H.8.7. Coordinate execution of contracts and agreements as needed for materials, equipment and warehousing space. (*Gen. Svcs., CAO, *Pub. Wks., Fire, Police) (See also B.4.4)
- H.8.8. Review, revise as necessary and implement a plan for backup communications and data processing system required in the event relocation is required. (Gen. Svcs., Fire, *Info Svcs., Police) (See also B.4.5)

POLICY STATEMENT NO. H.9 - RESTORATION OF INFRASTRUCTURE

IT IS THE CITY'S POLICY TO WORK WITH APPROPRIATE LOCAL, STATE AND FEDERAL ENTITIES TO FACILITATE THE RESTORATION OF ROADWAYS AND UTILITIES IMMEDIATELY FOLLOWING A DISASTER.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- H.9.1. Identify those streets or routes that would be significant in aiding the economic recovery of the City. These streets could include those that provide access to major transportation transfer facilities such as the Los Angeles Harbor and the Los Angeles International Airport, and those that connect to region to other areas of the state. (*Trans., Airports, Harbor) (See also I.1.2.)
- H.9.2. Develop Memorandums of Understanding (MOUSs) regarding the provision of emergency transit and para-transit services during and after a major disaster with those transit agencies and private companies that operate within the City of Los Angeles. (*Trans.) (See also I.2.3)
- H.9.3. Identify those departments, bureaus, and agencies both inside and outside of City Government (private and public) that would have responsibility for transportation facilities or activities and who would have knowledge of the status of condition of these facilities during and after a major disaster. (*Trans., Pub. Wks., Bldg. & Sfty.) (See

also I.3.1.)

- H.9.4. Identify necessary steps and develop a system to process traffic- and transportation-related information from the various sources identified above, so that appropriate decisions can be made regarding the implementation of detour and emergency routes, and so that the public is better informed as to street and freeway closures and suggested alternate routes. (*Trans., EOB) (See also I.3.2.)
- H.9.5. Review and update as necessary existing agreements and arrangements with utilities (*Water and Power)

Post-event Short-term

- H.9.6. Assign representatives to assist the utilities in coordinating and facilitating restoration and repairs of utility facilities. (*EOB, Water and Power, All)
- H.9.7. Coordinate with appropriate agencies to analyze and disseminate accurate traffic- and transportation-related information. (*Trans., EOB) (See also I.3.3)

POLICY STATEMENT NO. H.10 - CASH FLOW

IT IS THE CITY'S POLICY TO WORK WITH APPROPRIATE STATE, LOCAL, FEDERAL AND PRIVATE ENTITIES TO ENSURE CASH FLOW TO PROVIDE ESSENTIAL SERVICES TO MAINTAIN PUBLIC HEALTH AND SAFETY FOR A PERIOD DEEMED NECESSARY. (SEE ALSO C.1.)

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- H.10.1. Identify financial aid and alternatives from Federal, State, County, and other sources and propose legislation as needed. (*CAO, CLA, C. Atty) (See also C.1.1)
- H.10.2. Develop processes and procedures to insure City Departments produce timely documents of expenditures for financial aid or expenditure reimbursement from Federal, State or other entities. (*CAO, Controller, Fire, Police, Pub. Wks., Bldg. & Sfty., Water and Power, Airports, Harbor, CDD) (See also C.1.2)
- H.10.3. Determine the feasibility of obtaining cash advances from the Federal and State governments following a major disaster. (*CAO) (See also C.1.12)

- H.10.4. Investigate the feasibility of and where possible, prearrange access to short-term debt borrowing. (*CAO, Controller, Treasurer) (See also C.1.13)
- H.10.5. Explore the feasibility of establishing joint powers authority for a loss reserve pooling program. (*CAO, C. Atty., Controller, Treasurer) (See also C.1.5)
- H.10.6. Develop a plan to seek reallocation of existing grants. (All, *CDD, HD) (See also C.3.1)
- H.10.7. Maintain staff experts in State and Federal programs to expedite approaches to financial matters after a major disaster (*CAO, CLA) (See also C.3.5)

Post-event Short-term

- H.10.8. Coordinate the completion of Federal and State disaster reimbursement forms. (*CAO, All) (See also C.1.14.)
- H.10.9. Identify and seek other grant money: (All, *CDD, HD) (See also C.3.3 and A.8.6)
 - Housing and Urban Development
 - Clean Water Grants (EPA)
 - Public Improvements (EDA)
 - Federal Emergency Management Agency (FEMA)
- H.10.10. Apply to Federal and State agencies for reconstruction and construction services/projects, including: (*Pub. Wks., Harbor, Water and Power, Airports, Library, CRA, Rec. & Pks.)

FEDERAL

- S Corps of Engineers (Request reconstruction of breakwater and harbor)
- S SEABEES
- S Coast Guard
- S Departments other than Department of Defense

STATE

- S Department of Forestry
- S Conservation Youth Corps
- S California Conservation Corps

POLICY STATEMENT NO. H.11 - LEGISLATION

IT IS THE POLICY OF THE CITY TO PROMOTE LEGISLATION ADDRESSING RECOVERY AND RECONSTRUCTION FROM A MAJOR DISASTER, AND TO WORK WITH OTHER JURISDICTIONS, WHERE FEASIBLE, IN PROMOTING SUCH LEGISLATION.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- H.11.1. Sponsor legislation to establish emergency enterprise zones and create special Federal and State tax benefits. (CDD, *CLA) (See also C.4.2)
- H.11.2. Lobby and support an effective National Earthquake Insurance Program. (*CLA) (See also C.4.9)
- H.11.3. Identify, prioritize, sponsor and support legislation needed to implement the Recovery and Reconstruction Plan. (*CLA, All) (See E.4.1)
- H.11.4. Amend existing federal and state emergency services, disaster assistance and/or relief legislation to provide for state and federal reimbursement for mutual aid assistance rendered or received. (*CLA, CAO, All)
- H.11.5. Invite representatives of other governmental and nongovernmental agencies to work with the EOO Legislative Subcommittee to identify, prioritize, mutually sponsor and support legislative policy addressing recovery and reconstruction issues of shared interest. (*CLA)
- H.11.6. Sponsor and/or support recovery and reconstruction tax incentive legislation. (*CLA)
- H.11.7. Support legislation to establish an ongoing State disaster loss reserve fund, develop and fund emergency communication systems and implement a retrofit program for State facilities (*CLA, CAO)

POLICY STATEMENT NO. H.12 - PUBLIC INFORMATION

IT IS THE CITY'S POLICY TO COORDINATE, WHERE APPROPRIATE, WITH OTHER CITY, COUNTY, STATE, AND FEDERAL GOVERNMENTS AND THE MEDIA TO ASSURE ACCURATE AND TIMELY PUBLIC INFORMATION IS DISSEMINATED.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- H.12.1. Coordinate with other governmental entities to develop a plan for coordinating the release of joint official statements as needed (*Mayor, Media Task Force)
- H.12.2. Coordinate with other governmental entities to improve activation and use of the Emergency Broadcast System. (*Mayor, Media Task Force, CAO)
- H.12.3. Coordinate with the Los Angeles County Emergency Public Information Advisory Group to ensure appropriate language are utilized in sending emergency messages to citizens. (*Mayor, Media Task Force).
- H.12.4. Investigate "hot line" or other capabilities for providing information to the public and/or press. (*Mayor, Media Task Force)
- H.12.5. Develop liaison with other local governments and the media for public information programming immediately after a natural disaster. (All, *Mayor) (See also D.3.4.)

POLICY STATEMENT NO. H.13 - MUTUAL AID AGREEMENTS

IT IS THE CITY'S POLICY TO DEVELOP, IMPLEMENT AND MAINTAIN, WHEN NECESSARY, MUTUAL AID AGREEMENTS FOR DISASTER SERVICES.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- H.13.1. Work with State Office of Emergency Services to establish a procedure for obtaining mutual aid for those services where mutual aid agreements do not currently exist. (*EOB, All)

- H.13.2. Work with the State Office of Emergency Services to pre-establish procedures to ensure the City receives maximum state and federal reimbursement for mutual aid assistance rendered or received. (EOB, *CAO, All)
- H.13.3. Develop pre-incident agreements with other local, State and Federal agencies for mutual aid in cooperation with other City agencies, (Pub. Wks., Water & Power, *Bldg. & Sfty., Priv. Sec.) (See also A.5.1)
- H.13.4. Make arrangements with other utilities for mutual support. (*Water & Power) (See also B.1.3)
- H.13.5. Coordinate the development, where feasible, of departmental mutual aid agreements with other public and private entities. (*EOB, All) (See also C.1.4)
- H.13.6. Establish criteria for contractual agreements for emergency demolition with private sector. (*Bldg. & Sfty., Env. Aff.) (See also A.4.1)

Post-event Short-term

- H.13.7. Coordinate inter-jurisdictional and interagency requests for mutual aid through the Office of the Mayor consistent with Executive Directive No. 58. (*Mayor, All)
- H.13.8. Implement procedures to obtain mutual aid assistance for services where mutual aid agreements do not exist. (*Mayor, EOB, All)
- H.13.9. Implement procedures to assure the City receives maximum reimbursement for mutual aid services rendered and received. (*CAO, All)
- H.13.10. If feasible, facilitate mutual aid between private businesses. (*Mayor, CLA, CAO) (See also C.4.17)

POLICY STATEMENT NO. H.14 - SHELTERING REQUIREMENTS

IT IS THE CITY'S POLICY TO COORDINATE THE SHELTERING REQUIREMENTS OF SPECIALIZED VOLUNTEER PERSONNEL ACQUIRED AS A RESULT OF MUTUAL AID FROM OTHER JURISDICTIONS. (SEE ALSO A.3)

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- H.14.1. Maintain contact with Convention Bureau, Hotel and Motel Associations and arrange for a procedure to use during emergencies to provide rooms during declared major emergencies. Include consideration of procedure for accounting, necessity for formal agreements, compensation, etc. (CAO, Controller, Library, Fire, Pub. Wks., Bldg. & Sfty., *Rec. & Pks.) (See also A.3.1)
- H.14.2. Develop and maintain a plan of procedures for City departments to arrange for sheltering out-of-town support personnel through a central point phone number and distribute. (*Rec. & Pks., CAO, Library, Controller) (See also A.3.2)

Post-event Short-term

- H.14.3. Implement procedures for City Departments to arrange for sheltering out-of-town support personnel through a central point phone number. (*Rec. & Pks., CAO, Library, Controller)

POLICY STATEMENT NO. H.15 - DONATED SUPPLIES

IT IS THE CITY'S POLICY THAT MANAGEMENT OF SUPPLIES DONATED SPONTANEOUSLY BY THE PUBLIC REQUIRES INTER-JURISDICTIONAL CONSIDERATION AND PLANNING.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- H.15.1. Work with various agencies to determine the existence and adequacy of procedures to accept, store, and redistribute donated supplies to the general public. (*Rec. & Pks., General Svcs., Red Cross, Pers.)

I. TRAFFIC MITIGATION

POLICY STATEMENT NO. I.1 - EMERGENCY TRANSPORTATION NETWORK

IT IS THE CITY'S POLICY THAT DURING THE RECOVERY AND RECONSTRUCTION PHASE OF A MAJOR DISASTER, AN EMERGENCY TRANSPORTATION NETWORK BE IMPLEMENTED THAT WOULD MAINTAIN PUBLIC HEALTH AND SAFETY AND AID IN THE ECONOMIC RECOVERY OF THE CITY.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- I.1.1 Identify and develop a priority list of those essential primary streets which provide access to key emergency facilities, such as hospitals, fire and police stations, and major utility buildings and structures that would be critical in maintaining public health and safety. (*Trans., Fire, Police, Pub. Wks.)

- I.1.2. Identify those streets or routes that would be significant in aiding the economic recovery of the City. These streets could include those that provide access to major transportation transfer facilities such as the Los Angeles Harbor and the Los Angeles International Airport, and those that connect the region to other areas of the state. (*Trans., Airports, Harbor)

Post-event Short-term

- I.1.3. Identify those streets that have been closed due to a major disaster. (*Trans.)

- I.1.4. Implement the priority opening list for those essential primary streets that have been closed. (*Trans.)

- I.1.5. Implement detour routes as required to quickly regain any lost roadway capacity. (*Trans.)

POLICY STATEMENT NO. I.2 - EMERGENCY RESPONSE

IT IS THE CITY'S POLICY TO FACILITATE EMERGENCY RESPONSE OF TRANSIT AGENCIES AND TRANSIT PROVIDERS WITHIN THE CITY DURING THE RECOVERY AND RECONSTRUCTION PHASE OF A MAJOR DISASTER.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- I.2.1. Identify those transit agencies, both public and private, that operate within the City of Los Angeles (*Trans.)
- I.2.2. Identify other transit providers, such as non-traditional para-transit and shuttle companies that operate within the City of Los Angeles. (*Trans.)
- I.2.3. Develop Memorandums of Understanding (MOU's) regarding the provision of emergency transit and para-transit services during and after a major disaster with those transit agencies and private companies that operate within the City of Los Angeles. (*Trans.)
- I.2.4. Develop strategies for "jitney" - type operations to augment transit service in case of emergencies, including the suspension of regulations, etc. (*Trans.)

Post-event Short-term

- I.2.5. Implement emergency transit and para-transit services to facilitate the movement of people and goods during the Recovery and Reconstruction phase of a major disaster. (*Trans.)

POLICY STATEMENT NO. I.3 - TRANSPORTATION INFORMATION

IT IS THE CITY'S POLICY TO DISSEMINATE ACCURATE AND APPROPRIATE TRAFFIC AND TRANSPORTATION INFORMATION DURING THE RECOVERY AND RECONSTRUCTION PHASE OF A MAJOR DISASTER.

ACTION (IMPLEMENTATION) PROGRAMS

Pre-event

- I.3.1. Identify those departments, bureaus, and agencies both inside and outside of City Government (public and private) that would have responsibility for transportation facilities or activities and who would have knowledge of the status or condition of these facilities during and after a major disaster. (*Trans., Pub. Wks., Bldg. & Sfty.)
- I.3.2. Identify necessary steps and develop a system to process traffic- and transportation-related information from the various sources identified above, so that appropriate decisions can be made regarding the implementation of detour and emergency routes, and so that the public is better informed as to street and freeway closures and suggested alternate routes. (*Trans.)

Post-event Short-term

- I.3.3. Coordinate with appropriate agencies to analyze and disseminate accurate traffic- and transportation-related information. (*Trans., EOB)

CHAPTER V

ACTION PROGRAMS LISTED BY LEAD DEPARTMENT

Animal Regulation
Department of Building and Safety
Office of the Chief Legislative Analyst
Office of the City Administrative Officer
City Attorney
City Clerk
Community Development Department
Community Redevelopment Agency
Controller
Cultural Affairs Department
Emergency Operations Board
Environmental Affairs Department
Fire Department
General Services Department
Housing Department
Information Services Department
Office of the Mayor
Personnel Department
Planning Department
Police Department
Proprietary Departments - Airports, Harbors, Water and Power
Department of Public Works
Department of Recreation and Parks
Telecommunications Department
Department of Transportation
Treasurer

ANIMAL REGULATION

Pre-event

1. Establish and maintain liaisons with suppliers of materials and equipment necessary for the effective support of Division activities. (*Animal Reg.) (B.6.1)
2. Establish and maintain liaisons with the Southern California Veterinary Medical Association to ensure up-to-date systems for activation to augment the Division's medical section. (*Animal Reg.) (B.6.2)
3. Establish and maintain procedures that will provide for the health and safety of the public in records to zoonotic diseases following a major disaster. (*Animal Reg.) (B.6.3)
4. Identify and maintain a contemporary inventory of facilities, both public and private, for the housing of wild and domestic animals. (*Animal Reg.) (B.6.4)
5. Establish and maintain liaisons with community groups with special expertise in the handling and maintenance of wild and exotic animals as well as livestock to provide support to the Division's field operations. (*Animal Reg.) (B.6.5)
6. Maintain a coordinated training program for Division personnel for response and recovery. (*Animal Reg.) (B.6.6)

Post-event Short-term

1. Establish a procedure to assess the extent and scope of the operation necessary for the Division's response. Identify, secure and distribute supplies and equipment essential for the Division's response to the event. (*Animal Reg.) (B.6.7.)
2. Provide controls on numerous sylvatic animals that may be anticipated to appear in urban areas which may constitute a threat to public safety. (*Animal Reg.) (*B.6.8)
3. Identify critically damaged department facilities and relocate staff and animals to predesignated alternate work locations. (*Animal Reg.) (B.6.9)
4. Activate and coordinate private sector volunteer resources. (*Animal Reg.) (B.6.10)

5. Disseminate information on available resources and services available to the public.
6. Activate the facilities necessary for the continued housing of displaced animals, both wild and domestic. (*Animal Reg.) (B.6.12)

DEPARTMENT OF BUILDING AND SAFETY

Pre-event

1. Develop interim and long-term policies and actions for inclusion in the recovery and Reconstruction Plan which addresses the correction of illegal occupancies and construction within reasonable limits, based on essential health and safety factors and given the existing and projected shortage of adequate low and moderate income housing (*Bldg. & Sfty., HD, CRA, City Plan.) (A.1.9.)
2. Establish criteria for contractual agreements for emergency demolition with private sector. (*Bldg. & Sfty., Env. Aff.) (A.4.1.) H.1.3.6.)
3. Develop and maintain due processes and procedures to demolish structures considered to be unsafe for habitation and declared an imminent hazard with proper notification of owner. (*Bldg. & Sfty.) (A.4.2.)
4. Establish contractual agreements, utilizing the approved bid process, with private contractors for emergency demolition, lot cleaning, barricading and/or securing property. (*Bldg. & Sfty., Pub. Wks.) (A.4.3.) (H.8.1.)
5. Develop pre-incident agreements with other local, State and Federal agencies for mutual aid in cooperation with other City agencies, (Pub. Wks., W&P, *Bldg. & Sfty., Priv. Sec.) (A.5.1.) (H.13.3.)
6. Determine purpose, scope and composition of a damage assessment team/s. (*Bldg. & Sfty.) (A.6.1.)
7. Complete the design and development of a Damage Assessment System. (*Bldg.& Sfty.) (A.6.2.)
8. Review criteria for damage assessment of buildings. (All, *Bldg. & Sfty.) (A.6.4.)
9. Establish procedures to expedite the building permit process and provide relief for the required fees. (*Bld.g & Sfty., City Plan., Pub. Wks., Fire) (A.8.3.)
10. Establish one-stop processing center in areas where most severe damage occurred. (*Bldg. & Sfty., City Plan., Pub. Wks., Fire) (A.8.5.)

11. Assess the seismic survivability of public and private buildings. (Pub. Wks., Gen. Svcs., *Bldg. & Sfty.) (B.3.1.)
12. Develop emergency building provisions for temporary commercial use with appropriate time and use limitations. (*Bldg. & Sfty., Fire) (C.2.3)
13. Prepare implementation processes and enforce ordinances. (*Bldg. & Sfty.) (C.2.4.)
14. Periodically exercise the implementation processes and procedures using an earthquake scenario. (*Bldg. & Sfty., *City Plan., CDD) (C.2.5.)
15. Implement expanded structural and geological hazard mitigation programs. (*Bldg. & Sfty., City Plan., Pub. Wks., CRA, Trans., Fire, Water & Power) (D.1.3)
16. Develop methodology for analyzing and defining hazardous buildings and mitigation plan. (*Bldg. & Sfty.) (D.2.1.)
17. Review periodically Uniform Building Code (UBC) requirements for earthquake design and City's mitigation standards. (*Bldg. & Sfty.) D.2.2.)
18. Inspect City and private buildings and create a potentially hazardous building inventory in accordance with the following priority: (*Bldg. & Sfty.) (D.2.3)
 - 1ST Pre '76 Non-ductile Concrete Frame
 - 2nd Post '60 Steel Buildings
 - 3rd Pre '76 Reinforced Masonry Wall
 - 4th Post '76 Concrete Garage
 - 5th Pre '90 Wood Frame Multi-unit Residential
 - 6th Wood Frame Hillside Single Family Dwelling
 - 7th Post '76 Tilt-up/Reinforced Masonry Wall
 - 8th Pre '34 Unreinforced Masonry - 1 to 4 unit Residential
19. Modify Division 88 (hazardous buildings retrofit ordinance) to include URM infills, tilt-up, reinforced masonry wall and non-ductile concrete frame building categories, as budget permits. (*Bldg. & Sfty) (D.2.4.)
20. Develop off-the-shelf agreements between Building and Safety, Public Works, General Services, Department of Transportation, and Street Maintenance for post-disaster use. Agreements to include conditions and terms for use of staff and equipment resources for knocking down eminent hazards and procedures for barricading public and privately owned buildings, and public and private streets and alleys. (*Bldg. & Sfty., Pub. Wks., Gen. Svcs.,

Trans) (A.4.9)

21. Develop and maintain a common use computer database system for identifying ownership and logging pertinent information related to public and private properties within the City. (*Bldg. & Sfty., Fire, City Plan., Pub. Wks., Trans., City Clerk) (A.6.5)
22. Develop and provide computer information systems to support fast-track permit review procedures. (Info. Svcs., *City Plan., *Bldg. & Sfty., Pub. Wks., Water & Power, Fire, CRA, Env. Aff.) (A.12.7.)
23. Establish environmental criteria for demolition to be followed by public and private contractors in conjunction with the appropriate regulatory agencies. (*Bldg. & Sfty., Pub. Wks., Env. Aff., C. Atty.) (A.4.8)
24. Continue to work with the appropriate City Council committees to act on and forward for Council adoption the ordinance previously prepared by the Department of Building and Safety and approved by the EOB in its 1989 legislative package, modified to include processing fee deferrals rather than outright fee waivers and to acknowledge state prerogatives on demolition of historic buildings. (*Bldg. & Sfty.) (A.12.6)
25. Determine criteria for balancing post-event work priorities between damage assessment, hazard evaluation, fast-track permit review, and routine development application review activities, with emphasis on public safety. (CAO, *City Plan., *Bldg. & Sfty., Pub. Wks., Water & Power, Fire, CRA, Trans.) (A.12.3)
26. Assess any Federal and State regulatory issues that may inhibit reconstruction such as new codes (ADA) and recommend strategies to address any problems. (*Bldg. & Sfty., HD, CDD, CLA) (A.12.8)
27. Complete the design and development of the Damage Incident Reporting System (DIRS) to ensure rapid recording of mapped and tabular information related to injuries, death, structural damage, etc. (*Bldg. & Sfty., Info. Svcs., Police, Pub. Wks., Fire) (A.6.3)
28. Determine the survivability of structures and properties, and develop a prioritized list of those requiring retrofitting. (*Bldg. & Sfty., All) (B.3.7)

Post-event

1. During emergency, carry out established demolition procedures which include environmental criteria. (*Bldg. & Sfty., Env. Aff.) (A.4.10)

2. Deploy damage inspection teams, with assistance of cooperating entities, for detailed identification and recordation of structural damage. (*Bldg. & Sfty., City Plan., CAD, CRA, CDD, Fire, HD, Pub. Wks., DOT) (A.6.6)
3. Evaluate damage assessment results following a major disaster based on Damage Assessment System and Damage Incident Reporting System (DIRS) and provide information to the Long-Term Reconstruction Task Force. (*Bldg. & Sfty., Pub. Wks., City Plan.) (A.6.7)
4. Establish listing of severely damaged buildings. (*Bldg. & Sfty.) (A.9.3)
5. Expedite plan check and permitting procedures to minimize the time required for the restoration of hospitals, critical commercial and industrial facilities and utility services in cooperation with the State's Office of the State Architect and/or other regulating agencies. (*Bldg. & Sfty., City Plan., Pub. Wks., Water & Power) (B.1.9)
6. Determine which City buildings can be occupied after a major earthquake or other disaster. (Police, Fire, Pub. Wks., Gen. Svcs., *Bldg. & Sfty.) (B.3.8)
7. Inspect and evaluate shelters before occupation, based on a prioritized schedule. (*Bldg. & Sfty., Fire, Rec. & Pks.) (A.1.12)
8. Where applicable, implement streamlined procedures immediately after a declared emergency and determine when standard operating procedures should be resumed. (*City Plan., *Bldg. & Sfty., All) (E.3.2)
9. As appropriate, suspend non-critical tasks and public services. (*Bldg. & Sfty., All) (A.12.11)

OFFICE OF THE CHIEF LEGISLATIVE ANALYST

Pre-event

1. Sponsor legislation to establish emergency enterprise zones and create special Federal and State tax benefits. (CDD, *CLA) (C.4.2) (H.11.1)
2. Lobby for and support effective National Earthquake Insurance Program (*CLA), (C.4.9) (H.11.2)
3. Identify, prioritize, sponsor and support legislation needed to implement the Recovery and the Reconstruction Plan. (*CLA, All) (E.4.1) H.11.3)
4. Amend existing federal and state emergency services, disaster assistance and/or relief legislation to provide for state and federal reimbursement for mutual aid assistance rendered or received. (*CLA, CAO, All) (H.11.4)
5. Invite representatives of other governmental and nongovernmental agencies to work with the EOO Legislative Subcommittee to identify, prioritize, mutually sponsor and support legislative policy addressing recovery and reconstruction issues of shared interest. (*CLA) (H.11.5)
6. Sponsor and/or support recovery and reconstruction tax incentive legislation. (*CLA) (H.11.6)
7. Support legislation to develop and fund emergency communication systems and implement a retrofit program for State facilities. (*CLA, CAO) (H.11.7)

Post-event

1. Utilize existing grant funds and prioritize as needed. (All, *CLA) (C.4.14)

OFFICE OF THE CITY ADMINISTRATIVE OFFICE

Pre-event

1. Develop processes and procedures to insure City departments produce timely documentation for financial aid or expenditure reimbursement from Federal, State, or other entities. (*CAO, Controller, Fire, Police, Pub. Wks., Bldg. & Sfty., Water & Power, Airports, Harbor, CDD, CRA) (C.1.2) (H.10.2)
2. Maintain staff experts in State and Federal programs to expedite effective approaches to financial advances, reimbursements and related matters after a major disaster. (*CAO, CLA) (C.3.5.) (H.10.7.)
3. Encourage private sector insurance and self-insurance programs as a part of Disaster Preparedness Plans. (*CAO, CLA) (C.4.8.) (H.5.2.) H.7.5.)
4. Work with the Mayor and City Council to establish a loss reserve fund. (*CAO) (C.1.7.)
5. Prepare the EOB, Mayoral and City Council approval Five-Year EOO work program. (*CAO, All) (E.5.1)
6. Annually review and revise the Five-Year EOO Work Program in coordination with annual EOO and departmental budget submittals and periodic revisions of various Emergency Operations Organization plans. (*CAO, All) (H.1.4.)
7. Develop a plan for sending City representatives to appropriate area EOC's and the State/Federal Disaster Field Office (DFO). (*CAO, All) (H.1.4.)
8. Explore the feasibility of establishing joint powers authority for a loss reserve pooling program. (*CAO, C. Atty., Treasurer, Controller) (C.1.5.) (H.10.5)
9. Identify revenue replacement sources such as user, refuse collection and occupational license (payroll tax) fees and their potential impact on the private sector. Where feasible, draft enabling ordinances for all revenue generating departments. (*CAO, City Clerk, Controller, Treasurer, All) (C.4.3.)
10. Identify financial aid and alternatives from Federal, State, County and other sources and propose legislation as needed. (*CAO, CLA, C. Atty.) (C.1.1.) (H.10.1.)

11. Identify potential sources of revenue losses, e.g., business license sales, transient occupancy, property, utility users, etc. (*CAO, All) (C.1.3.)
12. Determine the feasibility of obtaining cash advances from the federal and state governments following a major disaster. (*CAO) (C.1.11.) (H.10.3.)
13. Investigate the feasibility of and, where possible, prearrange access to short-term debt borrowing. (*CAO, Controller, Treasurer) (C.1.12.) (H.10.4.)
14. Develop procedures for identifying services that could be contracted, transferred, or temporarily deferred. (All, *CAO) (C.3.2.)
15. Consider feasibility and desirability of renegotiating various terms and conditions of employment. (*CAO) (C.3.4.)
16. Investigate the feasibility of inviting other appropriate agencies to participate in City emergency preparedness and planning efforts through the Emergency Operations Organization. (*CAO, All) (H.1.6.)
17. Continue to participate in the efforts of inter-jurisdictional planning bodies such as the Los Angeles County Emergency Preparedness Commission, Business and Industry Council on Emergency Planning and Preparedness, Southern California Emergency Services Association and the Downtown Earthquake Preparedness Action Council. (*CAO, Police, Fire, All) (H.1.5.)
18. Determine the possible role of disaster assistance and insurance in offsetting repair and rebuilding fee costs. (*CAO, C. Atty., CLA) (A.12.4.)
19. Prepare ordinances and/or legislation which would provide for deferral of locally generated and state imposed development and building permit fees, subject to a fee schedule and backed by liens and assessments, taking into account possibility of sliding fee scales based on factors such as differential damage levels and/or revenue potential and including appeal criteria for hardship situations. (*CAO, C. Atty., City Plan., Bldg. & Sfty., Pub. Wks., Water & Power, CRA, Trans., Fire, CLA, Env. Aff.) (A.12.5.)
20. Coordinate activities of the Community Redevelopment Agency with those of other City, County, state and federal entities to maximum mutual benefit through the Long-term Reconstruction Task Force. (*CAO, CRA, CLA, EOB) (D.9.10)

21. Coordinate with LAUSD on the development of programs and projects to ensure that the schools are adequately prepared and supplied for responding to a major earthquake. (*CAO, Fire) (H.1.8.)
22. Encourage private sector insurance and self-insurance programs as part of Disaster Preparedness Plans. (*CAO, CLA) (See also C.4.8.)
23. Work with the state Office of Emergency Services to pre-establish procedures to ensure the City receives maximum state and federal reimbursement for mutual aid assistance rendered or received. (*CAO, *EOB, All) (H.13.2)

Post-event

1. Immediately seek financial aid from Federal, State, County and other sources. (*CAO, CLA, Controller, Treasurer) (C.1.16.)
2. Coordinate obtaining estimates of damage losses following a disaster. (*CAO, Building and Sfty., All) (C.1.17.)
3. Identify and select revenue replacement source(s), i.e., user fees, refuse collection fees, occupational license fees. (*CAO, Controller, Treasurer, City Clerk) (C.1.21.)
4. Identify extraordinary expenditure requirements.
 - S Demolition
 - S Debris removal
 - S Temporary structures
 - S Inspections
 - S Overtime (*CAO, All) (C.1.23.)
5. If necessary, recommend that the Mayor and Council issue City debt to finance public reconstruction and recovery projects. (*CAO, CRA, Treasurer, Controller) (C.3.7.)
6. Defer of city taxes and fees. (*CAO, City Clerk, C. Atty., Controller, Treasurer) (C.4.13.)
7. If necessary, implement procedures for contracting, transferring or deferring City Services. (*CAO, All) (C.3.8.)

8. Impose a hiring freeze except for critical skills and an equipment freeze except for equipment essential to recovery and reconstruction efforts if necessary. (*CAO, All) (C.1.18.)
9. Initiate analysis of the City Budget to identify unexpected funds which could be used to finance recovery and reconstruction projects. (*CAO, All) (C.1.13.)
10. Coordinate the completion of Federal and State disaster reimbursement forms. (*CAO, All) (C.1.14.) (H.10.8.)
11. Implement procedures to assure the City received maximum reimbursement for mutual aid services rendered and received. (*CAO, All) (H.13.9.)
12. Coordinate and facilitate joint planning activities with FEMA, the State and other involved entities for improved hazard mitigation under the provisions of Section 409 of the Stafford Act and related regulations and guidelines. (*CAO, City Plan., Pub. Wks., Bldg. & Sfty., Trans., Water & Power, Fire, CRA) (A.11.3.)
13. Prepare and pursue hazard mitigation grant requests under the provisions of Section 404 of the Stafford Act and related regulations and guidelines. (*CAO, City Plan., Pub. Wks., Bldg. & Sfty., Trans., Water & Power, Fire, CRA) (A.11.4.)
14. Coordinate and review recommendations for the Mayor and Council on financial issues related to short- and immediate-term recovery, e.g. formation of a city financial strategy, fee waivers and discounts, and demolition and debris removal. (*CAO, All) (C.1.26.)
15. Identify City representation on FEMA's Mandatory Interagency Hazard Mitigation Team, as required under Stafford Act and other related regulations and guidelines. (*EOB, *CAO) (A.11.2.)

CITY ATTORNEY

Pre-event

1. Review and clarify, if necessary, the state, federal and City roles and prerogatives in historic structure demolition. (*C. Atty., CLA, Bldg. & Sfty., City Plan., CRA, Cultural) (A.4.4.)
2. Revise the Emergency Operations Ordinance to add responsibility for the Personnel Division to develop a mental health disaster plan for disaster response and recovery. (Pers., *C. Atty.) (F.2.1.)

CITY CLERK

Pre-event

1. Identify alternative sites for City Council meetings to be held in the event the Council Chambers cannot be accessed. (*City Clerk, CLA) (B.3.5.)
2. Define vital records (and information, designate vital records classifications) and determine program responsibility. (* City Clerk, VR Task Force) G.1.1.)
3. Develop procedures for Vital Records program implementation and maintenance. (*City Clerk, VR Task Force, All) G.1.2.)
4. Identify vital records and information for each City department (*City Clerk, VR Task Force, All) (G.1.3.)
5. Create a vital records component to departmental emergency preparedness plans and submit proposed plans to the Vital Records Task Force for review. (*City Clerk, VR Task Force, All) (G.1.4.)
6. Analyze Vital Records to determine the most effective means of protection, reconstruction and reconstitution of vital data. (*City Clerk, VR Task Force, All) (G.1.5.)
7. Revise established Records Retention Schedules to reflect those records of Vital Records status. (*City Clerk, All) (G.1.6.)

Post-event

1. Ensure that each site is provided with the necessary equipment and supplies to conduct an emergency session of the City Council. (*City Clerk, CLA) (B.3.9.)

COMMUNITY DEVELOPMENT DEPARTMENT

Pre-event

1. Identify staff from other City Departments who are knowledgeable regarding loan processing and/or real estate practices and procedures. (*CDD, *HD, CRA) (A.8.1.)
2. Develop loan guidelines and procedures. (*CDD, *HD, CRA, CAO) (A.8.2.)
3. Obtain pre-approval on loan procedures from HCD, HUD, and SBA on process to follow, subsequent to emergency. (*CDD, *HD, CRA, CAO) (A.8.4.)
4. Create a Housing Task Force within the R&R Division which shall consist of representatives from HD, CDD, CRA, HACLA, Building and Safety, Planning and Private Developers. (*CDD, *HD, CAO, C. Atty., HACLA, Bldg. & Sfty., Rec. & Pks., CRA, City Plan.) (A.9.1.)
 - a. Develop criteria for emergency habitability based upon health and life safety measures. Standards of damage will be determined dependent on magnitude of event. (*HD, CRA, HACLA, Bldg. & Sfty., Rec. & Pks., Pvt. Developers)
 - b. Obtain HUD, FEMA, SBA, and SDHCD approval to eliminate currently required processes and documentation for expediting loan assistance, such as:
 - (1) Appraisals
 - (1) Lot Book Report in lieu of Title Report
 - (2) Income and mortgage verification documents
 - (3) Judgements, Liens
 - (4) City control of construction funds(*CDD, *HD, CRA, HACLA, Bldg. & Sfty., City Plan., Pvt. Developers)
 - c. Initiate coordination through a Memorandum of Understanding (MOU) with the State Department of Housing & Community Development (SDHCD), Department of Housing and Urban Development (HUD), Federal Emergency Management Agency (FEMA) and the Small Business Administration (SBA) which details specific roles and

responsibilities to include: (a) inspections (b)

damage assessment (c) Disaster Assistance Center's ability to make decisions and (d) sharing of data. (*CDD, *HD, CRA, HACLA, Bldg. & Sfty., City Plan., Pvt. Developers)

5. Develop processes and procedures to identify and assist businesses in applying for Federal and State disaster assistance. (CAO, *CDD, CLA, Mayor) (C.4.5.) (H.6.2.)
6. Develop processes and procedures to establish business hotline and assistance center. (CAO, CLA, *CDD, Mayor) (C.4.7.)
7. Investigate the feasibility of funding and establishing a city loan program for financing loans to owners of damaged properties without preempting their state or federal assistance applications. (*CDD, CAO, CRA) (See also A.9.2. and H.7.3.)
8. Investigate the feasibility of developing public information materials, possibly in conjunction with contractors association, on how to hire a contractor and pricing of post earthquake repair work. (*CDD, HD, Mayor, CLA, CAO) (H.7.7.)
9. Develop processes and procedures to identify and assist businesses in applying for Federal and State disaster assistance. (CAO, *CDD, CLA, Mayor) (C.4.5.)
10. Develop a plan to seek reallocation of existing grants. (*CDD, HD, All) (C.3.1.) (See also H.10.6.)
11. Identify and seek other grant money: (*CDD, HD, All) (C.3.3.) (H.10.9.) (A.8.6.)

- Housing and Urban Development
- Clean Water Grants (EPA)
- Public Improvements (EDA)
- Federal Emergency Management Agency (FEMA)

12. Establish a program for temporary structures and sites for disrupted businesses. (*CDD, Mayor, CRA, Bldg. & Sfty.) (C.4.10)

Post-event

1. Identify and assist businesses in applying for Federal and State disaster assistance: (CAO, *CDD, CLA, Mayor) (C.4.15.) (H.6.3.)

- Information line

- Small business administration

2. Implement City loan programs for financing loans to owners to damaged properties, if feasible, without preempting state or federal assistance applications. (*CDD, HD, CAO, CRA) (See also A.9.2.) (H.7.11.)
3. If necessary, provide immediate housing assistance to fill any gaps in Federal or State assistance time frames. (*HD, *CDD, CRA) (A.1.13.)
4. Identify and seek Federal and State grant money. (*CDD, All) (A.8.6.) (See also H.10.9. and C.3.3.)
5. Implement the processes and procedures for reestablishment of commercial services following a disaster. (*CDD, Mayor) (C.2.7.)
6. Establish programs for temporary structures and sites for disrupted businesses. (*CDD, Mayor) (H.7.9.)

COMMUNITY REDEVELOPMENT AGENCY

Pre-event

1. Develop a public education program regarding natural disasters and require presentation at General Plan Safety Element revision meetings. (*City Plan., *CRA) (D.3.3.)
2. Seek new financing of reconstruction and disaster-related redevelopment through pursuit of a variety of federal and state legislative enactments, (*CRA, CAO, CLA) (D.9.1.)
3. Review and revise qualifying criteria for the City's various revitalization tools such as redevelopment Specific Plans, Community Development Block Grants and Enterprise Zones. (*CRA, City Plan., CDD) (D.9.6.)
4. Identify potential areas for redevelopment based on the criteria developed, land use patterns, and redevelopment objectives. (*City Plan., *CRA, Bldg. & Sfty., Pub. Wks.) (D.9.7.)
5. Assure debt service on outstanding bonds in existing redevelopment areas prior to expansion or establishment of additional redevelopment areas. (*CRA, CAO) (D.9.8.)
6. Streamline procedures for redevelopment area expansions or additions which appear economically feasible and justifiable under post-disaster circumstances, including coordination with other entities. (*CRA, CAO, CLA, City Plan.) (D.9.9.)
7. Investigate and establish if feasible, a City loan program for financing loans to owners of damaged properties without regard for their state and federal assistance application. (*CRA) (A.9.2.)
8. Identify land use/reuse and financing implications of joint intergovernmental arrangement necessary to facilitate both short-term recovery and long-term reconstruction. (CAO, *CRA, CDD, CLA, HD) (D.9.2.)

CONTROLLER

Pre-event

1. Develop cash flow requirements and strategy by providing for: (*Controller, *Treasurer, CAO) (C.1.6.)
 - Investments sales at potential losses
 - Registration of warrants
 - Activation of existing bank lines of credit
 - Expense reserve fund
 - Interfund borrowing
 - Freeze non-emergency expenditures
 - Establish payment procedures
 - Issue guidelines on asset control.

Post-event

1. Communicate with all offices/departments on financial systems. (*Controller) (C.1.27.)
2. Coordinate reestablishment of appropriate controls and prepare financial reports. (*Controller) (C.1.28.)

CULTURAL AFFAIRS DEPARTMENT

Pre-event

1. Review design criteria connected with post-event repair and rebuilding of City public structures. (C. Atty., Mayor, Bldg. & Sfty., *Cultural, Pub. Wks., Gen. Svcs.) (A.4.6.)
2. Create a task force to include members of the Cultural Affairs Commission and representatives of the historic preservation and design communities within these meetings in order to promote communication and minimize controversy on these controversial issues. (C.Atty., City Plan., CLA, Bldg & Sfty., CRA, *Cultural, Pub. Wks., Gen. Svcs.) (A.4.7.)

Post-event

1. Compile damage assessment of public and private art collections, historic structures, and other cultural facilities for archives retention, public information, and submittal to FEMA and OES. (*CAD, Bldg. & Sfty.,) (A.6.9.)

EMERGENCY OPERATIONS BOARD

Pre-event

1. Coordinate the development, where feasible, of departmental mutual aid agreements with other public and private entities. (*EOB, All) (C.1.4.) (H.13.5.)
2. Create an EOO Task Force on Recovery and Reconstruction Finance to coordinate follow through on policies and actions on reconstruction and redevelopment finance. (*EOB) (D.9.4.)
3. Work with State Office of Emergency Services to establish a procedure for obtaining mutual aid for those services where mutual aid agreements do not currently exist. (*EOB, All) (H.13.1.)
4. Work with the State Office of Emergency Services to pre-establish procedures to ensure the City receives maximum state and federal reimbursement for mutual aid assistance rendered or received. (*EOB, *CAO, All) (H.13.2.)
5. Promote annual workshops, conferences and exercises involving all levels of government, the media and private sector. (*EOB, All) (H.1.1.)
6. Involve outside agencies in the analysis and critique of inter-jurisdictional training exercises and take appropriate actions to correct City coordination problems identified as a result of these exercises. (*EOB, All) (H.1.2.)
7. Continue to include representatives from state and federal agencies, utility companies, business preparedness planning councils and other appropriate entities in City emergency planning efforts through the Emergency Operations Organization (*EOB, All) (H.1.3.)
8. Coordinate follow through on policies and actions related to legislation through the Legislative Subcommittee of the EMC. (*EOB) (D.9.5.)
9. Encourage corporations through the Chambers of Commerce, BICEPP, DEPAC and other appropriate entities to include in their disaster preparedness plans a section on mental health preparedness. (*EOB, Mayor, Pers.) (F.5.4.)
10. Promote the establishment of mental health disaster preparedness programs within civic, religious and public groups. (*EOB, Mayor, Pers.) (F.5.5.)

11. Establish inter-agency and inter-jurisdictional work groups to study and report on the “recovery process” of other jurisdictions affected by major disasters. (*EOB, All) (H.1.10.)
12. Continue to support the efforts of the Los Angeles Unified School District to develop and implement an emergency management structure, emergency operations center and emergency response and recovery master plan. (*EOB, All) (H.1.7.)
13. Identify and prioritize services that are provided to the public and identify the impact of curtailment of each service. (All, Depts. & Outside Utilities, *EOB) (B.1.1.)
14. Assign representatives to assist the Utility in coordinating and facilitating restoration and repairs of utility facilities. (*EOB, Water and Power, All) (B.1.11)
15. Develop a comprehensive strategy for acquiring up-to-date information from all city departments for distribution to the media. (*Telecom, *EOB, Mayor, All) (B.5.1.)
16. Maintain appropriately trained personnel within the Police and Fire Departments to be available during a major disaster for the psychological management of the front line workers of their respective departments. (The mental health professional staff within the Police and Fire departments is insufficient to provide adequate coverage to front line emergency service workers at the time of a widespread disaster.) (*Pers., *EOB, Police, Fire) (F.3.2.)
17. Request the President of the City Council to form a special ad hoc committee of the City Council to handle all recovery and reconstruction matters, including appeals of post-event permit decisions rendered by staff. (*EOB, Mayor, CLA) (A.12.1.)
18. Specify the lead City entity for post-event hazard mitigation activities. (*EOB) (A.11.1)

Post-event

1. Assign representatives to assist the utilities in coordinating and facilitating restoration and repairs of utility facilities. (*EOB, Water and Power, All) (H.9.6.) (B.1.11.)
2. Investigate and, if feasible, initiate a City sponsored Demolition and Debris Removal Program reimbursed by federal and state disaster funding. (*EOB, Pub. Wks., Bldg. & Sfty., Env. Aff., All) (A.4.11)
3. Identify City representation on FEMA’s Mandatory Interagency Hazard Mitigation Team, as required under Stafford Act and other related regulations and guidelines. (*EOB, CAO) (A.11.2)

ENVIRONMENTAL AFFAIRS DEPARTMENT

Pre-event

1. Identify and maintain a current list of local experts on various environmental subject areas to be available for consultation and assistance during emergencies. (*Env. Aff.) (A.13.1.)
2. Establish and maintain liaison with all City departments, county, regional, state and federal environmental agencies and legislative bodies to ensure coordination for environmental issues in the event of an emergency. (*Env. Aff.) (A.13.2.)
3. Identify and maintain lists and maps of significant ecological areas within the City to plan for the maximum protection for these sensitive areas during emergency operations. (*Env. Aff., City Plan.) (A.13.3.)
4. Establish and maintain liaison with public information officers within various City Departments to provide assistance in developing environmental information or assessments during emergencies. (*Env. Aff., Mayor) (A.13.4.)
5. Establish a plan and procedures for developing and disseminating public health and environmental advisories in cooperation with the relevant agencies. (*Env. Aff., Telecom., Mayor) (A.13.5.)
6. Establish a plan for streamlined emergency contingency procedures for disposal of solid waste in public and private facilities in and near the City. This will include emergency increases for landfill capacity during the emergency period. (*Env. Aff., Pub. Wks., Bldg. & Sfty.) (A.13.6.)

Post-event

1. During the emergency, implement the plans and coordinate with outside agencies, as listed above. (*Env. Aff.) (A.13.7.)
2. Provide consultation and assistance in the identification and use of statutory CEQA exemption criteria. (*Env. Aff.) (D.5.1.)
3. Facilitate coordination meetings between city departments, county offices, regional offices, state and federal departments for the purpose of expediting environmental permitting and streamlining of procedures. (*Env. Aff.) (A.13.8.)

4. Coordinate with appropriate agencies for the implementation of streamlined emergency procedures for the disposal of solid waste in the City. (*Env. Aff., Pub. Wks., Bldg. & Sfty.) (A.13.9.)

FIRE DEPARTMENT

Pre-event

1. Include in the Fire Department's Disaster Preparedness Division program mental health preparedness. (*Fire, Pers.) (F.5.2.)
2. Explore the feasibility of developing inter-jurisdictional plans to provide evacuation and sheltering sites (*Fire, Police, Trans., *Rec. & Pks) (H.2.6.)
3. Maintain appropriately trained personnel within the Police and Fire Departments to be available during a major disaster for the psychological management of the front line workers of their respective departments. (The mental health professional staff within the Police and Fire departments is insufficient to provide adequate coverage to front line emergency service workers at the time of a widespread disaster). (*Police, *Fire) (F.3.2.)

GENERAL SERVICES DEPARTMENT

Pre-event

1. Develop relocation plans for those critical Department operations housed in severely damaged buildings. (*Gen. Svcs., Proprietary Departs.) (B.1.2.)
2. Determine the non-structural earthquake hazards in all City buildings. (All, *Gen. Svcs.) (B.3.2.)
3. Identify all City buildings including those which have emergency generators, underground fuel storage, water storage tanks, and other unique characteristics which may prove valuable in the event of a major disaster. (Pub. Wks., Bldg. & Sfty., Proprietary Depts., *Gen. Svcs.) (B.3.3.)
4. Identify alternate locations for the Emergency Operations Center. (CAO, Police, Fire, Water & Power, Trans., Rec. & Pks., Pub. Wks., Pers., Bldg. & Sfty., *Gen. Svcs.) (B.3.4.)
5. Identify alternate public and private work locations. (*Gen. Svcs., All) (B.3.6.)
6. Prepare a comprehensive inventory of equipment and supplies, both public and private, which may be available for use after a major disaster. (*Gen. Svcs., Info. Svcs., Police) (B.4.1.) (H.8.2.)
7. Develop procedures, forms, etc. to cancel purchase orders and contracts. (*Gen. Svcs., Controller) (C.1.8.)
8. Complete a computerized City property inventory and determine needs. (All, *Gen. Svcs.) (C.1.9.)
9. Maintain contact with Convention Bureau, Hotel and Motel Associations and arrange for a procedure to use during emergencies to provide rooms during declared major emergencies. Include consideration of procedures for accounting, necessity of formal agreements, compensation, etc. (CAO, Controller, Library, Fire, Public Wks., Bldg. & Sfty. *Rec. & Pks., *Gen. Svcs.) (A.3.1.)
10. Develop a comprehensive priority list of needs for emergency contracts and agreements for materials, equipment and warehousing space. (CAO, *Pub. Wks., *Gen. Svcs., Fire, and Police) (See also B.4.2.) (H.8.3.)

Post-event

1. Review, amend as needed and implement relocation plans for critical department operations housed in severely damaged buildings. (*Gen. Svcs., All) (B.1.15.)
2. Coordinate execution of contracts and agreements as needed for materials, equipment, and warehousing space. (CAO, *Pub. Wks., *Gen. Svcs., Fire, Police) (B.4.6.) (H.8.7.)
3. Propose sale or lease of surplus City property. (All, Pub. Wks., *Gen. Svcs.) (C.1.19.)
4. Prioritize and cancel all non-essential purchase orders and contracts. (*Gen. Svcs., Controller) (C.1.22.)

HOUSING DEPARTMENT

Pre-event

1. Develop policies and action programs addressing the need for rapid post-event development of a permanent replacement housing program. (*HD, CRA, Bldg. & Sfty., City Plan.) (A.1.8.)
2. Enact administrative regulations to:
 - S Prohibit the eviction of renters from rental units;
 - S Relocate displaced renters into their original housing at the same rental level;
 - S Require landlords to refund security deposits in full to renters forced to move because of the disaster. (*HD, CRA, CLA, C. Atty.) (A.2.1.)
3. Develop processes and procedures to carry out the action specified above, including public hearings, appeal processes, etc. (*HD) (A.2.2.)
4. Identify staff from other City Departments who are knowledgeable regarding loan processing and/or real estate practices and procedures. (*CDD, *HD, CRA) (A.8.1.)
5. Develop loan guidelines and procedures. (*CDD, *HD, CRA, CAO) (A.8.2)
6. Obtain pre-approval on loan procedures from HCD, HUD, and SBA on process to follow, subsequent to emergency. (*CDD, *HD, CRA, CAO) (A.8.4.)
7. Create a Housing Task Force within the R&R Division which consist of representatives from CDD, HD, CRA, HACLA, Building & Safety, Planning and Private Developers. (*HD, CAO, C. Atty., HACLA, Bldg. & Sfty., Rec. & Pks., CRA, City Plan., Fire) (See also A.9.1.) (H.3.1.)
 - a. Develop criteria for emergency habitability based upon health and life safety measures. (*HD, CAO, C. Atty., HACLA, Bldg. & Sfty., Rec. & Pks., CRA, City Plan., Fire) (See also A.9.1.)

- b. Obtain HUD, FEMA, SBA, SDHCD approval to eliminate currently required, processes and documentation for expediting loan assistance, such as:
 - 1. Appraisals.
 - 2. Lot book Report in lieu of Title Report.
 - 3. Income and mortgage verification documents.
 - 4. Judgements, liens.
 - 5. City control of construction funds.(*HD, CAO, C. Atty., HACLA, Bldg. & Sfty., Rec. & Pks., CRA, City Plan.) (See also A.9.1.)

- c. Initiate coordination through a Memorandum of Understanding (MOU) with the State Department of Housing and Community Development (SDHCD), Department of Housing and Urban Development (HUD), Federal Emergency Management Agency (FEMA) and the Small Business Administration (SBA) which details specific roles and responsibilities to include: (a) inspections, (b) damage assessment, (c) Disaster Assistance Center's ability to make decisions and (d) sharing of data. (*HD, CAO, C. Atty., HACLA, Bldg. & Sfty., Rec. & Pks., CRA, City Plan.) (See also A.9.1.)

- d. Investigate the feasibility of utilizing nuisance abatement provisions, hearing process and procedures to provide demolition assistance to residents in need provided costs can be recouped from property owners and/or federal and/or state reimbursement for City costs can be maximized. (*HD, Bldg. & Sfty., Pub. Wks., City Plan., and C. Atty.)

- e. Investigate state, federal, and other programs which provide temporary housing assistance and develop plans and procedures for maximizing utilization of such assistance at no or minimum costs to the City. (*HD, CAO, C. Atty., HACLA, Bldg. & Sfty., Rec. & Pks., CRA, City Plan.)

- 8. Investigate the feasibility of developing public information materials, possibly in conjunction with a contractors association, on how to hire a contractor and pricing of post earthquake repair work. (*HD, CDD, CAO, Mayor, CLA) (H.4.1.)

- 9. Investigate the feasibility of funding and establishing a City Loan program for financing loans to owners of damaged properties without pre-empting state or federal assistance applications. (*HD, CAO, CRA) (See also A.9.2.) (H.4.2.)

10. Identify temporary large group housing to facilitate rapid closure of emergency shelters. (*HD, CDD, CRA, HACLA) (A.1.4.)

Post-event

1. Implement the procedures after the disaster to protect renters from displacement and unwarranted financial hardships resulting from landlord actions. (*HD)(A2.3.)
2. Release public information materials regarding pricing of post-earthquake repair work, if feasible. (*HD, CDD, CAO, Mayor, CLA) (H.4.3.)
3. Implement City loan program for financing loans to owners of damaged properties if feasible, and coordinate with state or federal assistance applications. (*HD, CAO, CRA) (See also A.9.2) (H.4.4.)
4. Release, if feasible, public information materials regarding pricing of post-earthquake repair work. (*HD, CDD, Mayor, CAO, CLA) (H.7.10.) (H.4.3.)
5. Coordinate local emergency assistance for rehousing displaces. (*HD, HACLA) (A.8.7.)
6. Assist in efforts to verify displacees to qualify them for relocation assistance. (*HD, Bldg. & Sfty., HACLA) (A.8.8.)
7. Assist in identifying available housing units meeting health and safety standards for displacees. (*HD, CDD, HACLA) (A.8.9)
8. If necessary, provide immediate housing assistance to fill any gaps in Federal or State assistance time frames. (*HD, *CDD, CRA) (A.1.13.)

INFORMATION SERVICES DEPARTMENT

Pre-event

1. Prepare a comprehensive plan for backup communications and data processing systems required in the event that relocation of public services is required after a major event. (Gen. Svcs., Fire, *Info. Svcs., Police) (B.4.3.) (H.8.4.)
2. Work with other City departments and other entities such as the State Office of Emergency Services (OES), California Division of Mines and Geology (CDMG), Southern California Earthquake Preparedness Project (SCEPP), United States Geological Survey (USGS), Southern California Earthquake Center (SCEC), California Geographics Information Association (CGIA), and Southern California Association of Governments (SCAG) to establish a collaborative and interactive Geographic Information System (GIS) and to expand applications and database development related to hazards mapping and emergency management, including data layers dealing with transportation facilities as well as subsurface infrastructure, such as water, sewer, telephone and high pressure gas and oil lines. (CAO, *City Plan., *Info Svcs., Bldg. & Sfty., Pub. Wks., CRA, Trans., Fire, HD, Water & Power, Env. Aff.) (D.1.4.)
3. Work with such agencies as the Federal Emergency Management Agency (FEMA), USGS, the National Science Foundation (NSF), CDMG, CGIA, SCEC, SCAG, and SCEPP to explore opportunities for technical assistance, including the transfer of current and future GIS applications that they develop, and for potential applications for financial grants to support development and expansion of the GIS. (CAO, *City Plan., *Info Svcs., Bldg. & Sfty., Pub. Wks., CRA, Trans., Water & Power, Env. Aff.) (D.1.5.)
4. Complete expeditiously the GIS database development related to natural hazards mapping. Consolidate information currently available from the Thomas Brothers Maps (TBM) and any other information as it becomes available through OES and CGIA. (CAO, *City Plan., *Info. Svcs., Bldg. & Sfty., Pub. Wks., Trans., Water & Power, Fire, CRA) (D.3.1.)
5. Provide GIS information as part of General Plan Revision Process particularly in the Land Use decision making process and in EIR review. (CAO, *City Plan., *Info. Svcs., Bldg. & Sfty., Pub. Wks., Trans., Water & Power, Fire, CRA) (D.3.2)

Post-event

1. Review, revise as necessary, and implement plan for back up communications and data processing system required in the event that relocation is required. (Gen. Svcs., Fire, *Info. Svcs., Police) (B.4.7.) (H.8.8.)

OFFICE OF THE MAYOR

Pre-event

1. Develop a plan for a City “Office of Business Aid” that can be opened immediately after a major disaster which: (H.7.2.)
 - a. Identifies who to contact in order to set up the business after the emergency period. (*Mayor, CLA) (See also C.2.2.)
 - b. Facilitates businesses in reopening by providing information regarding disaster assistance loans and grants, engineering, utilities, alternate work sites, permits, etc. (*Mayor)
 - c. If feasible, facilitates rehabilitation permit processes. (*Mayor, CRA, City Plan., B&S, Pub. Wks., Transportation, Water and Power)
 - d. Promote the development of business hot lines and assistance centers. (*Mayor) (H.4.6.) (H.7.4)
2. Develop liaison with other local governments and the media for public education programming immediately after a natural disaster. (*Mayor and Media Task Force) (D.3.4.) (H.12.5.)
3. Develop a list of designated spokespersons in the various fields of expertise who would be utilized to prepare public information after a major disaster. (*Mayor, EOB) (B.5.2.)
4. Maintain a liaison with trade associations of essential commercial services (food, pharmaceuticals, banks, etc.) to determine what it would take to set up temporary business locations. Perhaps develop an emergency planning task force within those organizations. (*Mayor, CLA) (C.2.1.) (H.7.1.)
5. Develop a plan identifying who to contact in order to set up the temporary essential commercial service business locations after the emergency. (*Mayor, CLA) (C.2.2.)
6. Continue to support and encourage the efforts of the business community in emergency preparedness and planning. (*Mayor, CAO, CLA) (H.5.1.)
7. Coordinate with other governmental entities to develop a plan for coordinating the release of joint official statements as needed. (*Mayor, Media Task Force) (H.12.1.)

8. Coordinate with other governmental entities to improve activation and use of the Emergency Broadcast System. (*Mayor, Media Task Force, CAO) (H.12.2.)
9. Coordinate with the Los Angeles County Emergency Public Information Advisory Group to ensure appropriate languages are utilized in sending emergency messages to citizens. (*Mayor, Media Task Force) (H.12.3.)
10. Investigate “hot line” or other capabilities for providing information to the public and/or press. (*Mayor, Media Task Force) (H.12.4.)
11. Utilize the Office of Economic Development as the “Office of Business Aid” that can be opened immediately after a major disaster to facilitate rehabilitation permitting processes. (*Mayor) (C.2.6.)
12. Establish processes, procedures, and criteria to prioritize private sector recovery working with Federal and State agencies. (All, *Mayor) (C.4.1.) (H.6.1.)
13. Maintain processes and procedures to identify and assist businesses in applying for disaster assistance. (*Mayor) (C.4.4.)
14. Promote the implementation of the Action Programs in the Recovery and Reconstruction Plan (*Mayor, *City Plan., All) (D.8.1.)
15. Promote private sector emergency preparedness planning and business resumption planning. (CAO, CLA, *Mayor) (C.4.12.)
16. Encourage private lenders to develop a program that facilitates post-disaster loans to private industry and provide City assistance in obtaining such loans. (CDD, *Mayor) (See also C.4.11) (H.7.6.)
17. Initiate private sector participation in the development of a strategic plan to facilitate private redevelopment and reconstruction phases. (*Mayor, City Plan., CAO, CRA, CDD) (D.9.3.)

Post-event

1. Coordinate inter-jurisdictional and interagency requests for mutual aid through the Office of the Mayor consistent with Executive Directive No. 58. (*Mayor, All) (H.13.7.)
2. Assign and release public information announcements as appropriate. (*Mayor, EOB, All) (B.5.4.)

3. If necessary, form a long-term Reconstruction Task Force to prepare and coordinate the implementation of a post-event strategic recovery plan. (*Mayor, *City Plan., CAO, C. Atty., Bldg. & Sfty., Pub. Wks., Water & Power, CRA, Trans., HD, CDD, Fire) (D.8.2.)
4. Open "Office of Business Aid." (*Mayor, CRA, CDD) (H.7.2.) (C.2.8.) (H.7.8.)
5. Establish business hot line and assistance center. (CAO, CLA, CDD, *Mayor) (C.4.16.)
6. Implement procedures to obtain mutual aid assistance for services where mutual aid agreements do not exist. (*Mayor, EOB, All) (H.13.8.)
7. If feasible, facilitate mutual aid between private businesses. (*Mayor, CLA, CAO, (C.4.17.) (H.13.10)
8. If necessary, approve extraordinary expenditure requirements. (*Mayor, EOB) (C.1.25.)
9. If necessary, initiate fast-track repair permit ordinance. (*Mayor, City Plan., Bldg. & Sfty., Pub. Wks., Water & Power, CRA, Trans., Fire) (A.12.9.)
10. If necessary, approve sale or lease of surplus City property. (*Mayor, EOB) (C.1.20.)

PERSONNEL DEPARTMENT

Pre-event

1. Continue the Mental Health Disaster Preparedness Task Group by meeting periodically to advise City staff on the plans and programs developed to address the issues outlined in the program element. (*Pers., Fire, Police, CDD, CRA, Rec. & Pks., Aging, LA Co., Red Cross, LAUSD) (F.4.2.)
2. Encourage community and public Mental Health and allied professionals to be trained in the treatment of traumatic stress by: (F.4.1.)
 - a. Actively promoting the concept that training in crisis management, post traumatic stress disorder, and critical incident debriefing be made a part of the licensing requirements and/or training for health care and mental health professionals, emergency service workers, and social service workers. (*Pers., Fire, Police, Red Cross, LAUSD)
 - b. Encouraging the Police Department to solicit the Commission on Peace Officer Standards and Training (POST) to design and accredit a course in post traumatic stress for protective service personnel. (*Pers., Police)
 - c. Encouraging a similar effort on the part of the Fire Department with regard to professional fire and EMS organizations. (*Pers., Fire)
 - d. Encouraging the L.A. Unified School District to include critical incident stress debriefing techniques as part of the training provided to school counselors and school nurses; and by encouraging them to design workbooks and curricula to help students work through the psychological trauma of a disaster (*Pers., Red Cross)
3. Work with the LA County Mental Health Department, the American Red Cross, and other mental health experts to prepare materials for distribution citywide to prepare citizens to cope with psychological trauma under the guidance of the Mental Health Task Force and ethnic community leaders. (*Pers., CAO) (F.5.3.) Identify and maintain a list of employees who are available for reassignment or redeployment following a disaster. (All, *Pers.) (B.2.1.)
4. Identify and maintain a list of employees who are available for reassignment or redeployment following a disaster. (All, *Pers.) (B.2.1)
5. Develop and implement a mental health disaster plan with the addition of professional staff in

- the Personnel Division. A member of the professional staff should report to the Emergency Management Committee to advise the committee on psychological issues related to emergency planning and management. (EOB, *Pers., CAO) (F.2.2.)
6. Seek actively private and corporate sponsorship for the efforts required to implement the program embodied herein. (*Pers.) (F.2.3.)
 7. Develop a program to mitigate post traumatic stress for all city employees with priority given to employees directly involved in disaster response and recovery. Elements of this program should include: (F.3.1.)
 - a. Inventory of available critical incident stress programs, including contacts with other metropolitan areas, relevant disaster agencies such as the National Organization for Victims Assistance, the Federal Emergency Management Agency, and the Society for Traumatic Stress Studies. (*Pers., CAO, Red Cross, LAUSD)
 - b. Working with Mental Health professionals to develop a pre-incident psychological training program for City personnel who may be required to assist during and after emergencies. (*Pers., Fire, Police)
 - c. Identifying a cadre of Mental Health professionals and paraprofessionals who would be pledged to assist City personnel in coping with traumatic stress and establishing a program to certify or register them for this work. (*Pers., Red Cross, LAUSD, Police, Fire)
 - d. Selecting and training departmental facilitators to be available for psychological management of City employees during emergency situations. (*Pers., All)
 - e. Coordination of liaison between civilian operating departments and the Police and Fire Departments to assist in the development of civilian, peer counseling programs similar to those available for sworn personnel. (*Pers., CAO, Police, Fire)
 8. Continue to provide shelter managers and staff with psychological training to assist them in dealing with the less serious psychological problems of residents. (*Pers., Psych., T.F.) (H.2.2.)
 9. Update procedures and a process to provide for mental health professionals at shelter sites to serve both staff and disaster victims. (*Pers., Psych., T.F.) (H.2.3.)

10. Develop a plan for inter-departmental assignment of employees based on pre-identification of needs after a major disaster. Examples of needs include bilingual skills, accounting expertise for disaster claims and amateur radio operators. This plan shall include a statement that all employees shall be returned to their normal duties as rapidly as conditions permit. (*Pers., All) (B.2.2.)

Post-event

1. Redeploy personnel as necessary. (All, *Pers.) (C.1.24.)
2. Carry out policy and procedures following a major disaster. (*Pers., Fire, Police, Red Cross, LAUSD) (F.1.1.)
3. Determine the health status of all personnel and establish a hotline (800 number) for family members and staff to send and receive messages. (*Pers., All) (F.4.3.)

PLANNING DEPARTMENT

Pre-event

1. Formulate appropriate policies and pre-event hazard mitigation programs to reconcile legitimate public safety and historic preservation interests within the General Plan Safety Element (*City Plan, C. Atty., CLA, Bldg. & Sfty., CRA, Cultural) (A.4.5.)
2. Periodically review and update procedures and criteria for post-event fast track review of repair permits, including but not limited to temporary use and building permit processes, standard appeals time limits, batching of recovery-related land use and building permits, and referral of permit appeals to the special ad hoc City Council Committee on recovery and reconstruction, as appropriate. (*City Plan., C. Atty., Bldg. & Sfty., Pub. Wks., Water and Power, CRA, Trans., Fire, Env. Aff.) (A.12.2)
3. Periodically exercise the implementation processes and procedures using an earthquake scenario. (*Bldg. & Sfty., *City Plan., CDD) (C.2.5.)
4. Accelerate completion and adoption of a revised General Plan Safety Element and incorporate new knowledge about seismic risks in future Safety Element revisions. (*City Plan., Bldg. & Sfty., Pub. Wks., CRA, Trans., Fire, Water & Power) (D.1.1.)
5. Expand geologic hazards and risk mapping. (*City Plan., Bldg. & Sfty., Pub. Wks., CRA, Trans., Fire, Water & Power) (D.1.2.)
6. Develop a public education program regarding natural disasters and require presentation at General Plan Safety Element revision meetings. (*City Plan., *CRA) (D.3.3.)
7. Develop criteria to determine if the existing facility needs to be upgraded to current standards based on: (Pub. Wks., Trans., Water & Power, CRA, *City Plan.) (D.6.1.)

- S Type and use of facility
- S Importance of upgrade in terms of public safety
- S Extent of damage
- S Age of existing facility
- S Cost

8. Insure that the Recovery and Reconstruction Plan is consistent with the Safety Element of the General Plan and amend either Plan as deemed appropriate. (All, *City Plan.) (D.7.1.)
9. Design and develop a centralized computer mapping repository of pertinent geologic data obtained from case processing, i.e., core holes, water table levels, and bedrock geology and update the environmental atlas and data base as part of the Safety Element implementation programs. (*City Plan., Bldg. & Sfty., Pub. Wks.) (D.7.2.)
10. Prepare implementation procedures, forms, and training; keep an update list of members of the Division. (*City Plan., CRA) (E.1.1)
11. Coordinate the development of recommendations for City Police involving multiple agencies on Recovery and Reconstruction issues. (*City Plan., CRA) (E.2.1.)
12. Coordinate the revisions, involving multiple agencies, of the Recovery and Reconstruction Plan for the City. (*City Plan., All) (E.2.2.)
13. Coordinate the development of each Division of the Emergency Operations Organization's necessary operating procedures relating to Recovery and Reconstruction. (*City Plan., All) (E.2.3.)
14. Coordinate each Division of the Emergency Operations Organization's own implementation of the new adopted policies, plan legislation and operating procedures relating to post-emergency Recovery and Reconstruction (*City Plan., All) (E.2.4.)
15. To the extent feasible, revise the Recovery and Reconstruction Plan as appropriate to reflect recommendations from reports on the "recovery process" of other jurisdictions. (*City Plan., All) (H.1.11.)
16. Develop and provide computer information systems to support fast-track permit review procedures. (Info Svcs., *City Plan., *Bldg. & Sfty., Pub. Wks., Water & Power, Fire, CRA, Env. Aff.) (A.12.7.)
17. Determine criteria for balancing post-event work priorities between damage assessment, hazard evaluation, fast-track permit review, and routine development application review activities, and emphasis on public safety. (CAO, *City Plan., *Bldg. & Sfty., Pub. Wks., Water & Power, Fire, CRA, Trans.) (A.12.3)
18. Work with other City departments and other entities such as the State Office of Emergency Services (OES), California Division of Mines and Geology (CDMG), Southern California Earthquake Preparedness Project (SCEPP), United States Geological Survey (USGS),

Southern California Earthquake Center (SCEC),

California Geographics Information Association (CGIA), and Southern California Association of Governments (SCAG) to establish a collaborative and interactive Geographic Information System (GIS) and to expand applications and database development related to hazards mapping and emergency management, including data layers dealing with transportation facilities as well as subsurface infrastructure, such as water, sewer, telephone and high pressure gas and oil lines. (CAO, *City Plan., *Info Svcs., Bldg. & Sfty., Pub. Wks., CRA, Trans., Fire, HD, Water & Power, Env. Aff.) (D.1.4.)

19. Work with such agencies as the Federal Emergency Management Agency (FEMA), USGS, the National Science Foundation (NSF), CDMG, CGIA, SCEC, SCAG, and SCEPP to explore opportunities for technical assistance, including the transfer of current and future GIS applications that they develop, and for potential applications for financial grants to support development and expansion of the GIS. (CAO, *City Plan., *Info Svcs., Bldg. & Sfty., Pub. Wks., CRA, Trans., Water & Power, Env. Aff.) (D.1.5.)
20. Complete expeditiously the GIS database development related to natural hazards mapping. Consolidate information currently available from the Thomas Brothers Maps (TBM) and any other information as it becomes available through OES and CGIA. (CAO, *City Plan., *Info. Svcs., Bldg. & Sfty., Pub. Wks., Trans., Water & Power, Fire, CRA) (D.3.1.)
21. Provide GIS information as part of General Plan Revision Process particularly in the Land Use decision making process and in EIR review. (CAO, *City Plan., *Info. Svcs., Bldg. & Sfty., Pub. Wks., Trans., Water & Power, Fire, CRA) (D.3.2.)
22. Promote the implementation of the Action Programs in the Recovery and Reconstruction Plan. (*Mayor, *City Plan., All) (D.8.1.)
23. Update Safety Element to reflect new concerns about hazard mitigation. (*City Plan.) (D.2.5.)
24. Through the Recovery and Reconstruction Division, coordinate activities of the Community Redevelopment Agency with those of other city, County, State, and Federal entities to the maximum mutual benefit. (*City Plan, CRA, CLA, EOB) (H.1.12.)
25. Identify potential areas for redevelopment based on the criteria developed, land use patterns, and redevelopment objectives. (*City Plan., *CRA, Bldg. & Sfty., Pub. Wks.) (D.9.7.)

Post-event

1. Establish and coordinate separate groups or individuals within each City department to work exclusively on post-event disaster recovery and reconstruction activities. (*City Plan., Bldg. & Sfty., Pub. Wks., Water & Power, CRA, Trans., Fire, Env. Aff.) (A.12.10)
2. Through the Recovery and Reconstruction Division, coordinate activities of the Community Redevelopment Agency with those of other city, County, State, and Federal entities to the maximum mutual benefit. (*City Plan., CRA, CLA, EOB) (H.1.12.)
3. Where applicable, implement streamlined procedures immediately after a declared emergency and determine when standard operating procedures should be resumed. (*City Plan., Bldg. & Sfty., All) (E.3.2.)
4. If necessary, form a long-term Reconstruction Task Force to prepare and coordinate the implementation of a post-event strategic recovery plan. (*Mayor, *City Plan., CAO, C. Atty., Bldg. & Sfty., Pub. Wks., Water & Power, CRA, Trans., HD, CDD, Fire) (D.8.2.)

POLICE DEPARTMENT

Pre-event

1. Designate the primary agencies responsible for security of sheltering, temporary distribution centers and other emergency response facilities. (Rec. & Pks., Gen., Svcs., *Police, Fire, CDD, CRA) (A.10.1.)
2. Consider the feasibility of expanding the Neighborhood Watch program of the Police Department to include a component of disaster preparedness and/or dissemination of a brochure on mental health disaster preparedness. (*Police, Pers.) (F.5.1.)
3. Revise the Master Plan and/or Recovery and Reconstruction Plan to the extent feasible for consistency and compatibility with the plans of other agencies. (*Police, City Plan., All) (H.1.9.)
4. Modify the Emergency Operations Master Plan and Procedures Manual as necessary in order to assure consistency. (*Police, CAO, Fire) (E.3.1.)
5. Maintain appropriately trained personnel within the Police and Fire Departments to be available during a major disaster for the psychological management of the front line workers of their respective departments. (The mental health professional staff within the Police and Fire departments is insufficient to provide adequate coverage to front line emergency service workers at the time of a widespread disaster). (*Police, *Fire) (F.3.2.)

Post-event

1. Provide security for sheltering, temporary distribution centers and other emergency facilities as appropriate following a major disaster. (Rec. & Pks., Gen. Svcs., *Police, Fire, CDD, CRA) (A.10.2.)

PROPRIETARY DEPARTMENTS - AIRPORTS

Pre-event

1. Maintain a list of supplies and temporary equipment which would be necessary to maintain transportation and commercial activities in the event of a disaster. (*Harbor, Airport) (H.8.5., also B.4.4.)
2. Maintain a list of city inspectors, engineers, and/or contractors who could be contacted in an emergency to assess damage to transportation centers and ports. (*Harbor, *Airport) (H.8.6., also B.4.5.)

Post-event Short-term

1. Deploy city inspectors, engineers and/or contractors to transportation centers and ports to assess damage. (*Harbor, *Airports) (A.6.8.)
2. Make short-term repairs and install temporary equipment as needed to quickly reinstate wastewater, solid waste, transportation and commercial activities. (*Harbor, *Airports, *Pub. Wks.) (B.1.16.)

PROPRIETARY DEPARTMENTS - HARBOR

Pre-event

1. Maintain a list of supplies and temporary equipment which would be necessary to maintain transportation and commercial activities in the event of a disaster. (*Harbor, *Airports) (H.8.5., also B.4.4.)
2. Maintain a list of city inspectors, engineers, and/or contractors who could be contacted in an emergency to assess damage to transportation centers and ports. (*Harbor, *Airports) (H.8.6., also B.4.5.)
3. Maintain a listing of port tenants, including ownership and type of business being conducted, and liaison with them in order to facilitate coordination of possible relief efforts they may need or can provide. (*Harbor) (A.5.2.)

Post-event Short-term

1. Deploy city inspectors, engineers, and/or contractors to transportation centers and ports to assess damage. (*Harbor, *Airports) (A.6.8.)
2. Make short-term repairs and install temporary equipment as needed to quickly reinstate wastewater, solid waste, transportation and commercial activities. (*Harbor, *Airports, *Pub. Wks.) (B.1.16.)

PROPRIETARY DEPARTMENTS - WATER AND POWER

Pre-event

1. Make arrangements with other utilities for mutual support. (*Water and Power) (B.1.3.) (H.13.4.)
2. Review and update as necessary existing agreements and arrangements with utilities. (*Water and Power) (H.9.5.)

Post-event

1. Strive to maintain water and power services for police facilities, fire facilities hospitals, wastewater and solid waste facilities, and to life-support customers. (*Water and Power) (B.1.14.)
2. Provide temporary or emergency water and power services as required. (*Water and Power) (B.1.12.)
3. Restore those water and power facilities which affect the greatest number of persons. (*Water & Power) (B.1.13.)
4. Work with the media to keep the public informed of the status of restoration of basic services. (*Water & Power, Trans., Telecom) (B.5.5.)

DEPARTMENT OF PUBLIC WORKS

Pre-event

1. Determine the scope of responsibilities of post-event hazard evaluation teams organized to inspect, compile information and evaluate natural and toxic hazards; such hazards could include conditions such as ground deformation, surface rupture, landslide, soil instability, liquefaction, flood, fire, and toxic spills and emissions. (*Pub. Wks., City Plan., Bldg. & Sfty., Trans., Fire, CRA, Env. Aff.) (A.7.1.)
2. Develop criteria for evaluation of hazardous conditions. (*Pub. Wks., City Plan., Bldg. & Sfty., Trans., Fire, CRA, Env. Aff.) (A.7.2.)
3. Complete the design and development of a hazard Evaluation System. (*Pub. Wks. City Plan., Bldg. & Sfty., Trans., Fire, CRA, Env. Aff.) (A.7.3.)
4. Complete the design and development of a Hazards Identification Reporting System (HIRS) to ensure rapid recording of mapped and tabular information describing the location and intensity of natural and toxic hazards. (*Pub. Wks., City Plan., Bldg. & Sfty., Trans., Fire, CRA, Env. Aff.) (A.7.4.)
5. Prepare a comprehensive inventory of available disposal sites for the temporary storage and transfer of large quantities of debris, including hazardous materials. (Police, Fire, City Plan., Gen. Svcs. *Pub. Wks., Env. Aff.) (B.1.4.)
6. Develop a comprehensive list of needs for emergency contracts and agreements for materials, equipment, and warehousing space. (CAO, *Pub. Wks., Gen. Svcs., Fire, Police) (B.4.2.)
7. Determine legal issues related to suspending construction project and payments. (*Pub. Wks.) (C.1.10)
8. Review periodically design standards for bridges, tunnels, wastewater and solid waste facilities, public streets and other public infrastructure in relation to potential hazards. (*Pub. Wks., City Plan., CRA, Trans., Water & Power, Utilities, Bldg. & Sfty.) (D.4.1.)
9. Establish criteria for prioritizing which public facilities and improvements should be mitigated first. (*Pub. Wks., City Plan., CRA, Trans., Water & Power, Utilities, Bldg. & Sfty.) (D.4.2.)

10. Develop program to upgrade or change infrastructure facilities based upon plan revisions. (*Pub. Wks., Trans., Water & Power) (D.6.2.)
11. Develop a comprehensive priority list of needs for emergency contracts and agreements for materials, equipment and warehousing space. (CAO, *Pub. Wks., *Gen. Svcs., Fire, and Police) (See also B.4.2.) (H.8.3.)
12. Provide backup power sources for critical wastewater equipment and facilities. (*Pub. Wks.) (B.1.5.)
13. Stockpile equipment and supplies necessary to reestablish communications and critical wastewater services. (*Pub. Wks.) (B.1.6.)
14. Develop a plan for the establishment of a Wastewater Command Center to direct recovery activities. (*Pub. Wks.) (B.1.7.)

Post-event

1. Create assessment districts where appropriate: (*Pub. Wks., CLA) (C.3.6.)
 - S Mello-Roos District
 - S Geologic Hazard Assessment District
 - S 1911, 1913, and 1915 Bond Acts for public improvements
2. Deploy hazard evaluation teams, with the assistance of cooperating county, state and federal agencies, for detailed identification and evaluation of natural and toxic hazards. (*Pub. Wks., City Plan., Bldg. & Sfty., Trans., Fire, CRA) (A.7.5.)
3. Transfer and temporarily store debris, including hazardous materials. (Police, Fire, Gen. Svcs., *Pub. Wks.) (B.1.8.)
4. Support restoration efforts by providing equipment or personnel as available, to assist in removing downed trees from de-energized electric lines, restoring access to facilities by utility personnel and equipment, and maintaining areas secure for utility restoration crews. (*Pub. Wks., Gen. Svcs., Water and Power) (B.1.10.)
5. Suspend capital construction projects and payments. (*Pub. Wks.) (C.1.15.)

6. Apply to Federal and State agencies for reconstruction and construction services/ projects, including: (*Pub. Wks., Proprietary Depts.) (C.3.9.) (See also H.10.10.)

FEDERAL

- S Corps of Engineers (Request reconstruction of breakwater and harbor)
- S SEABEES
- S Coast Guard
- S Departments other than Department of Defense

STATE

- S Department of Forestry - Conservation Youth Corps.

7. Coordinate execution of contracts and agreements as needed for materials, equipment and warehousing space. (*Gen. Svcs., CAO, *Pub. Wks., Fire, Police) (H.8.7.) (See also B.4.6.)
8. Arrange for emergency fencing, shoring, and repair of City facilities as required to ensure public safety. (*Pub. Wks., Bldg. & Sfty., CAD, CDD, Gen. Svcs. Water & Power, Trans.) (A.9.4.)
9. Conduct surface and subsurface surveys to determine damage to wastewater facilities. (*Pub. Wks.) (B.1.17.)
10. Develop implementation plans to make permanent repairs to wastewater and solid waste facilities. (*Pub. Wks.) (B.1.18.)
11. Make short-term repairs and install temporary equipment as needed to quickly reinstate wastewater, solid waste, transportation and commercial activities. (*Harbor, *Airports, *Pub. Wks.) (B.1.16.)
- 12.

DEPARTMENT OF RECREATION AND PARKS

Pre-event

1. Maintain a list, based on predicted number of families, of three alternate sites in various sections of the City and prepare a “tent city” plan for each site. (*Rec. & Pks.) (A.1.1.)
2. Complete a computerized inventory of possible shelter sites including open spaces, schools, etc., and the capabilities and features of each possible shelter site and update regularly. (*Rec. & Pks., City Plan.) (A.1.2.)
3. Develop a pre-incident plan for the use of private and public schools for temporary shelters and the timely return of the facility to its normal use and update as needed. (*Rec. & Pks., LAUSD) (A.1.3.) (H.2.5.)
4. Maintain a list of vendors and suppliers of equipment necessary to provide supplies and materials for temporary housing of people and businesses displaced by the major emergency (e.g., tents, portable sanitation facilities, etc.) using quantity and other characteristics. (Gen. Svcs., *Rec. & Pks., City Plan.) (A.1.5.) (H.2.7.)
5. Determine the features of a “tent city” and maintain a plan (e.g., one sanitation facility for - X- number of people, optimum number of family tents, size of family tent, how many and what kind of businesses will be in a “city”, what are their needs?). (*Rec. & Pks., Gen. Svcs., CDD, Red Cross) (A.1.6.)
6. Maintain a plan detailing how much equipment and what type will be needed for a predicted event. (*Rec. & Pks., Gen. Svcs.) (A.1.7.)
7. Maintain contact with Convention Bureau, Hotel and Motel Associations and arrange for a procedure to use during emergencies to provide rooms during declared major emergencies. Include consideration of procedures for accounting, necessity of formal agreements, compensation, etc. (CAO, Controller, Library, Fire, Public Wks., Bldg. & Sfty., *Rec. & Pks., *Gen. Svcs.) (A.3.1.) (H.14.1.)
8. Develop and maintain a plan of procedures for City departments to arrange for sheltering out-of-town support personnel through a central point phone number and distribute. (*Rec. & Pks., CAO, Library, Controller) (A.3.2.) (H.14.2.)

9. Maintain contracts with various minority community organizations to assist shelter managers and staff in dealing with the cultural diversity of their shelter populations. (*Rec. & Pks., Red Cross) (H.2.1.)
10. Develop and revise as needed a pre-incident plan for building and providing critical services to “tent city” shelters. (*Rec. & Pks., HD, Red Cross) (See also A.1.6.) (H.2.4.)
11. Work with various agencies to determine the existence and adequacy of procedures to accept, store, and redistribute donated supplies to the general public. (*Rec. & Pks., General Svcs., Red Cross., Pers.) (H.15.1.)
12. Explore the feasibility of developing inter-jurisdictional plans to provide evacuation and sheltering sites. (*Fire, Police, Trans., *Rec. Pks) (H.2.6.)

Post-event

1. Implement the process and procedures of developing a “tent city” after an event. (*Rec. & Pks., Police) (A.1.10)
2. Establish an efficient and effective distribution system for food and other necessary supplies. (*Rec. & Pks., Gen. Svcs., Red Cross) (A.1.11.) (H.2.9.)
3. Implement procedures to provide for mental health professionals at shelter sites. (*Rec. & Pks., Pers.) (H.2.8.)
4. Implement procedures for City Departments to arrange for sheltering out-of-town support personnel through a central point phone number. (*Rec. & Pks., CAO, Library, Controller) (H.14.3.)
5. Implement pre-incident plan for the use of private and public schools and other appropriate facility as temporary shelters and the timely return of these facilities to their normal uses. (*Rec. & Pks., LAUSD) (H.2.10.) (See also A.1.3)

TELECOMMUNICATIONS DEPARTMENT

Pre-event

1. Develop a comprehensive strategy for acquiring up-to-date information from all departments for distribution to the media. (*Telecom, *EOB, Mayor, All) (B.5.1.)
2. Develop and regularly broadcast a pre-event public information/education program which includes disaster preparedness information which is distributed via cable television and pre-printed materials. (All, *Telecom.) (B.5.3.)

Post-event

1. Develop public service announcement that includes the address, phone numbers, and hours of operations for City offices that have been relocated and to inform City employees where to report to work after a major disaster. (CAO, Fire, Bldg. & Sfty., Pub. Wks., Rec. & Pks., Water & Power, Gen. Svcs., *Telecom, Police) (B.5.6.)

DEPARTMENT OF TRANSPORTATION

Pre-event

1. Identify and develop a priority list of those essential primary streets which provide access to key emergency facilities, such as hospitals, fire and police stations, and major utility buildings and structures that would be critical in maintaining public health and safety. (*Trans., Fire, Police, Pub. Wks.) (I.1.1.)
2. Identify those streets or routes that would be significant in aiding the economic recovery of the City. These streets could include those that provide access to major transportation transfer facilities such as the Los Angeles Harbor and the Los Angeles International Airport, and those that connect the region to other areas of the state. (*Trans., Airports, Harbor) (I.1.2.) (H.9.1.)
3. Identify those transit agencies, both public and private, that operate within the City of Los Angeles. (*Trans.) (I.2.1.)
4. Identify other transit providers, such as non-traditional para-transit and shuttle companies that operate within the City of Los Angeles. (*Trans.) (I.2.2.)
5. Develop Memorandums of Understanding (MOUs) regarding the provision of emergency transit and para-transit services during and after a major disaster with those transit agencies and private companies that operate within the City of Los Angeles. (*Trans.) (I.2.3.) (H.9.2.)
6. Develop strategies for “jitney” - type operations to augment transit service in case of emergencies, including the suspension of regulations, etc. (*Trans.) (I.2.4.)
7. Identify those departments, bureaus, and agencies both inside and outside of City Government (public and private) that would have responsibility for transportation facilities or activities and who would have knowledge of the status or condition of these facilities during and after a major disaster. (*Trans., Pub. Wks., Bldg. & Sfty) (I.3.1.) (H.9.3.)
8. Identify necessary steps and develop a system to process traffic- and transportation-related information from the various sources identified above, so that appropriate decisions can be made regarding the implementation of detour and emergency routes, and so that the public is better informed as to street and freeway closures and suggested alternate routes. (*Trans., EOB) (I.3.2.) (H.9.4.)

Post-event Short-term

1. Identify those streets that have been closed due to a major disaster. (*Trans.) (I.1.3.)
2. Implement the priority opening list for those essential primary streets that have been closed. (*Trans.) (I.1.4.)
3. Implement detour routes as required to quickly regain any lost roadway capacity. (*Trans.) (I.1.5.)
4. Implement emergency transit and para-transit services to facilitate the movement of people and goods during the Recovery and Reconstruction phase of a major disaster. (*Trans.) (I.2.5.)
5. Coordinate with appropriate agencies to analyze and disseminate accurate traffic- and transportation-related information. (*Trans., EOB) (I.3.3.) (H.9.7.)

TREASURER

Pre-event

1. Develop cash flow requirements and strategy by providing for: (CAO, *Controller, *Treasurer) (C.1.6.)
 - Investments sales at potential losses
 - Registration of warrants
 - Activation of existing bank lines of credit
 - Expend reserve fund
 - Inter-fund borrowing
 - Freeze non-emergency expenditures
 - Establish payment procedures
 - Issue guidelines on asset control.

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