

**CITY OF LOS ANGELES**



**LOS ANGELES WORLD AIRPORTS**

**DEPARTMENT EMERGENCY PLAN**

**REVISED**  
**January 31, 2018**

## PREFACE

All City departments, bureaus and offices are required to develop a Department Emergency Plan (DEP) in accordance with Executive Directive 15, dated March 17, 2011. The DEP's have a three-fold purpose that includes addressing:

- Elements of the department's Business Continuity/Continuity of Operations strategy for ensuring the provision of emergency functions;
- The department's role in managing its internal emergency operations and supporting City-wide emergency response and/or recovery; and
- The department's program for ensuring employee safety and preparedness.

DEP's are intended to give your management and staff, as well as other departments and divisions of the City's Emergency Operations Organization (EOO) an understanding of your critical functions, contingencies for performing them in an emergency, means for supporting City-wide response operations, and strategies for preparing personnel. They supplement, but do not replace your department's standard operating procedures, tactical, and continuity plans which provide more detailed information.

Plans are to be reviewed annually. All plan revisions shall be made as necessary; this includes revising all dates in reference to the development of the plan to reflect the current date of annual review. The Record of Revision page of the each DEP shall be completed annually. Revised plans shall be submitted to the Emergency Management Department (EMD) on or before January 31 of each year. One hard copy of the plan must be submitted along with one (1) copy in an electronic form (e-mail or CD) to the EMD. In addition, each department Chief Executive Officer (or the departmental equivalent) shall certify the review and revision of their DEP by completing the Plan Certification form annually. The original, signed Plan Certification form shall be submitted in the hard copy of the revised plan submitted to the EMD annually. (A copy of this signed form should be kept in any current hardcopy plan the individual department keeps on file). The EMD will ensure the proper security and confidentiality of submitted materials. The EMD will annually review DEP's, training reports and other related activities. EMD staff will be available to offer technical assistance to each department to ensure plans are completed and maintained in accordance with the guidelines. Updated plans should be forwarded to the following address:

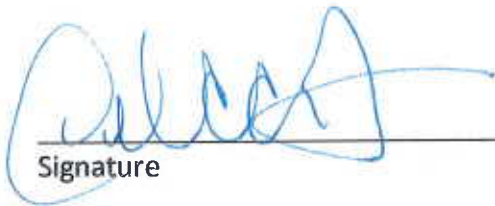
Emergency Management Department  
Planning Division  
200 North Spring Street, Room 1533, Mail Stop 988  
Los Angeles, CA 90012

For additional information, or if you need any assistance in developing or revising your department's emergency plan, contact the Emergency Management Department Planning Division at 213-978-0535.

## PLAN CERTIFICATION

As Chief Executive Officer of Los Angeles World Airports (LAWA), I acknowledge and certify that the Department Emergency Plan (DEP) submitted to the City of Los Angeles Emergency Management Department on January 31, 2018 has been reviewed and revised in accordance with the current emergency response and operations procedures of this department, per Executive Directive No.15, issued March 17, 2011.

I acknowledge that this certification is valid until January 31<sup>st</sup> of the next calendar year or until any significant changes to this plan take place, whichever comes first.

  
Signature

1/23/2018  
Date

Deborah Flint  
Name

Chief Executive Officer  
Title

A new certification must be completed each January with the submission of a revised plan. A new certification must be completed if significant changes to the emergency preparedness or mitigation activities and emergency response or operations of the department occur before the annual review, which would cause this plan to be revised prior to the annual review.



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# **CHAPTER 1**

## **ADMINISTRATION**



## **I. INTRODUCTION AND PREFACE**

Los Angeles World Airports (LAWA) owns and operates Los Angeles International Airport (LAX) and Van Nuys Airport (VNY). LAWA also owns the dormant terminal of LA/Palmdale Regional Airport (PMD); however the United States Air Force owns the airport. LAWA is a branch of the City of Los Angeles and is governed by a seven-member airport commissioner board.

As the aviation authority for the nation's second largest city, and hub of one of the most populous metropolitan areas, LAWA provides vital services to the surrounding communities and region by providing an airport system for the movement of people and cargo. In the most recent statistics published, LAX served more than 80 million passengers in 2016<sup>1</sup> and handled over 167,669 metric tons of cargo in 2016<sup>2</sup>. An economic study in 2016 reported that operations at LAX generated "620,610 local; on-going construction program another 121,640 jobs. LAX activity generated \$37.3 billion in labor income, \$126.6 billion in business revenues (output), \$6.2 billion in state and local taxes, and \$8.7 billion in federal tax revenues."<sup>3</sup>

LAWA Airports are susceptible to natural and man-made disasters due to their geographic location, function and dependence on the critical infrastructure. Any large or complex disaster has the potential to adversely impact the airport's operations, and in turn its economic impact to the region. The LAX Department Emergency Plan will be used as a guide for all events that have the potential to impact airport operations, whether pre-planned exercises and training or complex incidents and disasters.

The Director of the Emergency Management Division, is responsible for LAWA's implementation and compliance with the National Incident Management System (NIMS). Contact information is as follows: (424) 646-6779.

This Department Emergency Plan (DEP) is in compliance with NIMS, as well as the Standardized Emergency Management System (SEMS) required by City Council resolutions 05-1807 and 07- 0491.

## **II. REVIEW, APPROVAL OF PLAN AND DISTRIBUTION**

The Chief of Operations is responsible for the review, revision and submission of the DEP.

### **Review**

The DEP must be reviewed annually. This plan should also be reviewed when there are significant policy or procedural changes.

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<sup>1</sup> <http://www.aci.aero/Data-Centre/Annual-Traffic-Data/Passengers/2016-final>

<sup>2</sup> <http://www.aci.aero/Data-Centre/Monthly-Traffic-Data/Freight-Summary/Monthly>

<sup>3</sup> <https://laedc.org/2016/04/21/study-shows-positive-economic-impacts-lax-projects-and-operations/>



**Revision**

Revisions and internal approval of this plan are to be completed by January 31st of each year. A revision should take place whenever a significant change in any policy or procedure occurs that effects any information contained in this plan. Each time a revision to the plan takes place, the Record of Revision page is to be completed. This page will track frequency of review, revision and the editors.

**Internal Approval**

This plan is reviewed every 12 months to ensure that the information in the plan is current. The approval of the reviewed plan is made by the LAWA Chief Executive Officer or his/her designee. The Chief Executive Officer will complete the Plan Certification each time the plan is approved. The original signed Plan Certification shall be kept in the master DEP on file with LAWA Emergency Management Division.

**Submission**

Completed DEPs are to be submitted to the City of Los Angeles Emergency Management Department (EMD) on or before the close of business January 31st of each year.

**Distribution**

The official copy of the DEP will be maintained by LAWA Emergency Management Division. Copies of the plan, including all revisions and amendments, will be made available to all LAWA divisions, and on a need-to-know basis to partner-agencies, airport stakeholders, and tenants, as appropriate. The Emergency Management Division will make the plan available either by hardcopy or electronic copy.

# **CHAPTER 2**

## **MITIGATION**

### III. THREAT/HAZARD ANALYSIS

Threat/hazard analysis is a required element of the DEP. The following is a specific list of identified threats/hazards that have the potential to prevent normal business operations as well as hinder the performance of any of the critical functions as outlined in Section III of this DEP. This analysis takes into account all threats capable of interrupting this department's ability to prepare for, respond to and recover from a disaster. This analysis covers natural, man-made and technological threats, as well as any threats posed by inadequate planning, training or mitigation.

The following is a list of the types of threats/hazards identified by LAWA and its potential impact:

#### A. Natural Threats

- |                  |  |
|------------------|--|
| ▪ Earthquakes    | Disrupt air traffic and/or airport operation       |
| ▪ Fire           | Disrupt normal operation at the area of the impact |
| ▪ Severe weather | Disrupt air traffic and/or airport operation       |
| ▪ Debris Flows   | Disrupt normal operation at the area of the impact |
| ▪ Pandemic       | Disrupt normal operation at the area of the impact |

#### B. Human-Caused Threats

- |   |   |
|---|---|
| ▪ Aircraft Accident   | Disrupt air traffic and/or airport operation  |
| ▪ Hazardous Material Releases   | Interrupt normal operation at the area of the impact  |
| ▪ Interruption of Critical Infrastructure (utilities, communications systems) | Disrupt air traffic and/or airport operation, such as the Baggage Handling Systems and Access Control and Alarm Monitoring Systems. |
| ▪ Criminal Activity/Sabotage or Threats                                       | Disrupt air traffic and/or airport operation  |
| ▪ Civil Disturbance   | Disrupt air traffic and/or airport operation  |
| ▪ Weapons of Mass Destruction/ Acts of Threats of Terrorism                   | Interrupt normal operation  |
| ▪ Cyber Threats   | Interrupt normal operation  |

#### C. Non-Structural Hazards

- |                                    |  |
|------------------------------------|--|
| ▪ Employee Safety                  | Interrupt normal operation at the area of the impact |
| ▪ Facility/Equipment Survivability | Interrupt normal operation at the area of the impact |
| ▪ Power Failure                    | Interrupt normal operation at the area of the impact |

#### D. Department Preparedness Vulnerabilities

- |                        |  |
|------------------------|--|
| ▪ Planning Needs       | Comprehensive emergency plans exist but are subject to revisions and updates   |
| ▪ Alternate Work Sites | Some alternate work sites are identified through the Continuity of Operations Plan (COOP) but are not comprehensive enough, and some alternative work sites lack adequate infrastructure to maintain |

- Training Needs

operation

A broad range of emergency response trainings are needed by employees, airlines and tenants

- Equipment Needs

Disruption of air traffic and/or airport operation especially if IT and telecomm equipment are compromised

#### **E. Public Health Threats**

- Pandemic Influenza
- Other contagious diseases

Disrupt air traffic and/or airport operation

Disrupt air traffic and/or airport operation

### **IV. MITIGATION PROGRAMS**

Based on the threats/hazards identified in Section III of this DEP, LAWA is taking precautions to prepare for and mitigate the effects of these threats/hazards at the workplace.

LAWA provides the airport community with a safe and secure workplace by implementing the LAX Security and Airfield Enforcement Program (SAFE). The SAFE Program is an awareness and enforcement security program for everyone who is in possession of a LAX security badge. Corrective actions and penalties for violations and infractions are determined by the SAFE program's point system. This ensures that all individuals with access to any restricted area of LAX are accountable to the rules and regulations outlined in the SAFE program. Individuals must always wear and present their identification badge when entering into and/or within the secured areas of LAX, checkpoints and office buildings.

Under the direction of the Department of General Services (GSD), the Building Emergency Education Program (BEEP) was established at LAWA to provide employees with basic fire/life safety training. The BEEP Program provides proper coordination of emergency training, planning and response following an emergency incident, specific to high rise buildings. Under this program, the Fire Safety Directors (FSDs) and floor wardens are identified at the LAWA Administration West and East facilities and they help to evacuate people from the high rise buildings in an efficient and orderly manner. FSDs and floor wardens undergo training and information sessions facilitated by the LAWA Emergency Management Division.

LAWA has also identified earthquakes as a significant workplace threat. In an attempt to mitigate the effects of an earthquake to the department, including its personnel, facilities and services provided, LAWA has developed a comprehensive mitigation strategy. Emergency preparedness training was incorporated to all New Employee Orientations and the department participates in the annual Great ShakeOut, drilling employees to "Duck, Cover and Hold" during a simulated earthquake. The department has also formed a team of department engineers and inspectors to perform structural assessments following a significant earthquake. This initiative will help recovery efforts. The team is referred to as the Post Earthquake Assessment Team (PEAT).

LAWA has identified mitigation projects to lessen the effects of an incident to the workplace or to the community at large. These projects are located within the City of Los Angeles Local Hazard Mitigation Plan (LHMP). The LHMP is not a stand-alone document, but is intended to augment the City of Los Angeles Emergency Operations Master Plan and Procedures and its Annexes. The purpose of the LHMP is to provide direction and guidance to City departments and the public concerning mitigation measures to lessen the risk of various hazards that threaten the City of Los Angeles.

LAWA offices and managed facilities are under the City's Cyber Security program outlined in the Mayor's Executive Directive No. 2. LAWA Information Technology Management Group (IMTG) oversees all LAWA owned network systems and activity. LAWA IMTG, which oversees all systems, is responsible for identifying, logging, and investigating cyber intrusions. LAWA mitigation measures to ensure timely notification of observed suspicious activity were developed and are outlined in the Response Section of this manual. Protocols cover notification to managers, instructions not to open suspicious emails, attachments, links, and websites.

LAWA IMTG is responsible for:

- Preventing unauthorized access by monitoring systems for cyber intrusions, notifications to the City CICC/SOC on suspicious activity
- Promoting and enforcing password security
- Maintaining anti-virus software
- Providing LAWA management with notifications of potential or active intrusions
- Planning for back-up and disaster recovery of operating systems
- Preventing unauthorized access at LAWA
- Reporting any suspicious computer activity to management
- Promoting Password security
- Promoting a culture of cyber security awareness
- Planning for Continuity of Operations/Government

If LAWA office hardware and application infrastructure is inoperable, the department will revert to hard-copy supported processes to maintain essential services. LAWA has established communications contingency planning to ensure information sharing can be maintained with all critical stakeholders (e.g., employees, tenants, and airlines).

# **CHAPTER 3**

## **PREPAREDNESS**

## **V. EMPLOYEE PREPAREDNESS AND SAFETY**

### **A. City of Los Angeles Disaster Service Worker Program (DSWP)**

Executive Directive No. 16, issued March 17, 2011, promulgated policy and guidelines for the City of Los Angeles Disaster Service Worker (DSW) Program. This program is outlined in the California Emergency Services Act. Disaster service, as defined for the DSWP, is designed to aid in the response and recovery phases of a disaster. It does not include the day-to-day emergency response activities typically associated with law enforcement, fire services or emergency medical services. Section 3100 of the California Government Code states, *"All public employees are hereby declared to be disaster service workers subject to such disaster service activities as may be assigned to them by their superiors or by law."* The program is mandatory for all non-sworn, full-time and part-time City employees. The City's EMD maintains the following website for the DSW program: [dswready.lacity.org](http://dswready.lacity.org).

Compliance with Section 3100 of the California Government Code requires that non-sworn employees have a signed Loyalty Oath (Form 132b) on file. To ensure that the City is in compliance, an online training program about what it means to be a Disaster Service Worker is hosted on the Personnel Department's Online Training Academy website (<https://lacity.csod.com/client/lacity/default.aspx>). The course provides a copy of the Loyalty Oath which must be signed in the presence of one of the department's staff deputized by the City Clerk to administer the Loyalty Oath. The original copy of the signed Loyalty Oath should be placed in the employee's personnel folder. DSWP online Training and Loyalty Oath compliance is required within **30 days of hire for all new employees**.

LAWA requires DSWP training for all personnel and signing of the City's Loyalty Oath.

### **B. Employee Responsibilities**

LAWA is responsible for ensuring personnel are trained in emergency preparedness, response and recovery. Personnel should have a basic awareness of emergency operations. Personnel assigned to work units that perform critical functions will need additional training specific to their respective function. All personnel need to be familiar with the department's emergency plan.

LAWA Emergency Management Division will make this plan and all approved revisions to this plan available for viewing and for printing. Components of this plan will be used in training and exercise to improve emergency preparedness. Trainings and exercises will help employees gain a better understanding of their role in an emergency by enhancing coordination capabilities through team building and engagement. The Emergency Management Division, in conjunction with other divisions, will facilitate the training and exercise program.



The following is a list of advanced training courses with recommendations:

NIMS required ICS-700, 100, 200, 300, 400, and SEMS Orientation Course	All management and supervisory staff in the Airport Operations Divisions (Airfield, Terminal, Landside and Facilities), Public Relations Division, and Airport Police. Some training is provided online and occasionally hosted by the City's EMD and by LAWA Emergency Management Division.
SEMS Intermediate Course	All Public Safety Division managers and supervisory staff.
SEMS / DOC 101 Course and additional NIMS recommended IS courses as available	LAWA Emergency Management staff; and select Airport Operations Divisions and Airport Police staff.
DOC Section & Position Specific Training – response and recovery oriented training for non-first responders	All divisions should consider representatives for this training; successful candidates may then advance to Emergency Response Team (ERT) training
Incident Command System (ICS) Training (e.g., TEEX MGT 314)	All divisions should consider representatives for this training; ERT members get preferential consideration as seats are limited

Though these training events are not mandated, it is strongly recommended. Employees are notified of the requirement to complete training by their divisional training coordinators. The status of completion should be submitted to and is maintained by LAWA Emergency Management Liaison.

Personnel should keep original documentation showing proof of completion of any training they have completed. Copies of all documentation showing proof of training for Emergency Operations Center related trainings, or any other trainings must be submitted annually to the City EMD, Training & Exercise Division.

LAWA Emergency Management maintains a master training file of completion. A database is used to track completion of all required emergency management courses for all LAWA employees. The exception is Airport Police and Security personnel, which, for confidentiality reasons, maintain their own files / database but are still required to submit the number of personnel who have completed each type of training.

LAWA personnel are responsible for knowing that in an emergency under DSWP the Mayor can:

- Activate any City officer or personnel for emergency service.

- Requisition necessary personnel and/or material from any City department or agency.
- Assign City staff to any emergency duty that they are capable of performing safely.

No supervisor is authorized to release any staff from work in the event of an emergency without the approval of the LAWA Chief Executive Officer or his/her designee. Personnel that leave without such authorization may be subject to discipline.

If an emergency occurs during normal working hours, all staff shall:

- Remain at work if it is safe to do so and wait for instruction
- Assist in emergency response and recovery, as needed
- Take appropriate safety precautions
- Secure present job site/work station
- Take appropriate safety precautions if away from work station, and return as soon as possible for directions
- Check for injuries and administer first aid if necessary and if qualified to do so. Do not move victims unless absolutely necessary.
- Department Operations Center (DOC) responders, including Emergency Response Team (ERT) members, shall report to the DOC if it is safe to travel
- Refrain from making calls via landline and wireless phones except to report fires or medical emergencies (If the phone lines are congested use the Government Emergency Telecommunication Service (GETS) or the Wireless Priority Service (WPS), if issued; not all LAWA employees have these services.)
- Be attentive to the announcement of employee mobilization site(s) or staging areas, and report to the nearest site if instructed
- Check LAWA email for any instructions and/or advisory
- Check LAWA 411 if email is unavailable
- If able, listen to news broadcast and refer to the social media for any advisories

If an emergency occurs outside normal working hours:

- After ensuring that family is safe, employees shall report to work according to any pre-established emergency response instructions by their division. Contact reporting supervisor for information/instruction or follow pre-determined after-hour procedure, if any.
- All other employees are expected to report to work at their normal shift, unless they have been called out by management for emergency duty or informed over the Emergency Alert System (EAS) or other media that the Mayor's Office or the City Emergency Operations Board (EOB) has directed that non-immediately essential employees not report to work.
- Call LAWA employee information line at (888) LAWA-411 for recorded information about the emergency event and comply with any instructions given. If no new information is provided, call back later.
- Listen to news radio or TV for EAS announcements.
- Check for LAWA email for any instructions and/or advisory or refer back to LAWA 411

- If able, refer to the social media for any advisory

### **C. Personal/Family Preparedness**

LAWA seeks to educate personnel about the importance of personal and family emergency preparedness. Personnel, especially those assigned to work units that perform critical functions, need to know what to do before, during and after disasters in order to be prepared in the work place and at home.

Employee safety initiatives at LAWA are designed to educate personnel on how to prepare at work and at home, as well as how to prepare their families for an emergency. Building evacuation and general emergency preparedness trainings are offered on a regular basis. Specialized trainings such as active shooter and earthquake preparedness are also available to LAWA employees and the airline community. In addition, a variety of emergency preparedness brochures are shared with employees and the airline community at training events, employee appreciation functions/fairs, and at other meeting events held throughout the year. Employees can also access information on the LAWA intranet site.

In the event of a large-scale emergency, employees are to report to their normal work location for duty, unless unsafe to occupy or instructed otherwise. Employees should also be prepared for alternative work assignment as required. Employee safety and work capability will be considered when making alternate assignments during an emergency situation.

Potential for hazards may prevent employees from occupying their regular work place. In this case, LAWA management will inform employees of an alternate work sites and/or mobilization site. An example of such sites may be the following:

- Assembly rooms
- Training facilities
- Other airport and city facilities
- Parking lots adjacent to regular work locations

Resources are available to LAWA employees who may need assistance following a large-scale emergency. The Employee Assistance Program (EAP) is available to those who may need counseling services for grief, loss, stress, anxiety, depression, or for other emotional distress. EAP can be reached at 800-213-5813 anytime day or night. The program is completely confidential. Employees can work with their reporting supervisor and Human Resources for work accommodation requests (i.e., leave of absence, flexible work schedule, etc.).

In the event the employees and their families are separated, family members are encouraged to contact the employee's reporting supervisor. Additional information may also be available at [www.LAWA.org](http://www.LAWA.org) or by calling 888-LAWA-411 (529-2411) to hear a recorded message.

#### **D. Building Emergency Education Program (BEEP) – Low Rise Buildings**

As directed by the Mayor and City Council, the Department of General Services, with assistance from the Fire Department, is responsible for coordinating the City's Building Emergency Education Program (BEEP). This program provides for facility emergency planning for all City work sites which have ten or more employees, for low rise buildings. The program includes development of written site specific plans, evacuation procedures and designation of City staff to serve as Floor Wardens and support staff.

##### **Fire Safety Director and Floor Warden program - High Rise buildings**

The Fire Safety Director (FSD) and Floor Warden Program (FWP) provide fire/life safety measures for occupants in high rise buildings. The FSDs are responsible for the preparation and maintenance of high rise building emergency procedures and training for building evacuation and re-entry. They may also supervise floor wardens, report damages, and make decisions regarding evacuation following an emergency. The basic procedures and general information regarding the high rise are contained in each site specific emergency procedures manual for that facility.

The LAWA Emergency Management Division has oversight of the BEEP Program at LAWA, and administers the FSD program for high rise buildings.

#### **E. Fire Prevention Plan**

In accordance with California Code of Regulations, Title 8, Section 3221, City departments with 10 or more employees must have a written Fire Prevention Plan. City departments with fewer than 10 employees are not required to maintain a written plan, but must communicate their plan with employees verbally.

- Airport Emergency Response Plan, Annex 19: Evacuation/Repopulation:  
The Terminal Evacuation/ Repopulation Annex provides general overview of the strategies and procedures for the evacuation/ repopulation of terminals. The plan details the roles and responsibilities of pertinent stakeholders, activities taken in all phases of the incident, and the notification process. The plan is maintained by the LAWA Emergency Management Division and is revised annually.
- LAWA owned staff buildings  
Staff buildings are also unique in design/layout and each requires its own building emergency plan. The FSDs and Building Emergency Teams (BET) / Floor Wardens are instrumental in developing the plan.

Copies of the plan are located at:

- Airport Emergency Response Plan, Annex 19: Evacuation/Repopulation:  
Digital copies are available via the LAWA Emergency Management Division website and a hard copy is kept at the DOC, 4<sup>th</sup> floor of the LAX "Badge Building" at 7333 World Way West, 90045.



- **LAWA owned staff Buildings**

Building Emergency Plans are held by LAWA Emergency Management Division located at 7333 World Way West, room 301. Copies are also held by each building FSD, and by LAWA Risk Management Division located on the second floor of Administrative Building-West.

#### **F. Hazardous Waste Operations and Emergency Response Plan (HAZWOPER)**

In accordance with California Code of Regulations, Title 8, Section 5192; the Department must have a Hazardous Waste Operations and Emergency Response Plan for hazardous materials related events.

LAWA's version of the HAZWOPER can be found in the Department's Consolidated Emergency Response and Contingency Plans, which includes chemical inventory (included if it is above a set threshold), emergency response plan and facility map of LAWA's facilities. The plan is updated annually and signed by an authorized staff. Generally during a hazardous waste incident, emergency responders are requested, followed by emergency response contractors who are hired by the entity responsible for the incident.

#### **G. Hazardous Materials Business Plan**

This Department must have a Hazardous Materials Business Plan in accordance with California Code of Regulations, Title 19, and Sections 2729 through 2732.

LAWA Environmental Land Use and Planning Management Division (ELUP) provides environmental oversight related to airport facility development, maintenance and aviation operations at all four City owned airports. Environmental Land Use and Planning Management Division's oversight efforts are accomplished by assuring that these airport's activities are in compliance with Federal, State and Local regulations concerning airport plans, environmental regulations, air emissions, water pollution, hazardous materials, and hazardous waste issues. This plan for LAWA is in compliance with hazardous materials and hazardous waste regulations. It outlines site assessments and audits; provides regulatory program monitoring; performs environmental training; and manages environmental permits and programs. LAWA ELUP updates the facilities' Consolidated Emergency Response and Contingency Plans and uploads the information into the State's California Environmental Reporting System (CERS) and available to the first responders. LAWA ELUP also conducts annual hazardous communications training for employees that may have cause to work near or handle hazardous waste.

The Business Plan is also available on LAWA intranet for LAWA employees at <http://insidelawa/Facilities/main.aspx?id=5727>.

#### **H. Pandemic Influenza Planning**

During a public health emergency, LAWA will adhere to the guidance provided by the City as well as the County's Department of Public Health. Influenza pandemics represent one of the

greatest potential threats to the public's health. Unlike other natural disasters, where any disruption to business service provision is likely to be infrastructure-related, disruption to business operations in the event of a pandemic is anticipated to be human and material oriented.

Within recent years, the Department exercised its ability to outreach to staff and passengers regarding public health emergencies during the Middle East Respiratory Syndrome (MERS) outbreak, Ebola incidents, Hepatitis outbreaks and the flu. Outreach efforts included developing protocols, sharing information with the airline consortium (Tom Bradley International Terminal Equipment Company Incorporated), disseminating media statements, and collaborating with partner agencies (i.e., Centers for Disease Control (CDC) Los Angeles Quarantine Station).

#### **I. Pre-Positioned Antibiotics Program**

In concert with the County of Los Angeles Department of Health Services' Prepositioned Antibiotics Program, LAWA is responsible for coordinating the distribution of antibiotics to its employees, as well as coordinating pick up of allocations from our federal partners (CBP, TSA, and FBI) to mitigate employee absenteeism and manage continuity of operations during a biohazard event.

Upon receipt of new inventory, LAWA EM checks the inventory in and reports to the EMD County Health Officer as required by the Program. LAWA stores the antibiotics in a secure site at LAX. Only upon orders of the Los Angeles County Department of Public Health, Public Health Officer will authorized LAWA agents distribute the antibiotics to staff.

For more details, see *Standard Operating Procedure - Prepositioned Antibiotics Distribution*, under a separate cover.

### **VI. TRAINING PERSONNEL AND TESTING/EXERCISING**

The Director of Emergency Management in collaboration with all Deputy Executive Directors (DEDs) and the Chief of Airport Police shares the responsibility for ensuring that department personnel are trained to perform critical functions as identified in Section III of this DEP. This is a required element for DEPs.

The first step in training personnel is to brief or orient personnel on policies, plans and procedures. This orientation can take many forms: roll calls, office meetings, video, computer, etc. Once personnel sufficiently understand their emergency duties, the next step is to test the employee's competence in a realistic emergency environment as part of a drill or exercise.

LAWA is responsible for developing or participating in regular exercises and/or drills, both internal and inter-agency, which test the knowledge of components within this plan and any

other emergency procedures or plans. For more information on developing or participating in exercises and/or drills, contact the City of Los Angeles Emergency Management Department.

#### **A. Fire/Life Safety Training and Exercises**

LAWA is responsible for making sure that personnel serving as FSDs, floor wardens and support staff are appropriately trained. LAWA Emergency Management Division, in conjunction with the FSDs coordinates all LAWA-wide fire/life safety training. All personnel shall be trained in fire/life safety and preparedness procedures consistent with building occupant instructions. The LAFD high rise building ordinance requires all occupants to have access to an on-line training program. FSDs, floor wardens and support staff can receive additional specialized training by the Fire Department.

BEEP encourages and requests that each BEC conduct at least one evacuation fire drill and one earthquake duck, cover, and hold drill annually. Personnel assigned to workspace in a high-rise building (over 75 feet tall), City owned or leased, will participate in annual high-rise evacuation drills.

#### **B. National Incident Management System (NIMS)**

LAWA Emergency Management Division is responsible for insuring National Incident Management System (NIMS) training is made available as necessary.

Included in recent LAFD Specialty and DOC specific training were representatives from multiple divisions. This included employees from Airport Operations Division, Maintenance Services Division, Facilities Technical Services, Customer Service and Public Relations Divisions. The master training document file is maintained by LAWA's Emergency Management Division except for public safety personnel whose confidentiality requires that their master training file be retained by Airport Police.

Strongly suggested basic training:

- IS-700 (National Incident Management System – NIMS Introduction)
- IS-100 (Introduction to Incident Command)
- IS-200 (Incident Command for Single Resources)

Advanced training for staff in leadership roles include:

- IS-800 (Introduction to National Response Plan)
- ICS-300 (Intermediate Incident Command System)
- ICS-400 (Advanced Incident Command System)

Additional training for staff with EOC/DOC responsibility includes:

- EOC 101 and 201
- EOC and DOC 301
- Emergency Response Team (ERT) Training



Most ICS training courses are available on-line. ICS trainings include multiple-day classroom-based training with lecture, problem solving work groups, and written test. Discussion and operations based exercises are also available for LAWA employees. These exercises allow participants to gain better understanding of emergency management by participating in mock exercises. These trainings and exercises are hosted by LAWA (e.g., Federal Aviation Administration (FAA) Part 139 AIREX) and/or city/county/state originated exercises.

### **C. Standardized Emergency Management System (SEMS)**

State law requires that City responders and agencies be trained in and use Standard Emergency Management (SEMS) during disasters in order to qualify for state disaster reimbursement funds.

LAWA Emergency Management Division is responsible for insuring that SEMS training is made available to all LAWA employees.

Required basic training:

- SEMS Introduction

Additional trainings for staff with EOC/DOC responsibilities are:

- SEMS/DOC 101

### **D. DOC/City EOC Responders**

Understanding one's role and responsibility at the DOC may seem foreign to many of those who have no prior experience. Training and functional exercises will help LAWA management and employees gain understanding of the operational functions and their role at the DOC. It will enhance coordination capabilities by building team work and interest. The operational-based exercise in particular will allow participants to assemble and become familiar with each other in a DOC working environment.

The LAWA Emergency Management Division, in conjunction with other divisions, will facilitate the training and exercise program. The program will begin with an introductory training and increase its complexity into a discussion-based exercise, and eventually to an operational-based exercise where participants will work under a simulated situation. Exercises will allow employees to measure their understanding of the DOC processes through hands-on application. Training and/or exercise will be conducted at least annually.

Personnel from LAWA assigned to roles and responsibilities in the City Emergency Operation Center (EOC) located at the Civic Center must attend specific training related to the EOC. The EMD has established the minimum training and certification levels required for all EOC response personnel. The EMD will coordinate EOC Section and Position training. For information on EOC Training, contact the EMD. Records and certificates of training for designated EOC responders must be kept on file with LAWA Emergency Management Division as well as copies forwarded to the EMD, Training & Exercise Division. The individual responder should keep the originals of all training certificates.

## **E. Specialized Assignments**

The following specialized trainings are required for specific assignments:

- Post-Earthquake Assessment Team Training – For LAWA engineers and inspectors to perform building safety inspection following a disaster
- Airport Community Emergency Preparedness and Active Shooter Training – For staff to better prepare for active shooter incidents and incidents that prompt a terminal evacuation
- Disaster / Terrorism Awareness Training – For staff to learn about basic safety
- California Specialized Training Institute on Earthquake and EOC Response – For the EOC/DOC responders to understand the functional roles at the EOC/DOC
- Access control and security procedure training – For staff to access secure areas throughout the airport and understand the rules and regulation
- DOC Section and Position Specific Training – Addresses topics that are necessary for proficiency in responding to and supporting the DOC and Incident Command Post (ICP), including position specific training and communication

## **VII. IDENTIFICATION AND PRIORITIZATION OF CRITICAL FUNCTIONS**

Identification and prioritization of critical functions is a required element of the DEP. This section is consistent with information identified in LAWA's Continuity of Operations Plan (COOP).

### **A. Critical Emergency Response/Recovery Functions**

The following critical emergency preparedness, response and recovery functions, which are listed in priority order, are required by one of the following: Emergency Operations Ordinance (LA Admin Code, Div. 8), the Emergency Operations Master Plan and Procedures (Master Plan), LAWA's COOP, or tactical/operational plans.

- Provide crowd and traffic control
- Police, Security, and Fire personnel to conduct a windshield survey of the airport
- Provide airport security
- Prepare LAWA DOC for activation
- Check aircraft movement and non-movement areas for pavement damage, lighting conditions and other safety measures; take necessary actions (i.e., close damaged areas; issue Notice to Airman (NOTAM))
- Confirm operational status of all flight equipment with Air Traffic Control Tower (ATCT)
- Coordinate activities with airport tenants, FAA and other federal agencies having jurisdiction, and other EOO divisions
- Report airport status to the LAWA executives and managers
- Provide public information and situational awareness
- Make use of available equipment and vehicles
- Inspect communication and aviation operating system

- Prepare to send representative to the EOC, if requested
- Ensure stability of storage of hazardous materials
- Inspect generators/back-up systems
- Manage debris removal
- Clear all storm drain outlets
- Evacuate and repopulate airport terminal, as needed

## **B. Critical Department Functions**

The following functions have been identified as necessary to preserve property and capital, continue the delivery of products and services, and resume normal business operations.

1. Disaster Service Worker
2. Support Life and Safety Issues
3. Ensure aircraft operating area is in compliance to Part 139 regulation and safe operations of the terminal facilities
4. Ensure air traffic control tower is functional
5. Maintain stability of information technology
6. Maintain public information
7. Maintain executive policy support
8. Coordinate passenger and public support and transport with City EMD
9. Maintain employee information line
10. Communicate to tenants and stakeholders

## **C. Functions Provided in Support of Department Response/Recovery**

The following functions have been identified to address specific internal emergency operations and coordination roles (i.e., employee accountability, DOC activation, financial management).

- Inspect runways, taxiways, ramps/aprons, and FAA NAVAids and the airfield lighting system
- Ensure functionality of the ATCT
- Respond to the DOC and provide divisional support and technical assistance as requested by the DOC director
- Maintain operation of Facilities' 24-hour service line to deploy resources as needed by responders
- Continue to provide basic custodial services to maintain sanitary conditions at all terminal and administration buildings
- Deploy engineers and construction inspectors to assess the integrity of airport facilities, critical infrastructure, and etc.
- Public Information Officer (PIO) to disseminate timely information to the media and social media related to the incident
- Maintain communication methods to update employees, stakeholders and travelers on property (ARCC mass notification system, email, LAWA 411, PA systems, CMS, VMS, face

- to face communication)
- Information Technology to maintain the information system, telecommunications, and security and network operations systems
- Management of security badge database, issuance of temporary badges, and the ability to revoke badges
- Maintain payroll and accounting processes

#### **D. Functions Provided in Support of City-wide Response/Recovery**

The following functions/services have been identified as functions this department is assigned to perform in support of city-wide response and recovery efforts. This includes functions required or recommended by one of the following: Emergency Operations Ordinance (LA Admin Code, Div. 8), the Emergency Operations Master Plan and Procedures (Master Plan), LAWA's COOP, or tactical/operational plans, as well as services and resources this department provides to other City agencies during emergencies.

- Respond to requests for health and safety assessment (i.e., atmospheric testing, hazardous materials sampling/testing, etc.)
- Determine skills sets available among pool of employees
- Provide financial and accounting work related support
- Provide heavy-duty equipment mechanics and operators
- Deployment of engineers and construction inspectors to assess the integrity of City facilities, including existing structures, civil improvements, fire, life and safety systems, etc.

#### **E. Functions Provided by Outside Agency**

The following is a list of functions/services that may be provided by outside agencies or vendors which might impact this department's ability to perform the critical emergency operations functions identified in Section VII, Sub-sections A, B, C or D.

- Transportation Security Administration to ensure authorization of entry into sterile areas.
- Customs and Border Protection to monitor and prevent illegal entry of persons, items or cargo into the United States.
- Los Angeles Police Department to provide additional law enforcement support, perimeter security, and specialized units such as Bomb Squad.
- Los Angeles Fire Department provides aircraft rescue and firefighting, and emergency medical services.
- Federal Aviation Administration provides air traffic control for the safe movement of aircraft.
- Private sector air carriers provide air travel for passengers and cargo.
- Department of Water and Power provides utility services (i.e., water, power, sewer, sanitation).
- Department of Transportation, Street Services and Department of Public Works ensures street accessibility, maintenance of the Sepulveda Tunnel, and operation of traffic lights.
- General Services Department provides fuel for city vehicles and back-up generators if on-

property supplies are interrupted.

- Ground handler and service provides passenger support and safe aircraft operations. Some functions include refueling, maintenance of aircraft, baggage handling, way finding, and escort assistance to passengers.
- City Human Resources (HR) provides access to the Employee Assistance Program.

# **CHAPTER 4**

## **RESPONSE**



## VIII. CONTINGENCY PLANS AND OPERATING PROCEDURES

Development of contingency plans and operating procedures for the response phase of an emergency is a required element of the LAWA DEP. The following section of this plan outlines, in detail, the basis of these contingency plans.

### A. Plan Activation

The DEP may be activated under any of the following situations:

1. Mayoral Declaration of Local Emergency

When the Mayor declares a local emergency, all departments will activate their plans.

2. Department Declaration of Plan Activation

LAWA Chief Executive Officer or his/her designee (i.e., Deputy Chief Executive Officer) declares a department emergency when a threat exists to the department's resources, or its ability to carry out its mission. As such, the Chief Executive Officer is responsible for implementing this plan and to take actions necessary to protect life and property at the airport. When activating the emergency plan, the Chief Executive Officer shall notify the Mayor in accordance with Executive Directive 2000-08. The line of succession, if necessary, is the following:

- Chief Executive Officer
- Chief Operating Officer
- Deputy Executive Director of Public Safety and Security
- Deputy Chief Executive Officer of Operations-Emergency Management Group (OEMG)
- Deputy Executive Director of Facilities Maintenance

3. Automatic Activation

An automatic activation follows a disaster or event that the department has identified in advance as one that requires an immediate response. Disasters requiring automatic activation are those that endanger public safety or pose a threat to the mission of the department.

For the purposes of Automatic Activation of the DEP and therefore the COOP, the following triggers and thresholds will be used:

- After a 6.0 or higher earthquake
- Aircraft disaster at or near LAWA airports
- Mass fatality/casualty incident (5 or more people)
- Other large-scale incidents

Once the plan is activated, the Chief Executive Officer or his/her designee shall notify the Mayor of the City of Los Angeles or his/her designee. If the Chief Executive Officer is unable



to contact the Mayor as required above, the Mayor's Chief of Staff or the Deputy Mayor for Homeland Security and Public Safety shall be contacted. If both the Chief of Staff and Deputy Mayor for Emergency Operations are unavailable, the Chief Executive Officer, EMD shall be contacted.

#### **B. Mobilization of Essential Personnel**

LAWA has identified the functions and responsibilities as defined and outlined in Section VII, Sub-sections A, B, C or D of this plan as critical during emergency situations.

LAWA has determined that any personnel (including sections, units and specific job classes) assigned to carry out any of the functions described as critical during an emergency situation (see Section VII, Sub-sections A, B, C or D) are deemed to be Essential Personnel.

LAWA employees shall be available to help with the recovery within the parameters of their training and skills, regardless of whether or not they work in public safety position. Employees may be asked to fulfill any duties that they are capable of performing safely, i.e., making deliveries, distribution of food and material, accommodating displaced passengers, etc. During a large-scale event, employees are expected to take precautions to remain safe, not to bring harm to themselves or to others, and not perform duties that are beyond the scope of their experience. Employees will follow re-call guidelines established for work hours and outside of work hours (see Section V; Sub-section B. Employee Responsibilities).

LAWA shall identify its critical tasks and set out to carry them out following a large-scale emergency. In doing so, essential personnel shall be required to fulfill their assignments. Supervisors are not authorized to release any employees early from work without the approval of the Chief Executive Officer or his/her designee.

Source of communication to be used to convey critical tasks to employees during an emergency will be the following:

- Telephones (standard, cellular, and satellite)
- Ring-down (direct line) phones
- 800/900 MHz radio system
- Message runners
- EAS or other media system
- Societe Internationale de Telecommunications Aeronautiques (SITA) communication system
- Shop or office briefings of employees
- Commercial news media
- Internet
- LAWA intranet
- Employee information line 888-LAWA-411
- Mass notification system
- Wireless Emergency Alert
- Face to face communication

In the event additional personnel are needed from other City Departments to perform critical functions, the request will be made to the City EOC if it is activated or the City EMD if it is not. The minimum staffing threshold for requesting outside personnel will be approximately 30% of the needed staffing, or at the discretion of the DOC Director. Requests for additional personnel will be made by the DOC Director in agreement with LAWA executive management.

**C. Mobilization of Additional Personnel (Other Than Essential)**

LAWA will contact personnel other than those identified as essential personnel through the same communication means as listed above.

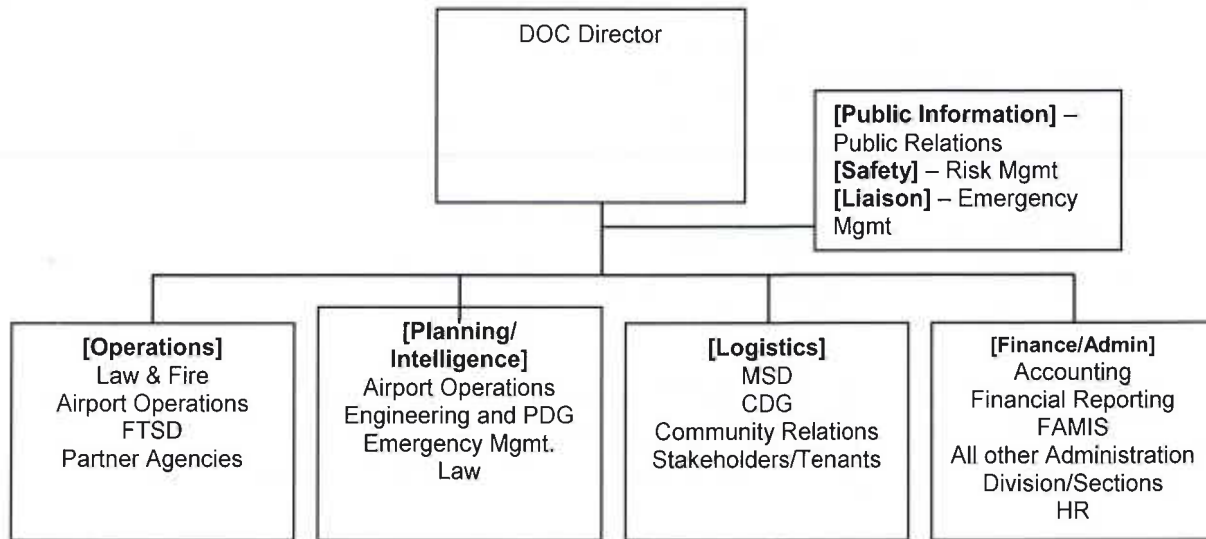
**D. Department Operations Center (DOC) Roles and Responsibilities**

The DOC serves as the department's centralized point for coordination of information and resources for response, recovery and employee safety during emergency situations.

The DOC is a facility where designated LAWA employees and airport stakeholders come together to coordinate and manage an incident. The DOC is responsible for the collection of information and management of resources in support of field responders requiring interdepartmental and inter-agency support. It also serves as a place to maintain current situational awareness of the incident. LAWA management and employees will have an important role at the DOC, as many will be asked to use their skills and talents to assist toward the response and recovery of an emergency situation. Successful emergency management requires that LAWA have the ability, in times of crisis, to effectively bring every resource available. Accomplishing this task requires multifaceted interdepartmental and inter-agency cooperation.

The severity and duration of the incident and the level of assistance required from multiple LAWA divisions and/or agencies will determine the likelihood of activating the DOC. The Duty Manager from the Airport Response Coordination Center will make the decision to elevate the DOC to a level II or higher, and notify key LAWA divisions or partner-agencies to report to the DOC. Everbridge Mass Notification System will be used to contact appropriate personnel. At a minimum and at any activation level, representatives from the following divisions shall report to the DOC: Airport Police, Airfield Operations, Terminal Operations, Information Technology, Maintenance Services, Facilities Technical Services, Customer Service, Public Relations, and Emergency Management.

An organizational chart of the DOC is the following:



In keeping with the NIMS requirement, the organizational structure of the DOC is based on ICS. By definition, ICS is the combination of facilities, equipment, personnel, and communications all operating under a common organizational structure to assist in an incident. The DOC is divided into five working sections, each with its own area of responsibility. These sections include the Management/Command, Operations, Planning, Logistics, and Finance/Administration. Most LAWA divisions will serve in one or more of the sections.

LAWA divisions may be asked to provide the following functions during aDOC activation. The DOC may include representation from partner agencies and stakeholders (TSA, Custom and Border Protection (CBP), Federal Bureau of Investigation (FBI), FAA, airlines, and tenants) and is scalable to meet the needs of the incident.

Division Representatives	Scope of Responsibilities
Airport Operations	Inspect airfield, and coordinate with air traffic control tower Provide notifications to tenants Coordinate passenger care services, e.g. Distribution of food, water and other essentials Provide bus transportation Manage terminal gates and assess damage

Airport Police/Badging	<p>Preserve life and property, and maintain peace and order</p> <p>Manage ingress and egress for responders</p> <p>Direct and control traffic &amp; plan barricade placement</p> <p>Secure perimeter of incident site</p> <p>Maintain security badge database, revoke badge access if needed</p>
Commercial Development Group	<p>Re-deploy fleet of rental car passenger buses for evacuation</p> <p>Maintain communication with airport tenants, as required</p> <p>Determine if tenants can provide needed food, goods, &amp; materials</p>
Emergency Management	<p>Maintain operational readiness of the DOC Report to the City EOC to liaison with the DOC Coordinate with Airport Operations and affected airline(s) for family assistance support Liaison with the State Department and NTSB as needed</p> <p>Prepare after-action report with recommendation for improvement</p>
Planning Development Group	<p>Conduct utility infrastructure assessment</p> <p>Conduct bridge and roadway damage assessment</p> <p>Determine damage to buildings and structures</p> <p>Assess integrity of the Aircraft Operational Area</p> <p>Advise in the use of bracing, shoring and other safety measures</p>
Executive Management	<p>Maintain situational awareness of the incident</p> <p>Make policy decisions</p> <p>Facilitate public information dissemination as needed</p> <p>Maintain continuity of organization</p>
Financial Reporting/FAMIS/Accounting	<p>Maintain integrity of financial system applications, i.e., FMS, RAMS</p> <p>Track all costs including timesheets for disaster reimbursement</p> <p>Ensure integrity of the payroll and accounting</p>

Human Resources	Plan for use of additional qualified City personnel Coordinate with City regarding DSW, if needed Ensure employee records are current and accessible
Information Technology Group	Provide, restore, maintain voice and data communication networks Restore computer applications and systems Retrieve data stored in LAWA computers/servers Assist with use of hardware and software, i.e. production of maps Ensure all computer and telecomm equipment are functioning Implement IT disaster recovery and continuity plans if necessary
Los Angeles Fire Dept.	Fire suppression, rescue operations Medical services Manage hazardous materials
Maintenance Services and Facility Technical Services Division	Maintain sewer, storm drain systems Manage debris removal Secure and maintain airport utilities, power, water, conveyances and climate Maintain inventory of LAWA vehicles
Public Relations	Disseminate timely information related to the incident Serve as a principal point of contact for public announcements to the media Work closely with the Mayor's Public Information Office
Purchasing/Contract Services	Provide ability to make emergency purchases Provide access to warehouse for materials and supply
Risk Management/Environmental	Document disaster damage for insurance claims & reimbursement Basic safety assessments (atmospheric monitoring, hazmat test)

The DOC will utilize all available telecommunication devices to remain in contact with field personnel, other airports, partner-agencies, and with the City EOC. The DOC will remain in communications with the EOC to update situational awareness,

coordination, request city resource, or request for mutual aid outside of the city.

Methods for communication will include:

- Telephones (landline, cellular, and satellite)
- 800/900 MHz radio system
- Ring-down (direct line) phones
- Text messages
- Blackberry e-mail
- Societe Internationale de Telecommunications Aeronautiques (SITA) communication system
- Mobile radio vehicles
- Messengers/runners
- RACES (Ham radio) Operations
- Video conferencing
- ARCC Mass Notification System (currently Everbridge)

The DOC may be activated for pre-planned events as well. A pre-planned event may have the potential to become a large-scale emergency incident requiring full activation of the DOC. Through planning and preparation, LAWA can enhance the ability to respond to various unexpected incidents.

The DOC is located on the 4<sup>th</sup> floor of the LAX “Badge Building” at 7333 World Way West, 90045. The main phone number is (424) 646-5292.

Should the DOC become inaccessible or otherwise unavailable, DOC activities may be re-located, possibly to more than one location. Contact LAWA Emergency Management Division for current information.

In the event activation of the DOC is necessary, the primary points of contact (or their designee) within the department for activation are (listed in order):

- Director of Emergency Management, (424) 646-6779
- Deputy Executive Director, Safety and Security, (424) 646-5348
- Deputy Executive Director Operations-Emergency Mgmt (424) 646-5103

#### **E. Roles/Responsibilities in Multi-agency Coordination Systems (MACS)**

LAWA maintains a strong relationship with all City departments and will fully support the coordination efforts. LAWA will send an airport representative to the Incident Command Post when requested by a city department. Based on the needs of the incident, LAWA representative will be a subject matter expert for the department and will be able to provide information as it pertains to airport operation. Once on scene, the airport representative will be the primary point of contact for any airport-related support. The airport representative will have the authority to make decisions on behalf of LAWA in support of the



incident.

**Police Incident Command Post:** LAWA will send an Agency Representative to the Police Incident Command Post only when requested by the Los Angeles Police Department (LAPD). The LAWA Representative will be a subject matter expert for the department and will be able to provide information for the capabilities that LAWA can provide to LAPD or any other agency involved with the incident. Once on scene, the LAWA Agency Representative will be the primary point of contact for LAPD for any LAWA support. The LAWA Agency Representative will have the authority to make decisions on behalf of LAWA in support of the incident.

#### **F. Department Roles and Responsibilities in the City EOC**

When the City EOC is activated and a request is made for LAWA to be represented at the EOC, an Emergency Management Coordinator or another designated person will report to the City EOC to staff the Airport Coordinator position. The LAWA representative will serve as a liaison to the airport and help to coordinate emergency response activities, information, and resources. Some of the responsibilities will be the following:

- “Size-up” the situation and understand its severity
- Acquire and deploy needed resources
- Disseminate information to all concerned agencies and individuals
- Maintain continuity of the organization/operation
- Make decisions that protect life first, property second
- Track requests made for labor and material resources

#### **EOC Response Notification**

Request for LAWA Agency Representatives will be made by contacting the LAWA Emergency Management representative on call for the week (the ARCC Duty Manager can supply this information if needed) or through Everbridge Mass Notification System. The on-call representative will report to the City EOC as soon as possible, or defer the request to another staff member, if he/she is unable to report.

LAWA will maintain a cadre of trained EOC responders familiar with their roles and responsibilities within the EOC. These responders will maintain the minimum level of training required by both LAWA and by the EMD. Records and certificates of training for designated EOC responders must be kept on file with the Emergency Management Division as well as copies forwarded to the City EMD, Training & Exercise Division. The individual responder should keep the originals of all training certificates.

#### **G. Resource Management**

A local emergency can heavily impact the City’s resources, especially those resources pertaining to immediate response efforts. Resources may be requested to or from LAWA.

The DOC is responsible for the management of resources in support of field responders



requiring interdepartmental and inter-agency support. The DOC will work with a group of LAWA divisions and airport stakeholders to collectively manage resources efficiently. Based on the needs from the field level, DOC will make every effort to acquire and deploy needed resources (e.g., heavy equipment, food, water, portable lights, etc.) and personnel with specific skills (e.g., structural engineers and inspectors, bus and heavy-duty operators, airport operations personnel, etc.).

If the incident exceeds the capability of LAWA's resources, the DOC Director may request assistance from the City EOC. LAWA is in compliance with the SEMS/ NIMS requirement and understands that requests for mutual aid (county, state, or federal) shall be made by the City EOC/EMD on behalf of LAWA.

In the event other City departments request resources from LAWA the authority to release department resources will be made by the DOC Director and the respective Division Manager. Resources to be released will be documented by the lending Division Manager and/or Logistics Section and by the Finance/Administration Section Coordinator for proper tracking and accountability. When the resource is recalled, the expectation will be that the borrowing City department provides the logistical means to return the resource back to LAWA.

#### **H. Communications Systems and Protocols**

A local emergency can heavily impact the City's communications systems, especially those resources pertaining to immediate response efforts.

LAWA utilizes the following communications devices and telecommunication systems for primary and redundant communications needs:

##### **Primary Communications:**

- Landline Telephone (landline, cellular, and satellite)
- 800/900 MHz two-way radio system
- Airport Police communications center
- Everbridge Mass Notification System
- E-mail system
- LAWA intranet
- FAA alert "red phone"
- Societe Internationale de Telecommunications Aeronautiques (SITA) communication system

##### **Alternate Communications:**

- Text messages
- Blackberry e-mail
- Messengers/runners
- Emergency alert system or other media system
- Internet

- Employee information line 888-LAWA-411
- Wireless Emergency Alert

Section VIII; Sub-section D of this plan identifies how field personnel will communicate with the DOC and how the DOC will communicate with the City EOC during emergency situations.

Section VIII; Sub-section B of this plan identifies how LAWA will communicate the procedures for the mobilization of essential personnel.

#### **I. Alternate Work Sites/Reporting Locations**

During emergencies, damage may render regular work and/or reporting locations unusable or inoperable. This will necessitate the utilization of alternate work sites with appropriate equipment and back-up files to continue business operations. LAWA has identified the following locations as possible alternate work sites or reporting locations as employee staging areas:

- Facilities Lunchroom – 7411 World Way West (310) 646-3263
- Los Angeles Fire Department Station #5, Community Room – 8900 S. Emerson Ave.
- Skyview – 6053 W. Century Blvd (424) 646-5000
- Van Nuys Airport – 16461 Sherman Way, 3<sup>rd</sup> floor
- Controller's office – Civic Center (for Financial Reporting Division only)
- Central Utility Plant (CUP) 275 Center Way (for Construction & Maintenance only)
- Hyperion Treatment Plant (Bureau of Sanitation) 12000 Vista Del Mar Playa Del Rey, (310) 648-5000

The Division Manager in agreement with their corresponding Deputy Chief Executive Officer has the authority to determine which alternate work site/reporting location will be used. All employees that need to report to an alternate work site will be informed of this through all available communication means.

#### **J. Vital Records**

Vital records are defined as those “records necessary to continue, to reconstruct, or to resume the essential operational functions of the City government and to maintain public health, safety and order in the event of a public disaster.” (Los Angeles Administrative Code, Div. 12.1). Vital records and information reside in various physical and electronic media including paper, microfilm/microfiche, magnetic tape, magnetic disk, optical disk, and CD ROM.

The LAWA has identified the following vital records and procedures associated with them:

- Airport Emergency Plan, LAX rules and regulations, Airport Certification Manual, Air-Sea Disaster Plan, and Airport Security Plan are stored in Airfield Operation Division's shared-

drive and in print copy.

- Payroll records are stored electronically on the shared-drive of Financial Reporting Division's computer server and by other respective divisions.
- Purchasing records are stored in shared-drives and print copies available in a folder binder.
- Structural assessment protocol, procedures, and paperwork are stored in shared-drive of Engineering and Project Management Division.
- Contract, permit, bid proposal, trust deeds records are stored in shared-drive and available in CD's.
- Emergency notification lists are stored in Everbridge and the Intranet site, and are password protected.
- Security badge databases, security posts access control system (AMAG) and ACAMS access control system are stored in the shared-drive of the Security Badge Office. It is backed up daily and recoverable within 48 hours.
- Personnel classification and contact information are stored in the Human Resource's shared- drive.
- Accounts payable and receivable records are stored in the Accounting's shared-drive

Each LAWA Division Manager or his/her designee is identified as the Vital Records Coordinator for their respective division. They are accountable for the safe keeping of the vital records and ensure they are properly stored.

#### **K. Financial Documentation**

Financial documentation and cost tracking is an important element of any emergency plan. Certain costs may be eligible for Federal or State reimbursement. The City Administrative Officer (CAO) is responsible for coordinating disaster grants and assistance following disasters. Reimbursement through the Federal Emergency Management Agency (FEMA) and the State of California Governor's Office of Emergency Services (OES) is dependent on complete and accurate documentation of all disaster related work and expenses.

LAWA Financial Reporting (payroll), Financial Management Systems (FAMIS), Accounting, and Finance & Budget divisions will fulfill the responsibility of the Finance/Administration Section of the DOC. These divisions will maintain the integrity of the financial system applications and payroll system, and track all labor and material costs associated with responding to and recover from an emergency situation. Labor and material costs spent toward an emergency will be uniquely identified allowing it to be easily identified and tracked. LAWA follows all city-wide cost accounting guidelines. LAWA Finance & Budget division will submit the financial information to the CAO and will work closely with them to seek reimbursement.

#### **L. Cyber Response Protocols**

This protocol applies to all Information Management and Technology Group (IMTG) protected information assets and determines the user's responsibility in reporting an incident.

The following symptoms should alert Users to the possibility of an information security incident:

- Unauthorized changes to file contents
- Recorded use of a user id when the authorized user was not, or should not have been accessing the system
- Discrepancies in file sizes or dates
- Computer virus infections
- Changes in configurations and settings
- Passwords that have changed or expired outside of the normal time periods
- Observations of fellow employees making unauthorized copies (hard copy or electronic) of CONFIDENTIAL or PROPRIETARY information
- Unknown individuals in an area or at a desk
- Individuals without proper identification
- Strange or unusual requests
- Inappropriate use of LAWA information assets, such as accessing non-business related Internet sites

When any individual observes or suspects the occurrence of an information security incident, it is imperative they report the incident immediately to the LAWA Cyber Security Operation Center at

(424) 646-7000 or email: [infosec@lawa.org](mailto:infosec@lawa.org)

# **CHAPTER 5**

## **RECOVERY**

## **IX. RECOVERY RESPONSIBILITIES**

### **A. Citywide Recovery**

The City's Recovery Concept of Operations is based on the premise that successful citywide short-term, intermediate, and long-term recovery is dependent on coordinated strategic planning, and then implementation of systematic restoration of services, housing and economic vitality. The Recovery Section of the LAWA DEP provides only a brief overview of the department's recovery responsibilities within the City's recovery operations. City recovery policies, protocols, and all department responsibilities are described in the November 2014 City of Los Angeles Recovery Annex, across the following six (6) Recovery Support Functions (RSF's), identified in FEMA's National Disaster Recovery Framework (NDRF):

- Community Planning and Capacity Building (CPCB) Recovery Support Function
- Economic Recovery Support Function
- Health and Social Services Recovery Support Function
- Housing Recovery Support Function
- Infrastructure Systems Recovery Support Function
- Natural and Cultural Resources Recovery Support Function

Recovery activities occur along a recovery continuum and are categorized into three phases: short-term, intermediate, and long-term. The RSF's apply through all recovery phases.

**Short-Term Recovery** – Short-term recovery planning and actions begin simultaneously with response operations in the first days and weeks after a disaster. These actions are identified in the City's Emergency Operations Plan. The City's immediate priorities will be to coordinate initial recovery efforts to meet: the health and safety needs beyond immediate rescue inclusive of support services for Disabilities, Access, and Functional Needs (DAFN); the assessment of the scope of damages and resource needs; the restoration of basic infrastructure; the mobilization of the City's recovery organizations and resources including restarting/or restoring essential services identified in department COOP's; and the mobilization of policy-level recovery decision making. Department actions will be set by City policy, department authorities, field command direction, and EOC coordination of prioritized recovery objectives. Some examples of short term recovery activities are changes or alterations to traffic patterns, extended and expanded mass care services, identifying affected natural, cultural, and historical sites, taking action to expedite permitting processes, requesting private sector entities delay payment requirements, and addressing temporary housing and business space needs.

A Recovery Unit Leader staffs the EOC Planning and Intelligence Section to assess and initiate short-term recovery actions during the response phase. The EOC organization may transition into a recovery directed organization of City departments after all life/safety response actions are completed. The EMD Chief Executive Officer or a designated Recovery



Coordinator will be the EOC Director and lead the City's overall recovery efforts during this short-term phase.

**Intermediate Recovery** – Intermediate recovery actions occur in the weeks to months after a disaster and involve returning individuals, families, critical infrastructure, essential government operations, local community businesses, and critical public/private sector facilities to a functional if not pre-disaster state. Inclusive of all DAFN services, these include:

- Interim housing
- Debris management
- Infrastructure restoration/repair
- Business restoration support
- Continuity of full range of medical, public health, social services
- Support networks for emotional/psychological care

Recovery will transition from short-term to intermediate when the EOC is primarily coordinating recovery activities or when the EOC closes and the City activates the Long Term Recovery Group (LTRG). This group is led by the City's Local Disaster Recovery Manager (LDRM). Departments may also direct department-specific recovery operations from their DOC/Bureau Operations Center (BOC) or an assigned recovery project team. The LDRM has the responsibility for oversight of all department recovery operations.

**Long-Term Recovery** – Long-term recovery actions occur in the months to years after a disaster. These recovery actions address the complete redevelopment and revitalization of the impacted area; rebuilding or relocating damaged or destroyed social, economic, natural, and built environments; and a move to self-sufficiency, sustainability, and resilience. The City's LTRG will continue to direct the City's recovery process under the leadership of the assigned City LDRM. Inclusive of all DAFN services, these include:

- Permanent housing
- Rebuild infrastructure to meet both current and future needs (long-term resilience)
- Economic revitalization
- Reestablish damaged health care facilities and organizations
- On-going case management and counseling
- Implement mitigation strategies

## **B. Department Recovery**

**Short-term Recovery** – All departments have a responsibility to activate their COOP plan if needed during this phase. LAWA Duty Manager or designee (DOC Liaison Officer) will immediately notify the EMD Duty Officer at (213) 200-6414 and [emddutyofficer@lacity.org](mailto:emddutyofficer@lacity.org) if the LAWA COOP is activated. The LAWA Chief Executive Officer or their designee has the authority to implement the department COOP if needed to maintain or resume essential services that support City emergency operations and the continuation of government leadership. These protocols and procedures can be found in the LAWA COOP effective January 31, 2016. This plan is reviewed and revised as needed on an annual basis.

The Information Management Technology Group is responsible for ensuring back-up recovery processes are in place for LAWA critical systems and hardware in the event of a cyber-attack impacting the department/City network.

The LAWA short-term recovery roles and responsibilities can be found in the City Emergency Operation Procedures and department Standard Operating Procedures, Field Operations Guides, and other existing department plans.

**Intermediate to Long-Term Recovery** – A complete listing of the LAWA intermediate to long-term recovery roles and responsibilities can be found in the City of Los Angeles Recovery Annex, Section III: Organization and Assignment of Responsibilities. Department staff should familiarize themselves with the department's recovery operations. The Recovery Annex can be found on the following City Intranet EMD website:

<http://insidela.ci.la.ca.us/eoo/eooeoo2f.htm>

# **CHAPTER 6**

## **ATTACHMENTS**

## X. ACRONYMS

Acronyms	Definition
ATCT	Air Traffic Control Tower
BEEP	City's Building Emergency Education Program
BET	Building Emergency Team
BOC	Bureau Operations Center
CAO	City Administrative Officer
CBP	Customs and Border Protection
CDG	Commercial Development Group
CERS	State's California Environmental Reporting System
COOP	Continuity of Operation Plans
CTA	Central Terminal Area
DAFN	Disabilities, Access, and Functional Needs
DEP	Department Emergency Plan
DOC	Department Operations Center
DSWP	Disaster Service Worker Program
EAS	Emergency Alert System
ELUP	LAWA Environmental Land Use and Planning Management Division
EMD	City of Los Angeles Emergency Management Department
EOB	City Emergency Operations Board
EOC	Emergency Operation Center
EOO	City Emergency Operations Organization
FAA	Federal Aviation Administration
FAMIS	Financial Management Systems
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FSD	Fire Safety Director
FTSD	Facilities Technical Services Division
FW	Floor Warden
GETS	Government Emergency Telecommunication Service
HAZWOPER	Hazardous Waste Operations and Emergency Response Plan
ICS	Incident Command System
IMTG	Information Management Technology Group
LAPD	Los Angeles Police Department
LAWA	Los Angeles World Airport
LAX	Los Angeles International Airport
LDRM	Local Disaster Recovery Manager
LHMP	City of Los Angeles Local Hazard Mitigation Plan
LTRG	Long Term Recovery Group
MSD	Maintenance Services Division
NDRF	National Disaster Recovery Framework
NIMS	National Incident Management System
NOTAM	Notice to Airman
OES	Office of Emergency Services
OEMG	Operations-Emergency Management Group
PDG	Planning Development Group
PEAT	Post-Earthquake Assessment Team
PMD	Los Angeles/Palmdale Regional Airport
RSF	Recovery Support Functions

SAFE	Security and Airfield Enforcement Program
SEMS	Standard Emergency Management System
TSA	Transportation Security Administration
VNY	Van Nuys Airport
WPS	Wireless Priority Service

