

City of Los Angeles

EMERGENCY OPERATIONS PLAN



LOGISTICS ANNEX

FOOD AND POTABLE WATER APPENDIX

June 2018



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APPENDIX DEVELOPMENT AND MAINTENANCE

This Appendix is developed in support of the City of Los Angeles Emergency Operations Plan (EOP) to facilitate the provision of food and potable water during emergencies.

This Appendix is developed in cooperation and with input from the City departments with primary response or support activities, as well as input from appropriate non-City agencies with identified activities related to the acquisition of food and potable water.

This Appendix is developed to describe the overall Citywide response function and capabilities, and is to be used by each department identified within this Appendix to develop their own standardized operating procedures (SOPs) specifically for their department to direct tactical operations. When developing SOPs, each department is to take into consideration how all of the activities identified in this Appendix directly relate to their own department, as well as how those activities interact with, support, or require support from other departments identified within this Appendix. Departments must ensure that their SOPs are inclusive of planning for people with disabilities and others with access and functional needs. If, at any time, any department identifies a conflict in how their field response or support activities are performed in comparison to what is described in this Appendix, and/or identifies a conflict between their listed activities and/or responsibilities within this Appendix and how they relate to or support another department's listed activities, such conflict is to be immediately reported to the Emergency Management Department—Planning Division.

If, at any time, a department, agency, or stakeholder to this Appendix changes, develops, or amends any policy, procedure, or operation that will change or affect the contents of this Appendix, that entity is to immediately notify the Emergency Management Department—Planning Division.

This Appendix is to be corrected immediately upon notification or observation of any operational errors or conflicts. Such corrections are to be reflected within the Record of Changes.

Every other year, a formal review of this Appendix will be conducted by departments and agencies that are identified within the Appendix, as well as any other departments or agencies that may need to be part of the review process. The Emergency Management Department – Planning Division will lead such an effort. Upon completion of such formal review, all corrections to the Appendix will be reflected within the Record of Changes.

APPROVAL AND IMPLEMENTATION

This document is a Functional Support Appendix to the City of Los Angeles Emergency Operations Plan (EOP). It serves as either a stand-alone plan or companion document to an applicable Hazard Specific Response Annex to the EOP. The Appendix was developed with input from all applicable City of Los Angeles departments and allied stakeholders. Upon completion, it is reviewed by the City's Emergency Management Committee (EMC). When approved by the EMC, it presents the Appendix to the Emergency Operations Board (EOB) with a recommendation for approval. Upon review and approval by the EOB, the Appendix goes to the Mayor of the City of Los Angeles with a recommendation to approve and forward to the City Council for adoption.

Upon formal approval by the Mayor and adoption by the City Council, this document becomes an official Annex to the City of Los Angeles EOP.

This Appendix was developed with input from all applicable Los Angeles City departments. This Appendix is compliant with the Federal Emergency Management Agency (FEMA) *Comprehensive Preparedness Guide (CPG) 101, Developing and Maintaining Emergency Operations Plans*, Version 2.0 (CPG 101 V.2)¹.

¹ *Developing and Maintaining Emergency Operations Plans. Comprehensive Preparedness Guide (CPG) 101*, version 2.0 ed. (n.p.: U.S. Department of Homeland Security, Federal Emergency Management Agency, 2010).

RECORD OF CHANGES

Each revision or correction to this Appendix must be recorded. The record contains the date, location, and brief description of change, as well as who requested or performed such change.

Table 1: Record of Changes

[illegible]

CITY EMERGENCY OPERATIONS PLAN/ANNEX CROSS REFERENCE

During the response, the following functional support shall be used as deemed necessary:

- Throughout this document, where public information and communication with the public is referenced, see the **Emergency Public Information Annex**.
- Where internal communications systems is referenced, see the **Communications Annex**.
- Where early warning and notification is referenced, see the **Early Warning and Notification Annex**.
- Where sheltering, mass care, mass feeding and the provision of functional needs support services (FNSS) is referenced, see the **Mass Care and Sheltering Annex; Resettlement Processing Center Annex; and Logistics Annex**.
- Where reference is made to evacuations, see the **Evacuation Annex**.
- Where reference is made to Federal, State, Local or Non-Governmental Organizations providing recovery information, see the **Local Assistance Center Annex and Recovery Annex**.
- Where reference is made to response and restoration of critical infrastructure, see the **Critical Infrastructure Annex**.
- Hazard Specific Annexes include the **Tsunami Annex, Earthquake Annex, Adverse Weather Annex, Brushfire Annex, Urban Flooding Annex, Off-Airport Major Aircraft Response Annex, Debris Flow Annex, Civil Disturbance Annex, Terrorism Annex and CBRN Annex and Appendices (Chemical, Biological, Radiological, and Nuclear)**.
- All actions related to fulfilling the purpose of this Appendix will adhere to the City of Los Angeles Citywide American with Disabilities Act (ADA) guides, documents, and checklists.
- Where City departments have tasks assigned relative to this Appendix, please refer to that specific department's Standard Operating Procedures.

BACKGROUND

The Food and Potable Water Appendix is a support document to the City's EOP and is designed to be used during the response and recovery phases of an emergency incident. This Appendix is designed to be scalable and used during incidents with minimal to extensive operations.

While it is difficult to accurately predict the location, frequency, and scale of an emergency or disaster, it is possible to plan for the coordination of available food and potable water assets during such incidents. The information in this written plan reflects City of Los Angeles' procedures and assigned responsibilities for the logistical coordination of food and potable water assets.

To minimize duplication of efforts, this Food Appendix covers key areas such as: pre-established food and potable water contracts; food and potable water procurement processes during declared and non-declared emergencies; and City, State, and Federal procurement and reimbursement policies.

The Food and Potable Water Appendix identifies specific options available to manage these processes, including the coordination of food and potable water resource requests among entities in the field and within the City of Los Angeles Emergency Operations Center.

I. PURPOSE, SCOPE, SITUATION, AND ASSUMPTIONS

A. Purpose

The Appendix details government's responsibilities for the managed food and potable water logistics response during emergencies. This Appendix can be used in conjunction with other annexes and appendices designed for the protection of the population. This Appendix is applicable to all locations and to all agencies, organizations, and personnel with logistical food and potable water support function responsibilities.

The Appendix has been developed to meet the following objectives:

- Provide a concept of operations and identify roles and responsibilities for each appropriate department within the City of Los Angeles.
- Ensure consistency with Federal, State of California, the Los Angeles County Operational Area, and other local governments' emergency response plans and operations.
- Provide a common understanding of the roles and responsibilities of key stakeholders involved in procuring and delivering emergency food and potable water resources during a local emergency.
- Document food and potable water procurement alternatives to aid City department response activities during emergencies.
- Provide a common understanding of City, State and Federal procurement and reimbursement policies.

B. Scope

Effective incident management begins with a host of preparedness activities conducted well in advance of any potential incident. Preparedness involves an integrated combination of: planning; training; exercises; personnel qualification and certification standards; equipment acquisition and certification standards; and publication management processes and activities.

This Appendix is applicable to Los Angeles City departments with Emergency Operations Organization (EOO) responsibilities and other departments with essential resources. Of particular importance to this document are:

- City Departments with emergency public safety or public notification functions.
- City Departments having routine interaction with the public.
- City Departments providing critical services.

C. Situation Overview

1. Characteristics
 - a) Location

The City of Los Angeles covers 498 square miles with approximately 468 square miles of land (214 square miles of which are hills and mountains) and approximately 29 square miles of water. The San Gabriel and Santa Susana Mountains bound the City on the North and the Santa Monica Mountains extend across the middle of the City. The Palos Verdes Hills and Pacific Ocean bound the City on the South and West.

b) Demographics

According to the California Department of Demographic Research Unit's "*E-1 Population Estimates for Cities, Counties, and the State*"², the 2016 population estimate for the City of Los Angeles is 4,030,904. This breaks down to approximately 8094 persons per square mile.

The City of Los Angeles is one of the most diverse cities in the world. Angelinos speak nearly 200 languages and are part of many different religious and belief systems. Community members who live, work, and play in Los Angeles include people with disabilities and others with access and functional needs.

This plan will use the phrase *people with disabilities and others with access and functional needs* to describe both those that meet the definition of disability as well as people who may or may not meet the definitions of civil rights laws or some of the 60 plus diverse definitions of disability³. The definitions for people with disabilities as well as others with access and functional needs are provided below:

People with Disabilities

"Disability" in this context is a legal term rather than a medical one. It refers to a Federally protected class under the 1990 ADA. Nationally, people with disabilities make up about 20% of the population. To be in compliance with the law, emergency managers must apply the concepts of accessibility, inclusion, and nondiscrimination in providing services to the general public which includes communication of public information and warnings, transportation, mass care and sheltering, and evacuations.

² California Department of Finance, E-1 Population Estimates for Cities, Counties, and the State, January 1, 2015 and 2016

³ Los Angeles Department of Public Health, "Adult Disability in Los Angeles County." LA Health. Sept. 2006

Others with Access and Functional Needs

“Others with Access and Functional Needs” is a broad definition that includes anyone who might have additional needs before, during, or after a disaster in accessing services. This includes individuals that may or may not meet the definitions of disability under existing civil rights laws, such as people with limited or no English language proficiency, individuals that are institutionalized, women in late-term pregnancy, or those with limited or no access to transportation. With this broader definition, about 50% of the population is considered to have an access or functional need. Anyone with a disability has an access and functional need, but not everyone with an access and functional need has a disability.

2. Vulnerabilities

The City of Los Angeles has multiple, accessible, redundant warning and notification systems that it will utilize to reach the public for warnings, notification, and support. The primary mode of notification will be the NotifyLA application. Other modes will include news releases and public service announcements to the media and directly through social media. Factors to consider are the type of disaster, the population density, and the terrain in areas of Los Angeles. In some instances, the consequences of a disaster along with terrain, and the geographical area, may impact the effectiveness of notification systems.

The City of Los Angeles recognizes that disasters may exhaust local resources. The City continues to develop, update and/or maintain memorandum of understandings (MOUs), memorandums of agreement (MOAs), and contract amendments with private vendors to increase response capability and available resources. In addition, the City of Los Angeles’ Business Operations Center (BOC) maintains communication channels with the private sector who may provide donations in an emergency.

Due to the population density and terrain of the City of Los Angeles, the City recognizes that, despite a good faith effort, it may not have the capabilities or resources to reach every individual in terms of public warnings, notification and/or support.

D. Assumptions

This Appendix was created to integrate the concepts and structure defined by the National Incident Management System (NIMS), the California Standardized Emergency Management System (SEMS), and the National Incident Command System (ICS).

In the event of an incident, the following assumptions should also be considered:

- All City, State, and Federal processes, procedures, and protocols reflected or referenced in this document were current as of the date of approval of this Appendix. Before implementing this Appendix, confirm that the processes, procedures, and protocols are unchanged. If necessary, before implementing, modify the Appendix with updated processes, procedures, and protocols.
- Only Departments that have a response role in the functional support of food and potable water procurement will be included in this document. The departmental roles listed are limited to those applicable to the event.
- In any disaster, primary consideration is given to the preservation of life. Additionally, time and effort must be given to providing critical life-sustaining needs.
- In a catastrophic incident, damage control and disaster relief will be required from the State and Federal government, other local governments, and private organizations.
- The City Emergency Operations Center (EOC) may or may not be activated in support of an event. EOC activation will be determined based on the scope and scale of the event.
- Electronic communications and information technology systems will be compliant with Section 508 of the Rehabilitation Act.
- All printed public education material produced to support this Appendix for distribution to the general public shall be available in multiple accessible formats.
- Residents could be displaced; requiring shelter and social service needs. Sheltering activities could be short term or long term depending on the severity of the incident.
- Many residential, commercial and institutional structures could be damaged; requiring a large Urban Search & Rescue/Heavy Rescue mobilization.
- Vital infrastructure such as potable water supplies, electrical power, natural gas, and sewer services could be compromised. Re-establishment of these vital resources will be critical.
- Resource requirements under catastrophic conditions may be required for an extended period of time.
- Impacts or restrictions on transportation and personnel may delay the response time of some resources.
- City Departments will be self-sufficient for the early onset hours of catastrophic incidents and should not rely on normal supply chains during this time.
- Personnel who normally respond to such events may be among those affected and unable to perform their duties.
- Households and businesses affected by the emergency will sustain themselves during the early onset hours of an emergency.
- Disaster survivors located in a mass care facility will receive necessary life-sustaining services from the facility and the American Red Los Angeles Region (Red Cross) and capable volunteers.

- The delivery of food and potable water may be hindered due to the disruption of transportation routes.
- Local resources will be quickly exhausted in a catastrophic event and demand will exceed supply.
- Shelter locations conduct their own feeding operations. Due to the City's agreement with the Red Cross, all shelters will be managed by the Red Cross, including feeding operations. The City serves to provide needed resources when the Red Cross becomes strained.
- Damage to the City's water system, such as damaged or severed pipelines and restoration of water systems will be addressed in the Critical Infrastructure Annex.

CONCEPT OF OPERATIONS

A. Terminology

Dietary Requirements: The food product, preparation, or utensils necessary to maintain their health, safety and independence

Food: Any nutritious substance that people or animals eat or drink in order to maintain life

Potable: Safe to drink; drinkable

Water Tender: A water transport apparatus designed to transport water from a water source to another location

For a list of acronyms, see Attachment D-1

B. Un-Proclaimed or Undeclared Emergencies

In un-proclaimed or undeclared emergencies where the EOC is not activated, food ordering procedures for City departments follow the Department of General Services (GSD) City Logistics Procurement Guide (CLPG). Food needs are identified by City departments. The requesting department is responsible for searching the Citywide Financial Management System (FMS) for contracts for food product service providers. FMS is available during the following times: Monday-Friday 5:30am-12:00am and Saturday 6:00am-8:00pm. A contract purchase order (CPO) will be issued for City contracts in FMS. The City maintains contracts for food, bottled water, and water filtration systems.

After regular business hours, vendors are to be contacted directly using a temporary purchase order (PO). The temporary PO number will be created using the incident type/name, date, and number starting at 001 (e.g. Incident type: Storm, Date: June 31, 2013, and number – STM06312013001). The order will be reconciled during regular business hours using a CPO through FMS.

C. Proclaimed or Declared Emergencies

If an incident is proclaimed by the Mayor as an emergency, procurement guidelines are suspended and emergency requests for food and potable water are requested through the City EOC Operations Section, not through GSD. The Logistics Section Supply Unit Leader is responsible for carrying out approved food and potable water requests. The Emergency Management Department (EMD) is responsible for maintaining agreements for mass feeding operations and ensuring that providers are meeting all agreement requirements.

D. Food and Potable Water for Mass Feeding and Shelters

Emergencies or disasters can create situations in which residents may need to be sheltered. The City of Los Angeles and its non-governmental partner, the Red Cross, provide emergency mass care assistance and services to disaster survivors. The Red Cross, in conjunction with the Department of Recreation and Parks (RAP) personnel, will ensure that food service is inclusive of meeting dietary requirements for people with disabilities and others with dietary restrictions. In some situations, individuals do not need to be sheltered, but are without potable water or utilities to adequately store or safely prepare meals. In these situations, mass feeding operations or Commodities Point of Distribution (C-PODS) will need to be established.

Food and potable water needs are determined by the requestor (in such cases, the requestor will be City departments and shelter locations). Food and potable water procurement coordination for the public heavily relies upon Red Cross operations and procedures.

Following a disaster, shelters will independently assess whether feeding operations are needed. Red Cross Shelters will supply their own resources until they exceed their capacity. When necessary, feeding requirements are reported to the EOC. The EOC's Mass Care Branch will determine the food service requirements for shelters based on information received about the affected population and food access needs.

- Shelter, food, and water supplies will be coordinated and communicated by the Red Cross to the EOC Mass Care Branch during EOC activations.
- In mass care situations, the Logistics Section Supply Unit Leader or Mass Care Branch Leader will contact the Utilities Branch, staffed by the Los Angeles Department of Water and Power (LADWP) to supply emergency shelter locations with potable water equipped with their own means of transportation and set-up. Requests are relayed from the Utilities Branch to the LADWP DOC to deploy resources. LADWP has approximately 50 150-gallon water bladder bags for use to dispense water (See Attachment D-2: Los Angeles Department of Water and Power (LADWP) Water Bladder Bags) and two 2,000-gallon potable water tender trailers to provide water at each site. Only permit-holding vehicles will be permitted to haul water and must be able to show permit upon request.
- The Mass Care Branch will coordinate with the Logistics Branch to ensure sufficient supply of bottled drinking water is provided to mass feeding locations and/or shelters.
- Mass feeding sites will be monitored by EMD, or their designee, to ensure that people with disabilities and others with access and functional needs are accommodated.
- The Personnel Department (Personnel) will ensure that Disaster Service Workers (DSWs) that are deployed to support mass feeding operations receive the Emergency Management Department Just-In-Time Training (EMD JIT).

- The EOC Logistics Section implements MOUs/MOAs, standing contracts, and vendor agreements.
- In the event MOUs and MOAs contractors are not available the EOC can activate the BOC to meet feeding requests from private sector entities, including the Faith Community groups, groceries, and others.
- At the EOC level, if internal City resources are not available and the capacity of the mass feeding agreements have been exceeded, the EOC Logistics Section and Administration and Finance Section will work to enact an emergency contract for mass feeding purposes. To meet requests, the following resources are available:
 - Purchase or Rental from a Vendor
 - Voluntary Agencies/Organizations with mass feeding capabilities
 - Mutual Aid
 - Assistance for Hire
 - Should these contracts not be able to meet the operational need, the City EOC will forward the request to the Operational Area and request additional resources through SEMS process.
- Animal food for animal shelter sites owned and managed by the Department of Animal Services (Animal Services) are supplied on a bi-weekly basis through food suppliers. Animal Services may submit a request for animal food to the EOC Animal Services Unit Leader.

E. American Red Cross Los Angeles Region (ARC) Feeding Operations Organization

According to the City's ICS organizational structure, the Services Unit is staffed by the Red Cross. EMD oversees the First Responder Mass Feeding operation, when needed.

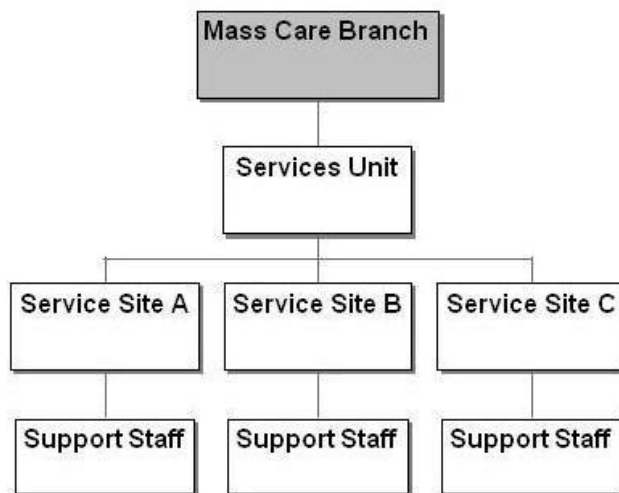


Figure 1: Mass Care Branch Organizational Structure

- **Services Unit**

The Services Unit is responsible for supplying the food needs for the entire incident, including all remote locations. The Service Unit oversees local assistance centers, C-PODs, and community service needs. This Unit maintains communication with Service Delivery Site Managers, receives daily reports on food and supply needs, and communicates these needs to the Mass Care Branch.

- **Service Delivery Site Manager**

A Service Delivery Site Manager is responsible for managing a specific feeding site and all staff and volunteers at that site. He/she provides a daily report to the Services Unit regarding provisions used and needed.

F. Emergency Operations Center (EOC) Feeding Policy

During all Level I and II EOC activations, the City will provide meal service to EOC responders. Feeding will be provided during each twelve-hour operational period with one full meal service and staged snack items and beverage service. The following resource options are available for meal service:

- Catered meal service by authorized vendors through contract or City purchasing card procurement.
- Meal service prepared by Los Angeles Fire Department (LAFD) Metro Fire staff.
- Meal service provided by external partners (e.g., The Salvation Army).

Further feeding policy details are provided in Attachment D-3: Emergency Operations Center (EOC) Feeding Policy.

G. Additional Aid

If necessary, the City may make requests to the Operational Area (OA) to establish a Multiagency Coordination System (MACS) Group to facilitate requests specific to alternate food.

H. Documentation and Time-Keeping

During an emergency activation, it is important to keep specific records of staff assignments and costs related to the response to and recovery from the emergency/incident. Each department has their own internal processes for ensuring proper documentation of incident specific cost tracking, personnel time keeping, and record retention of these documents.

In accordance with standard cost accountability practices for unique events and man-made and/or natural disasters, all City Departments are required to document their financial costs of labor, materials, and equipment in addressing the event.

Each City Department, proprietary and Council controlled, operates their respective accounting practices within the guidelines of the Mayor's Executive Directives, the

California Natural Disaster Assistance Act, and the Federal Code of Regulations Title 44 of the Stafford Act to maximize potential reimbursement eligible costs and minimize ineligible costs.

II. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. City of Los Angeles

1. Animal Services Department (Animal Services)

- Receives donated food for pets, service animals, livestock, and other animals.
- Provides animal food from regular supply and donations for mass feeding efforts.
- Mobilizes department personnel for response teams as necessary.
- Utilizes its contracts to purchase and dispense animal food.

2. Emergency Management Department (EMD)

- Operates the City EOC to coordinate resources and manage operations within the jurisdiction. This may include the distribution of alternate emergency food supplies to affected populations.
- Manages Food Service Agreements.
- Coordinates private sector food services through the BOC.

3. Disability, Department on (DOD)

- Coordinates with other City departments to address dietary concerns or immediate needs of people with disabilities and others with access and functional needs.
- Advises EOC operations to ensure effective communication and equal access to all response services.
- Assists, as needed, with the production of information regarding feeding operation in alternative formats for individuals with disabilities and others with access and functional needs (i.e. Braille, large print).
- Coordinates American Sign Language interpreters and other reasonable accommodations for deployment to City shelters or other City locations for feeding operations as needed.
- Provides technical assistance to the Mayor's Office and Public Information Officers with regard to the ADA and the Federal Communication Commission Guidelines for releasing information to the public during feeding operations.

4. General Services, Department of (GSD)

- Serves as the City's procurement arm on a day-to-day basis.
- In emergency situations, GSD personnel staff is able to staff positions within the EOC Logistics Section based upon subject matter expertise.

5. Office of the Mayor

- The Mayor, acting as Director of the Emergency Operations Organization (EOO) (Los Angeles Administrative Code, Division 8)
 - May obtain vital supplies and other such property as is needed for the protection of life and property of the people, and bind the City for the fair value thereof, and, if required immediately, may commandeer the same for public use.

6. Recreation and Parks, Department of (RAP)

- Provides personnel to serve in the EOC as the Mass Care Branch Director.
- Collaborates with the American Red Cross to determine facilities best suited for feeding operations.
- Coordinates access to and maintenance of feeding sites.
- Ensures dietary requirements and/or restrictions including adaptive eating utensils for people with disabilities and others with access and functional needs are met.

7. Water and Power, Los Angeles Department of (LADWP)

- Provides personnel to serve at the EOC in the Utilities Branch.
- Provides rapid restoration of utility services as needed to ensure safety =for feeding operations.
- During an emergency that impacts the normal water distribution system, the local water utility is responsible for procuring and distributing alternate emergency drinking water for populations within the jurisdiction.
 - Local alternate water sources are available including personnel to oversee its distribution and manage it when necessary.

B. County of Los Angeles

Although the City of Los Angeles has no authority to assign responsibilities to County departments, many County departments are the primary agency responsible for providing certain services to the City of Los Angeles. Those county departments are listed in the following, along with the services they are responsible for providing during an emergency incident requiring the logistical coordination of food and potable water assets.

1. Department of Public Health, County of Los Angeles (LACDPH)

- Provides environmental health inspections to assure safe food, water, and waste management at shelters and mass feeding sites.
- Ensures the safe operation of licensed food facilities.
- Provides information on food safety to the public.
- Conducts food-borne illness investigations and interventions.
- Determines the safety of potable and non-potable water.
- Approves permits for water hauling vehicles.

2. Los Angeles Operational Area Emergency Operations Center (LAOAEOC)

- The utility management branch of the City's EOC may request the support of the Los Angeles County Operational Area (LACOA) to meet water and food demands. It can establish a Multi-Agency Coordination System (MACS) Group to facilitate requests specific to alternate drinking water.

C. State of California

1. Although the City of Los Angeles has no authority to assign responsibilities to State of California departments and agencies, many State departments have primary or support responsibility for providing certain services to the City of Los Angeles. The following State departments, in the event of an emergency incident, are responsible for providing these services: California Governor's Office of Emergency Services (Cal OES)
 - Coordinates food and potable water resources with the Operational Area and State resources.
 - If necessary, Cal OES will elevate resource requests from the State to the federal government.
2. California Department of Public Health (CDPH)
 - Ensures the safety of drinking water supplies.
 - Responsible for ensuring the safety of all public water supplies, evaluates public water systems to restore the provision of safe drinking water.

D. Federal Government

Although the City of Los Angeles has no authority to assign responsibilities to Federal government agencies, many federal entities have primary or support responsibility for providing certain services to the City of Los Angeles. Those federal agencies are listed in the following, along with the services they are responsible for providing in the event of an emergency incident requiring the logistical coordination of food and potable water assets.

1. Federal Emergency Management Agency (FEMA)
 - Coordinates federal food and potable water resources with local government and aid agencies.
2. United States Marine Corps (USMC)
 - Provides support for staging federal commodities
 - When requested by local authorities during crisis, Installations West-Marine Corps Base Camp Pendleton supports operations including Logistics (food).
3. Defense Support to Civil Authorities (DSCA)
 - Coordinates military assets to support local authorities during a catastrophic event.

4. Non-Governmental Organizations (NGO)

Although the City of Los Angeles has no authority to assign responsibilities to NGOs, many NGOs have primary or support responsibility for providing certain services to the City of Los Angeles. Those NGOs are listed in the following, along with the services they are responsible for providing in the event of an emergency incident requiring the logistical coordination of food and potable water assets.

1. American Red Cross Los Angeles Region (ARC)
 - Maintains contracts and agreements with private vendors and suppliers for food to be distributed through mobile and fixed feeding operations.
 - Provides standardized emergency mass care assistance and services to survivors of disaster including mass feeding operations.
 - Activates existing agreements for caterers, restaurants, and field kitchens with partner agencies to support feeding operations.
 - Provides agency representation at the City EOC and advises the EOC when an agreement between the City and a vendor is available and current.
 - Coordinates a food delivery plan, including establishing fixed feeding sites and mobile feeding routes, supported by the Red Cross and other agencies.
2. The Salvation Army (Salvation Army) Emergency Disaster Services Department
 - Advises the City on best practices for coordinating in-kind, unsolicited, and solicited donations following a major disaster. This includes identifying items to be solicited, advertising the need through the use of traditional and social media, and collecting, distributing, warehousing, and reporting of donations. The Salvation Army is a represented organization in the BOC of the City of Los Angeles. Donations management is handled by the BOC.
 - Accepts in-kind donations on behalf of the City.
 - Serves the needs of disaster survivors at Local Assistance Center(s) by using its existing inventory as well as solicited in-kind donations.
 - Provides disaster emergency assistance vouchers usable at Salvation Army stores in the Los Angeles area.

III. DIRECTION, CONTROL, AND COORDINATION

This Food and Potable Water Appendix can be activated when the Mayor proclaims a local emergency, or if there is an automatic activation. An automatic activation follows a disaster or event that the City has identified, in advance, as one that requires an immediate response. Disasters requiring automatic activation are those events that pose an immediate threat to public safety.

Some portions of this Appendix go into effect immediately following an emergency event. Other portions of this Appendix are only activated when the incident grows in scope to a point where activation of the Emergency Operations Center (EOC) is warranted. Activation of the EOC is not necessarily automatic or necessary with all incidents.

In advance of or simultaneous with the City plan activation, City departments and agencies will also activate their departmental food and potable water plans.

IV. ADMINISTRATION, FINANCE AND LOGISTICS

Each department is required to have documented internal administrative procedures in place to track financial costs related specifically to the response and/or recovery of an incident. These procedures must include tracking all expenditures specifically related to the incident, including personnel costs such as straight and overtime payroll costs related specifically to the incident. Departments are also required to, document internal administrative procedures for requesting, fulfilling and tracking internal department to department (DOC-to-DOC), field to department (field-to-DOC) and department to EOC (DOC-to-EOC) resource requests. Each department is responsible for the tracking of their own resources, including the tracking of personnel.

If an incident meets designated thresholds for Proclamation or Declaration of a State and/or Federal Emergency or Disaster, the Department of the Chief Administrative Officer (CAO), acting as the City's Authorized Agent, will develop a method for collecting financial documentation from departments as needed for submission as part of the City's reimbursement application process.

V. AGREEMENTS AND UNDERSTANDINGS

A. Memorandum of Understanding

Memorandum of Understanding

between

American Red Cross Los Angeles Region and

The City of Los Angeles



I. Parties and Purpose

This Memorandum of Understanding ("MOU" or "Agreement") is hereby entered into between the American Red Cross, Los Angeles Region ("Red Cross") and the City of Los Angeles ("City," hereafter "Party" or "Parties"). Its purpose is to document the understanding and relationship between the Parties, and provide a broad framework for cooperation between the Parties in:

- Rendering assistance and service to survivors of disaster, so as to meet the disaster-caused emergency needs of the residents and guests of the City;
- Readiness and response activities, including planning, training, and human and logistical resource support; and
- Other activities which may be mutually beneficial.

II. Independence of Operations

Each Party to this MOU will maintain its own identity in providing service. Each Party is separately responsible for establishing its own policies and financing its own activities.

III. Methods of Cooperation

Per the United States Department of Homeland Security, National Response Plan (January 2016), the Red Cross is a supporting agency to the mass care functions of Emergency Support Function (ESF) #6. While it does not direct other Non-Governmental Organizations (NGOs), the Red Cross takes the lead in integrating the efforts of the national NGOs that provide mass care services during response operations.

The City of Los Angeles, recognizing this role, desires to maintain a harmonious and cooperative relationship with the Red Cross in providing disaster relief services to the entire community affected by a disaster occurring within the City of Los Angeles. In order that the resources of the Red Cross and the City may be coordinated and used to the fullest advantage in rendering disaster relief, the Parties agree to the following points. Additionally, upon further written agreement of the Parties, these points may be elaborated upon further under separate annexes to this Agreement.

1. The Red Cross shall have a standing role in the City's Emergency Operations Center ("EOC") upon activation of the EOC at levels II and III, which include the participation of other City departments and outside agencies. This role shall exist in the Mass Care Branch of the Operations Section. The Red Cross representative(s) shall report directly to the EOC to work in the American Red Cross Unit of the Mass Care Branch as the Red Cross Agency Representative. In certain situations, the Red Cross may be invited by the City to perform other roles within the EOC.
2. As described in the City of Los Angeles, Emergency Operations Plan, the Department of Recreation and Parks ("RAP"), as the EOC Operations Section/Mass Care Branch Director, will contact the Red Cross whom will work with EMD, Department on Disabilities ("DOD"), Los Angeles Unified School District ("LAUSD"), and RAP to select suitable and accessible shelter site(s) in the City for people requiring emergency shelter.

2.1 EMD will work with DOD to ensure facility accessibility.

3. The Red Cross will be notified to provide an Agency Representative for any incident in which the City is supporting mass care functions. The Agency Representative will act on behalf of the Red Cross within an Incident Command or EOC structure. The Agency Representative will initially report to the Liaison Officer, either at the Command Post or at the City EOC.
4. The City will, as appropriate, be invited to participate in the Red Cross Region EOC or District EOC(s) activation as an Agency Representative, or to participate in any field operations structure under the control of the Red Cross.
5. The City will invite the Red Cross to attend all post-EOC Activation After-Action Report meetings for Level II and II EOC activations, and/or to provide input for inclusion in any After-Action Report documents for incidents in which the Red Cross participated.
6. The Red Cross will provide training, as necessary, to any City agency or employee to ensure they correctly understand the roles, responsibilities, and limitations of Red Cross disaster relief services.
7. The City will provide internal training to its employees to ensure they understand the roles and responsibilities of the City in support of shelter operations.
8. Pursuant to the California Disaster Services Worker (DSW) Act, civilian employees may be reassigned as DSWs to assist with duties associated with mass care, sheltering and other support functions during the aftermath of any local disaster. The parties mutually agree that the assignment of City employees as DSWs will be based on the operational needs of the City. DSW assignments may include performing duties at mass care locations where Red Cross has staff assigned. DSWs may be tasked to work along with Red Cross staff to assist with functions such as mass care sheltering, feeding, bulk distribution, assigning volunteers to assignments, warehouse activities, etc.
9. The Red Cross will provide City access to Red Cross mass care, shelter training and preparedness activities that will prepare City employees with basic knowledge and skills in sheltering and other Red Cross support functions in order to best prepare employees whose facilities are or may be used to support mass care or, who may serve as DSW workers, as described above. The City and the Red Cross will jointly promote the training for City employees through the DSW webpage and through individual departments. Shelter training will be required for RAP staff, as identified by the RAP General Manager or designee.
10. The City will provide training to Red Cross staff in EOC Operations Section roles and responsibilities.
11. The Red Cross and the City will work collaboratively to stock and stage durable medical equipment and consumable medical supplies in Red Cross trailers and/or other portable containers for deployment during shelter activations. Locations of trailers and portable containers will be mutually agreed upon by the Red Cross and the City. The Parties will coordinate an annual inspection of the trailers and containers, including the rotation of limited shelf-life items.

12. Pursuant to a separate written agreement between the Parties, the City may make available to the Red Cross certain City facilities for the Red Cross to use to pre-stage disaster relief supplies.
13. Pursuant to a separate written agreement between the Parties, the City may make available, at its sole discretion, to the Red Cross certain City facilities for the Red Cross to use to support its preparedness activities (e.g., training, community events, forums, outreach fairs, etc.).
14. The City and the Red Cross will mutually ensure that disaster relief operations within the City are equally accessible to people with disabilities and others with access and functional needs.
15. The City and the Red Cross shall work together to ensure the most accurate information regarding services, processes and points of contact is available in all City and Red Cross disaster plans and procedures.
16. Recognizing that the Los Angeles Department of Water and Power (LADWP) has extensive resources within the Counties of Inyo and Mono, the City and Red Cross will work cooperatively to develop plans for the potential use of City resources to support its preparedness infrastructure and for disaster relief operations in those counties. This is at the sole discretion of the City and is dependent upon any direct impacts to the city or its infrastructure at the time of the request.
17. Close liaison will be maintained between the Red Cross and the City by conference calls, meetings, telephone, facsimile, electronic messaging, and other means. Each Party will share current information regarding disasters, disaster declarations, and changes in regulations, legislation and protocols related to disaster relief.
18. The City agrees to supply the Red Cross with lists of City Emergency Management Coordinators and related staff on a monthly basis. The Red Cross agrees to supply the City with local Chapter contact information including work, cell and home phone numbers, and e-mail information.
19. The Red Cross and the City will participate in one another's disaster exercises, as appropriate.
20. The Red Cross and the City will work together to provide mitigation and community disaster education within the City. Cooperative efforts could include distributing preparedness education materials to targeted populations within the community (in accordance with the provisions of Section IV(a) of this Agreement), or requesting that local residents be encouraged to take part in pre-disaster planning and work with the local Chapter. The City and the Red Cross will ensure all materials are made available in accessible formats for people with disabilities and others with access and functional needs.
21. Both City employees and Red Cross workers will work cooperatively at the scene of a disaster and in the disaster recovery, within the scope of their respective roles and duties, and approved policies and procedures.

22. Pursuant to a separate written agreement between the Parties, the Red Cross and the City will collaborate and support the City's efforts towards preparing the community to be more resilient in the face of a disaster.
23. The Red Cross and the City will actively seek to determine other areas or services within their respective organizations where cooperation and support will be mutually beneficial and may amend this Agreement accordingly to include those additional areas or services.

IV. General

1. Both Parties agree not to use or display any trademarks of the other without first receiving express written permission to do so; however, the use of the trademarks of the other Party is permitted for internal meeting notes and plans that are not publicly distributed and used during the normal course of business related to the purpose of this MOU. If either Party desires to use the intellectual property of the other, the "requesting party" should submit the proposed promotional/marketing materials, press releases, website displays or otherwise proposed use of the trademarks to the "owning Party" for review in advance of dissemination or publication.
2. The Red Cross and the City will keep the public informed of their cooperative efforts.
3. The Red Cross and the City agree to widely distribute this MOU within their respective agencies and administrative offices of each organization and urge full cooperation.
4. The Red Cross and the City will allocate responsibility for any shared expenses in writing in advance of any commitment. In the absence of any such written agreement, each Party shall bear its own costs and expenses exclusively.
5. The City agrees to adhere to *Attachment B - the Principles of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Response Programs* as it applies to disaster-caused situations in the USA.

V. Periodic Review and Analysis

Representatives of the Red Cross and the City will jointly evaluate their progress in implementing this MOU on an annual basis, and revise and develop new plans or goals as appropriate.

VI. Term and Termination

This MOU is effective September 1, 2017, and expires June 1, 2020. Six months prior to termination, the Parties shall meet to review the progress and success of this MOU and determine whether it shall be extended for an additional three (3) years. In no event shall any single extension of this MOU be for a term exceeding three (3) years.

This Agreement may be terminated by either Party at any time, without cause, with said termination becoming effective fourteen (14) days following receipt of written notice of such termination.

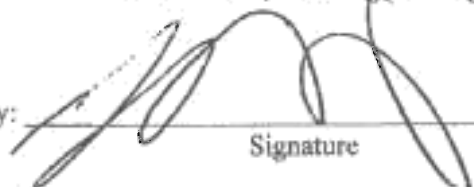
VII. Miscellaneous

Neither Party to this MOU has the authority to act on behalf of the other Party or bind the other Party to any obligation. This MOU is not intended to be enforceable in any court of law or dispute resolution forum. The sole remedy for non-performance under this MOU shall be termination, with no damages or penalty.

VIII. Signatures

We, the undersigned, do hereby consent to this MOU and hereby agree by its terms and conditions.

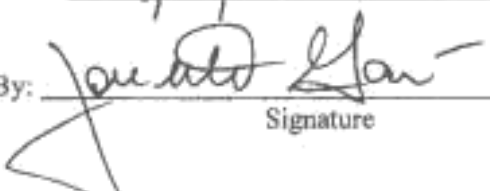
American Red Cross, Los Angeles Region

By:  Signature

Name: Jarrett Barrios

Title: Chief Executive Officer

Date: 8/15/17

By:  Signature

Name: Joselito Garcia-Ruiz

Title: Regional Disaster Program Office
Disaster Cycle Services

Date: 8/15/2017

City of Los Angeles

By:  Signature

Name: Eric Garcetti

Title: Mayor

Date: AUG 29 2017

By:  Signature

Name: Aram Sahakian

Title: General Manager, Emergency
Management Department

Date: 8-22-2017

ATTACHMENT A

Organization Contact Information

Primary Points of Contact

The primary points of contact in each organization will be responsible for the implementation of the MOU in their respective organizations, coordinating activities between organizations, and responding to questions regarding this MOU. In the event that the primary point of contact is no longer able to serve, a new contact will be designated and the other organization informed of the change.

NOTE: When Attachment A is updated, the revised attachment is inserted in the MOU. The MOU does not need to be signed again.

Relationship Manager Contact*

American Red Cross Los Angeles Region		The City of Los Angeles	
Contact	Scott Underwood	Contact	Carol Parks
Title	Director, Finance Activities	Title	Emergency Management Coordinator II
Office phone	310-477-2569	Office phone	213-484-4800
Mobile	310-869-7826	Mobile	213-226-1324
e-mail	Scott.Underwood@redcross.org	e-mail	carol.parks@lacity.org

*The Relationship Manager is the person that works with the partner organization in developing and executing the MOU.

Operational Contact**

American Red Cross Los Angeles Region		The City of Los Angeles	
Contact		Contact	
Title	Duty Officer	Title	Duty Officer
Office phone	(800) 675-5799	Office phone	
Mobile		Mobile	(213) 200-6414
e-mail		e-mail	cmdutyofficer@lacity.org

**The Operational Contact is the person each organization will call to initiate the disaster response activities as defined in the MOU.

Organization Information

American Red Cross Los Angeles Region		The City of Los Angeles	
Department	Disaster Cycle Services	Department	Emergency Management Department
Address	11355 Ohio Ave. Los Angeles, CA 90025	Address	Administrative Offices 200 N. Spring Street, room 1533 Los Angeles, CA 90012
e-mail		e-mail	
Website	www.redcross.org	Website	www.emergency.lacity.org

ATTACHMENT B

Principles of Conduct for The International Red Cross and Red Crescent Movement and NGOs in Disaster Response Programs

Principle Commitments:

- I. The Humanitarian imperative comes first.
2. Aid is given regardless of the race, creed or nationality of the recipients and without adverse distinction of any kind. Aid priorities are calculated on the basis of need alone.
3. Aid will not be used to further a particular political or religious standpoint.
4. We shall endeavor not to act as instruments of government foreign policy.
5. We shall respect culture and custom.
6. We shall attempt to build disaster response on local capacities.
7. Ways shall be found to involve program beneficiaries in the management of relief aid.
8. Relief aid must strive to reduce future vulnerabilities to disaster as well as meeting basic needs.
9. We hold ourselves accountable to both those we seek to assist and those from whom we accept resources.
10. In our information, publicity and advertising activities, we shall recognize disaster victims as dignified human beings, not hopeless objects.

More information about the code of conduct can be found at <http://www.ifrc.org/en/publications-and-reports/code-of-conduct>

The Code Register

The International Federation keeps a public record of all the humanitarian organizations that become signatories of the code. The contact details of each organization are verified.

Humanitarian organizations wishing to become a signatory to the code should download and complete the registration form

ATTACHMENT A

Organization Contact Information

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NOTE: When Attachment A is updated, the revised attachment is inserted in the MOU. The MOU *does not* need to be signed again.

Relationship Manager Contact*

American Red Cross Los Angeles Region		The City of Los Angeles	
Contact	Brandy Welch	Contact	Carol Parks
Title	Disaster Partnerships Manager	Title	Emergency Management Coordinator II
Office phone	(626)407-4451	Office phone	(213) 484-4815
Mobile	(310)592-0347	Mobile	(213) 280-1324
e-mail	Brandy.Welch@redcross.org	e-mail	Carol.Parks@lacity.org

*The Relationship Manager is the person that works with the partner organization in developing and executing the MOU.

Operational Contact**

American Red Cross Los Angeles Region		The City of Los Angeles	
Contact		Contact	
Title	Duty Officer	Title	Duty Officer
Office phone	(855)891-7325	Office phone	
Mobile		Mobile	(213) 200-6414
e-mail		e-mail	emddutyofficer@lacity.org

**The Operational Contact is the person each organization will call to initiate the disaster response activities as defined in the MOU.

Organization Information

American Red Cross Los Angeles Region		The City of Los Angeles	
Department	Disaster Cycle Services	Department	Emergency Management Department
Address	11355 Ohio Ave. Los Angeles, CA 90025	Address	Administrative Offices 200 N. Spring Street, room 1533 Los Angeles, CA 90012
e-mail		e-mail	
Website	www.redcross.org	Website	www.emergency.lacity.org

ATTACHMENT B

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Humanitarian organizations wishing to become a signatory to the code should download and complete the [registration form](#)

VI. AUTHORITIES AND REFERENCES

A. Authorities

1. Federal

- a) The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended. <http://www.fema.gov/about/stafact.shtm>
- b) Homeland Security Presidential Directive-5 (HSPD-5).
<http://www.gpo.gov/fdsys/pkg/PPP-2003-book1/pdf/PPP-2003-book1-doc-pg229.pdf>
- c) National Incident Management System. Department of Homeland Security. December 2008. http://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf
- d) National Response Framework. Department of Homeland Security. January 2008. <http://www.fema.gov/pdf/emergency/nrf/nrf-core.pdf>
- e) Americans with Disabilities Act of 1990, as amended.
<http://www.ada.gov/pubs/ada.htm>

2. State

- a) California Constitution. <http://law.justia.com/california/constitution/>
- b) California Emergency Services Act, 2006.
<http://www.caloes.ca.gov/LegalAffairsSite/Documents/Cal%20OES%20Yellow%20Book.pdf>
- c) California Code of Regulations, Title 19, Chapters 1 through 6, including:
 - i. Chapter 1, Standardized Emergency Management System.
<https://law.resource.org/pub/us/ccr/gov.ca.oal.title19.html>
 - ii. Chapter 6, Disaster Assistance Act Regulations.
<http://www.kintera.org/atf/cf/%7BE475D1A4-FB9C-4135-AE8B-9310119C7F19%7D/CHAPTER%206%20%20CDAA.pdf>
- d) California State Emergency Plan.
<http://www.calema.ca.gov/PlanningandPreparedness/Pages/State-Emergency-Plan.aspx>

3. County

- a) Operational Area Emergency Response Plan
<http://lacoa.org/PDF/OA%20ERP.pdf>

4. City
 - a) City Emergency Operations Plan

A. References

1. General Services Department City Logistics Procurement Guide
2. Governor's Office of Emergency Services. 2007. "Multi-Agency Response Guidance for Emergency Drinking Water Procurement & Distribution." August 15, 2007. Second Edition.
3. Los Angeles Department of Public Health, "Adult Disability in Los Angeles County." LA Health. Sept. 2006.
4. Kailes, J. and Enders, A. in "Moving Beyond 'Special Needs' A Function-Based Framework for Emergency Management Planning," Journal of Disability Policy Studies, Vol./No. 44/207, pp. 230-237.

ATTACHMENT D-1: ACRONYMS

Acronym	Full Name
ADA	Americans With Disabilities Act
Animal Services	Department of Animal Services
Cal OES	California Governor's Office of Emergency Services
CAO	Chief Administrative Officer
CDPH	California Department of Public Health
City	City of Los Angeles
CLPG	City Logistics Procurement Guide
CPG	Comprehensive Preparedness Guide
CPO	Contract Purchase Order
C-POD	Commodity Point of Distribution
DOC	Department Operations Center
DSW	Disaster Service Worker
EMD	Emergency Management Department
EMD JIT	Emergency Management Department Just-In-Time Training
EOB	City of Los Angeles Emergency Operations Board
EOC	Emergency Operations Center
EOO	Emergency Operations Organization
EOP	Emergency Operations Plan
FEMA	Federal Emergency Management Agency
FNSS	Functional Needs Support Services
GSD	Department of General Services
ICS	Incident Command Structure

LACDPH	Los Angeles County Department of Public Health
LADWP	Los Angeles Department of Water and Power
LAFD	Los Angeles Fire Department
LAOAEOC	Los Angeles Operational Area Emergency Operations Center
MACS	Multiagency Coordination Systems
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
NIMS	National Incident Management System
OA	Los Angeles Operational Area
Personnel	Personnel Department
PO	Purchase Order
RAP	Department of Recreation and Parks
Red Cross	American Red Cross Los Angeles Region
SEMS	Standardized Emergency Management System
SMS	Supply Management System
SOP	Standard Operating Procedure
USMC	United States Marine Corps

ATTACHMENT D-2:
LOS ANGELES DEPARTMENT OF WATER AND POWER (LADWP)
WATER BLADDER BAGS

An example of the 150-gallon refillable bladder bags the Los Angeles Department of Water and Power (LADWP) is able to deploy to activated shelter sites at request of the EOC.



ATTACHMENT D-3:

EMERGENCY OPERATIONS CENTER (EOC) FEEDING POLICY

General Provisions

During all Level I and II EOC activations, the City will provide meal service to EOC responders. Feeding will be provided during each twelve hour operational period with one full meal service and staged snack items and beverage service. The following resource options are available for meal service:

1. Catered meal service by authorized vendors through contract or City purchasing card procurement
2. Meal service prepared by Los Angeles Fire Department (LAFD) Metro Fire staff
3. Meal service provided by external partners (e.g., The Salvation Army)

Staging and Scheduling

Meal service for Level I and II activations will be staged in the Fire Station 4 Dining Hall and Kitchen located immediately next door to the EOC building. EOC responders will be released from duty for meal service according to a pre-determined schedule. No more than 30% of the EOC staff shall be released at a time for meal service. The EOC Logistics Section shall coordinate selection of meal service option and all details related to preparation, procurement, staging, service and clean-up.

EOC Logistics Food Unit

For all Level I and II activations, the Logistics Section will staff a Food Unit in coordination with LAFD. The Food Unit shall provide staff support for preparation, procurement, staging, service, and clean-up. In Level I activations where meal service will be prepared by LAFD, the Food Unit will consist of three Unit Leaders, three Base Camp Managers, and three Fire Department Cooks. In Level II activations where catered or donated meal service is provided, the Food Unit will consist of one Unit Leader and three Base Camp Managers. These staffing levels can be reduced for Level II activations.

Supply and Procurement

The Emergency Management Department (EMD) will fund and coordinate procurement of frozen and canned foods, water, and dry bulk items to be stored at Fire Station 4 for use in prepared meal service for the initial operational periods of Level II or I activations. The Food Unit is responsible for resupply procurement and transport for further operational periods.

Cost Estimates

LAFD estimates the cost to feed EOC responders with Metro Fire prepared meals is \$5.00 per staff member per operational period. The cost for catered meal service is \$8.00 per staff member per operational period. Donated meal service may also involve some support costs.

Staff Eligibility

Catered and donated meal service will be provided to EOC responders only and must be coordinated with Metro Fire who will maintain separate but parallel responsibility to feed all LAFD Dispatch, Department Operations Center, and Fire Station 4 personnel. LAPD will be responsible for coordinating feeding of all RACR Division and Department Operations Center staff.

Prepared Food Service Metrics

In cases where the Fire Department prepares meal service, feeding will be available to all personnel assigned to work in the EOC facility for each operational period. Typical breakdown of personnel is as follows:

EOC Responders	120
LAFD DOC	20
LAPD DOC	20
LAPD RACR Div.	30
LAFD Metro Fire	40
Total	210