

# STRATEGIC PLAN

2024-2027



## ARE WE READY?



# A LETTER FROM THE MAYOR

Fellow Angelenos,

One of our main responsibilities is to keep Angelenos safe – and that is especially true when it comes to preparing for emergencies of any kind – earthquakes, floods, fires or attacks.

Vital in emergency preparation, is the work the Emergency Management Department (EMD) does to spearhead the city’s readiness for any event, ensuring the city is prepared to keep all Angelenos safe. EMD plays a pivotal role in this endeavor, crafting comprehensive emergency management strategies outlined in the Strategic Plan.

In just a few short years, the Los Angeles region will host two of the largest events in the world: the FIFA World Cup in 2026 and the Olympic and Paralympic Games in 2028. As we prepare, we are working to make sure that Angelenos benefit – both now, and for generations to come after the events are long over.

As Los Angeles gears up to host these major events, readiness is of paramount importance. The Strategic Plan, a dynamic blueprint reflecting EMD’s vision and mission, serves as a roadmap to ensure that every neighborhood, business, organization, and family is equipped to respond promptly and effectively in times of crisis.

EMD is committed to fostering a culture of preparedness in Los Angeles, making readiness a fundamental aspect of the city’s identity.

Sincerely,



Karen Bass, Mayor



# GENERAL MANAGER LETTER

Fellow Angelenos,

It is my great pleasure to bring forward the 2024-27 Strategic Plan for the City of Los Angeles Emergency Management Department (EMD). In looking forward so as to prepare strategically, we believe it is also wise to look back at what has changed since the last plan was adopted – in 2019 – in part, to gain insight on what has recently begun to develop and may be trending forward.

Few experts seemed to be predicting five years ago that a deadly worldwide pandemic would consume and even exhaust the time and energies of emergency managers everywhere for several years, reshaping in several ways how we define “disasters.”



Greatly varying effects of climate change have also tested EMD’s planning and preparation skills – with unique atmospheric rivers and extended heat waves often occurring within short months of each other. Longer-term forecasts suggest we will need to continue to plan for and make real-time recalculations to recover from such events in the years ahead. What else could change drastically in terms of emergency management in Los Angeles, over the next three or more years?

We do know that our region will take center stage for several large-scale sporting events, with the eyes of the entire nation -- and later the world -- fixed on us, even more so than usual. Another Super Bowl and a FIFA World Cup in the shorter term, while extensive planning is already well underway for the 2028 Olympics and Paralympic Games.

Behind these planned events, however, there is always looming our “core” responsibility as an emergency management agency – to “prepare for the unexpected.” For those not daily involved in emergency management, such a phrase might sound like an oxymoron – a contradiction in terms – not unlike “knowing the unknown.” At EMD, we understand and have worked to address these worst-case scenarios in our “strategic” planning document now before you.

Keeping all this constantly in mind, we remain ever-vigilant on behalf of our City and will work to partner with other City and regional agencies, with community groups, local businesses and organizations, and individuals – all of which must also play a role in our collective safety and health.

Sincerely,

Carol P. Parks, General Manager

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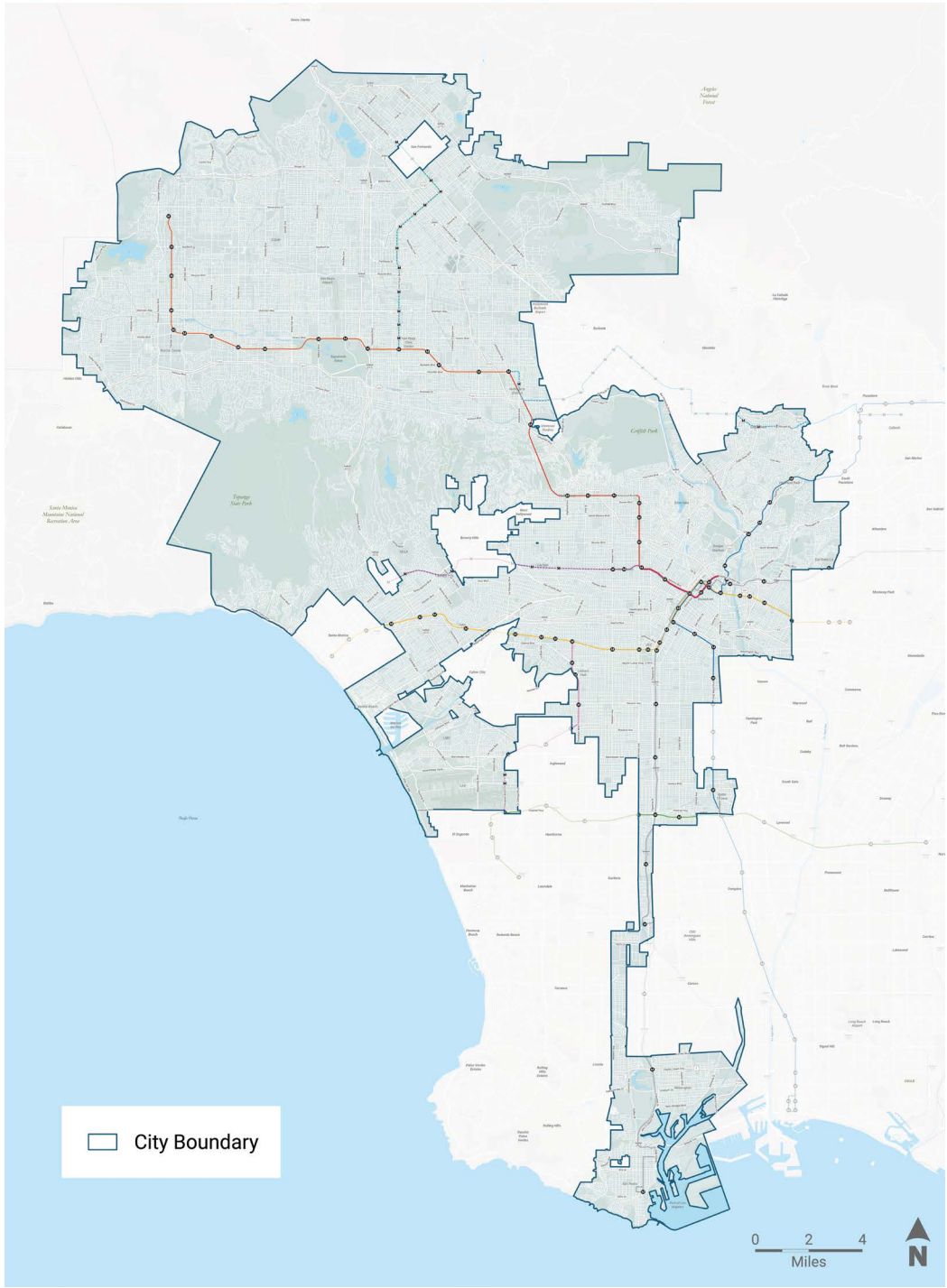
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# LOS ANGELES AT A GLANCE



50,000,000

Tourists Yearly

4,000,000

Residents

200,000+

Los Angeles Businesses

15,000+

Houses of worship in the greater Los Angeles area

498

Los Angeles square miles

220+

Number of languages spoken

99

Neighborhood Councils each serving about 40,000 people

15

City Council Districts

# EXECUTIVE SUMMARY

THE 2024-2027 CITY OF LOS ANGELES EMERGENCY MANAGEMENT DEPARTMENT (EMD) STRATEGIC PLAN PROVIDES A FRAMEWORK FOR SUPPORTING THE CITY OF LOS ANGELES BEFORE, DURING AND AFTER DISASTERS AND COMPLEX EVENTS TO HELP REACH OUR VISION TO BE THE MOST PREPARED AND RESILIENT CITY IN AMERICA.

To respond to the challenges of a dynamic threat landscape, EMD must continually evolve and adapt. EMD engages residents, businesses, and other stakeholder groups to build and enhance relationships to ensure that in all facets of emergency management we are ensuring to consider the whole community. EMD’s strategic plan is a three-year roadmap for developing and improving key preparedness efforts and resiliency capabilities and it is a culmination of a months-long process of engagement and feedback within the Department. EMD will work with city and regional partners, elected officials and residents to implement this strategic plan over the next three years.



# SPECIAL EVENTS

AS PART OF ITS RESPONSIBILITY FOR ADVANCED EVENTS PLANNING, EMD IS PREPARING FOR THE 2028 LOS ANGELES OLYMPICS.

EMD is coordinating with departments and determining the technology, facilities, and personnel needed to ensure the safety of Los Angeles residents, visitors, and athletes while the City is on the world stage.

## UPCOMING SPECIAL EVENTS



### ANNUAL EVENTS

- Academy Awards
- Emmy Awards
- Grammy Awards
- LA Marathon



### MEGA EVENTS

- 75th NBA All-Star Weekend
- U.S. Open Women’s Golf
- World Cup
- Super Bowl LXI
- Olympic Games
- Paralympic Games
- 131st U.S. Open Championship

# PLAN OVERVIEW



## OUR VISION

BUILDING A CULTURE OF READINESS AND RESILIENCY.



## OUR MISSION

EMD PLANS FOR, RESPONDS TO, AND RECOVERS FROM COMPLEX EVENTS AND DISASTERS THAT IMPACT THE COMMUNITIES OF LOS ANGELES, LEVERAGING OUR DISTINCTIVE SKILLS AND PARTNERSHIPS.

# GOALS

1. Advance EMD’s **leadership** role in internal city government coordination, planning, mitigation, response, and recovery through meta-leadership and a top-down, bottom-up approach
2. Promote readiness and **collaboration** across neighborhoods, communities, and populations
3. Innovate and expand **communication** strategies during major emergencies, complex planned special events, and disasters
4. Strengthen and expand **public and private partnerships**
5. Enhance **emergency management expertise** in alignment with FEMA’s community lifelines to find solutions for multi-faceted issues, fostering professional growth
6. Invest in **human capital and emerging technology** to better manage disaster and major event coordination, growing a more professional organization

# VALUES

## EXCELLENCE

Striving for the highest standards in all aspects of emergency management to ensure optimal outcomes.

## TEAMWORK

Valuing cooperative efforts and mutual support among colleagues and partners to enhance our overall performance.

## LEADERSHIP

Guiding and inspiring others through effective decision-making vision, and action before, during and after a disaster.

## ADAPTABILITY

Being flexible and responsive to changing conditions and challenges in our region.

## ABOUT EMD



EMD coordinates citywide emergency planning and response for emergencies and special events through close collaboration with public, private, and community partners. EMD is responsible for alerting, educating, and sharing information with the public regarding any significant event in the City, which is crucial as Los Angeles is home to the most at-risk population according to FEMA’s hazard risk assessment. Our planning and response efforts are inclusive of all Angelenos, including those experiencing homelessness.

EMD is also looking ahead, by planning for evolving public health hazards, the needs of our vulnerable populations and mitigating the impacts of climate change. Additionally, the City is preparing for a variety of mega-events including World Cup (2026), Super Bowl LXI (2027), and the Olympic and Paralympic Games (2028). EMD is staffed by dedicated professionals with diverse backgrounds and areas of expertise. We strive to be innovative, agile, diligent and inclusive in our efforts to serve a ready and resilient Los Angeles.

# GOALS AND OBJECTIVES

The following goals and objectives are EMD’s roadmap for ensuring a ready and resilient Los Angeles. Each goal is accompanied by detailed objectives that will enhance accountability, measurability and success.

“Our strength lies in our unity and our ability to support each other in times of need, making resilience the cornerstone of our efforts. By working together, we build and prepare communities that stand strong in the face of any disaster.”

Nancy Ward, Director  
California Governor’s Office of Emergency Services



## 1. LEADERSHIP

ADVANCE EMD’S LEADERSHIP ROLE IN INTERNAL CITY GOVERNMENT COORDINATION, PLANNING, MITIGATION, RESPONSE, AND RECOVERY THROUGH META-LEADERSHIP AND A TOP-DOWN, BOTTOM-UP APPROACH.

### OBJECTIVES

- 1.1

**UPDATE AND MAINTAIN**  
Update and maintain a suite of comprehensive emergency plans inclusive of emerging threats and the whole community
- 1.2

**LEAD AND SUPPORT**  
Lead and support City departments’ efforts to develop, train, and exercise Department Emergency and Continuity of Operations Plans (DECOOP). Foster a culture where leadership at all levels of city government are empowered to take initiative to strengthen their plans
- 1.3

**AUGMENT CITY EMERGENCY MANAGEMENT TRAINING**  
Augment the City emergency management training and exercise program to ensure responders at the Emergency Operations Center (EOC) are ready to coordinate and support emergency response. Implement strategies to provide clear directives while encouraging feedback for continuous improvement
- 1.4

**DEVELOP AND COORDINATE**  
Develop and coordinate additional emergency management task forces, such as Recovery, Logistics and Mitigation, and follow EMD’s Integrated Preparedness Plan
- 1.5

**PROMOTE A PROFESSIONAL AND COLLABORATIVE ENVIRONMENT**  
Promote a professional and collaborative environment where diverse expertise is valued and utilized

## 2. COLLABORATION

PROMOTE READINESS AND COLLABORATION ACROSS NEIGHBORHOODS, COMMUNITIES, AND POPULATIONS.



### EMD PARTNERS IN THE COMMUNITY

- American Red Cross
- Business and Industry Council for Emergency Planning and Preparedness
- Disabilities, Access and Functional Needs Coalition
- Emergency Network Los Angeles
- Houses of Worship
- Military
- Neighborhood Councils
- Public and Private Sector Partners
- The Salvation Army
- School Districts, Colleges and Universities
- Sporting and Entertainment Venues

### READY YOUR LA PROGRAMS FOR NEIGHBORHOODS AND BUSINESSES



Scan for more information

The **Ready Your LA Neighborhood** is a FREE program wherein a group of neighbors develop an emergency plan for their neighborhood. It incorporates what threats are present in the area, emergency preparations that can be taken individually and as a neighborhood, which neighbors have special skills useful in an emergency, and which neighbors require additional assistance. It also formalizes a division of labor among the participants and duties for each role in an emergency.



Scan for more information

The new **Ready Your LA Business** is a FREE program which features the development of a business emergency plan that covers what threats a business faces and an action plan on how to respond to each threat. It identifies preparations a business needs to take, key actions that need to be performed during and after an emergency, and identifies who will take them.

## OBJECTIVES

### EXPAND THE RYLAN PROGRAM

2.1

Expand the Ready Your LA Programs by partnering with neighborhoods, businesses, schools, houses of worship, and multi-unit dwellings to build robust networks that empower local leaders and communities

### INCREASE OUTREACH EFFORTS

2.2

Increase outreach efforts through grassroots involvement to ensure initiatives are community driven for the most at-risk and underserved populations. For example EMD's latest media campaign is specifically targeting those without Internet or social media. Encourage grassroots involvement to ensure initiatives are community-driven

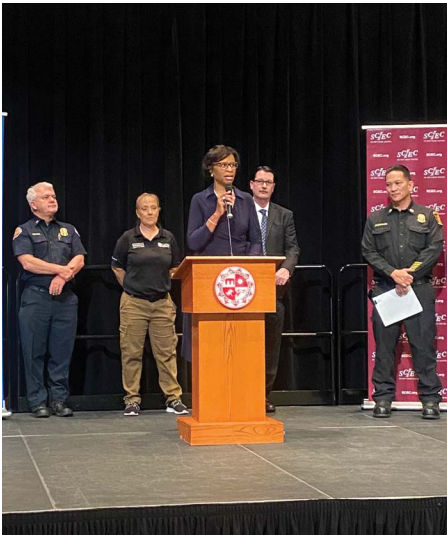
### LEVERAGE SOCIAL MEDIA

2.3

Leverage social media and EMD's electronic footprints to engage and educate Angelenos. Facilitate two-way communication channels that allow for community input and responsiveness

### 3. COMMUNICATION STRATEGIES

INNOVATE AND EXPAND COMMUNICATION STRATEGIES DURING MAJOR EMERGENCIES, COMPLEX PLANNED SPECIAL EVENTS AND DISASTERS.



#### NOTIFY LA



During an emergency, it's essential for the public to get timely, accurate information on the actions they need to take to protect themselves and their loved ones. The NotifyLA system is used by EMD to send emergency alerts with essential, life-saving information. The system can send messages via phone call, text message, email, social media post, TTY/TDD message, and wireless

emergency alert. EMD staff have been trained to accurately send alerts in English and Spanish, and the program is being expanded in 2024 to also send alerts in Korean, Armenian, Chinese, Japanese, Tagalog, and Farsi.

### OBJECTIVES

- 3.1

**INTEGRATE CITY DEPARTMENTS**  
Integrate City departments into emergency public information management, collection, and dissemination. Encourage feedback from all levels to enhance communication effectiveness
- 3.2

**EVALUATE DAFN CONSIDERATIONS**  
Continue to evaluate Disabilities Access and Functional Needs (DAFN) considerations. Engage stakeholders from the DAFN community to help ensure their needs are met and their voices are heard
- 3.3

**INCREASE USE OF GIS**  
Increase use of Geographic Information System (GIS) and language capabilities across all information platforms

#### COMMUNICATE

*Innovate and expand EMD's capacity to communicate with the public during emergencies.*

In the event of an emergency, it is essential that EMD is able to communicate directly with members of the public through traditional and emerging communications methods. EMD will continue to leverage new and existing technology, ensuring EMD remains at the forefront of crisis information management. EMD will leverage technology developments such as web presence and social media platforms by increasing training in the effective use of these platforms, opportunities for engagement and best practices. EMD is also exploring innovative ways to communicate and disseminate timely information to the public, combining technological tools with the subject matter expertise of EMD staff.



# 4. PUBLIC AND PRIVATE PARTNERSHIPS

STRENGTHEN AND EXPAND PUBLIC AND PRIVATE PARTNERSHIPS.



## STRENGTHEN PUBLIC AND PRIVATE PARTNERSHIPS

EMD works with its partners within the City government every day. These partnerships enhance EMD’s reach and relevance to Angelenos. EMD recognizes that it is vital to expand its partnerships in order to ensure that City residents have access to services that may be required before, during and after an emergency. EMD is working to increase, solidify and maintain relationships with groups of all sizes and types including other jurisdictions, faith communities, non-profit organizations, businesses, and other relevant stakeholders. By collaborating with a diverse set of partners, EMD gains the ability to fully support the City’s needs for the provision of training, services, supplies, and other resources. Together, EMD, the City, and its partners are utilizing the “whole community” emergency planning concept, where by the entire community comes together to support and reach a common goal.



## OBJECTIVES

### ADVANCE INSTITUTIONAL KNOWLEDGE

4.1

Advance institutional knowledge of supply chain resilience and partner with industries to prevent and alleviate service delivery gaps by engaging partners at all levels for implementation

### BUILD UPON THE EXISTING BOC

4.2

Expand and build upon the existing Business Operations Center (BOC) concept to formalize its integration into current response and recovery procedures. Create a mutually beneficial relationship that fosters continuous learning and adaptation

### COLLABORATE WITH COMMUNITY ORGANIZATIONS

4.3

Enhance collaboration with community stakeholders, non-profits, academia, faith-based organizations, military organizations such as the Civilian Military Working Group, and other non-governmental sectors and agencies in all phases of emergency management

# 5. EMERGENCY MANAGEMENT EXPERTISE

ENHANCE EMERGENCY MANAGEMENT EXPERTISE IN ALIGNMENT WITH FEMA'S COMMUNITY LIFELINES TO FIND SOLUTIONS FOR MULTI-FACETED ISSUES, FOSTERING PROFESSIONAL GROWTH.



“Our capacity to prepare for, respond to, and recover from a crisis is exponentially increased when these relationships are strong. It takes all of us working together to meet the needs of our nation.”

Deanne Criswell, FEMA Administrator

## CAMP READY LA



Camp ReadyLA is EMD’s customized program for young Angelenos. Camp participants spend one week in the summer months to learn about emergency preparedness and life-saving skills. They are provided the opportunity to participate in activities that focus on team building, increasing their leadership skills, and augmenting their confidence to pave the way for their professional development. Campers get to simulate a press conference during an emergency, establish and operate a mock emergency shelter, and learn other lifesaving skills such as Stop the Bleed and Hands-Only CPR. Lastly, the program will culminate in a simulated disaster exercise where they can utilize all the skills they learned throughout the camp.

## FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) LIFELINES

A lifeline enables the continuous operation of critical government and business functions and is essential to human health and safety, and/or economic security. Lifelines are the most fundamental services in the community that, when stabilized, enable all other aspects of society to function. FEMA has developed a construct for objectives-based response that prioritizes the rapid stabilization of Community Lifelines after a disaster.



## OBJECTIVES

### PLANNING, TRAINING, AND EXERCISE OPPORTUNITIES

5.1

Increase and expand planning, training, and exercise opportunities. Develop a top-down framework for standardization, complemented by bottom-up customization based on local needs

### INCORPORATE BEST PRACTICES

5.2

Review and incorporate best practices and lessons learned from regional, national, and international events. Promote a culture of continuous improvement and professional development, working with Big City Emergency Managers (BCEM), International Association of Emergency Managers (IAEM), and California Emergency Services Association (CESA), as well as other national and international organizations

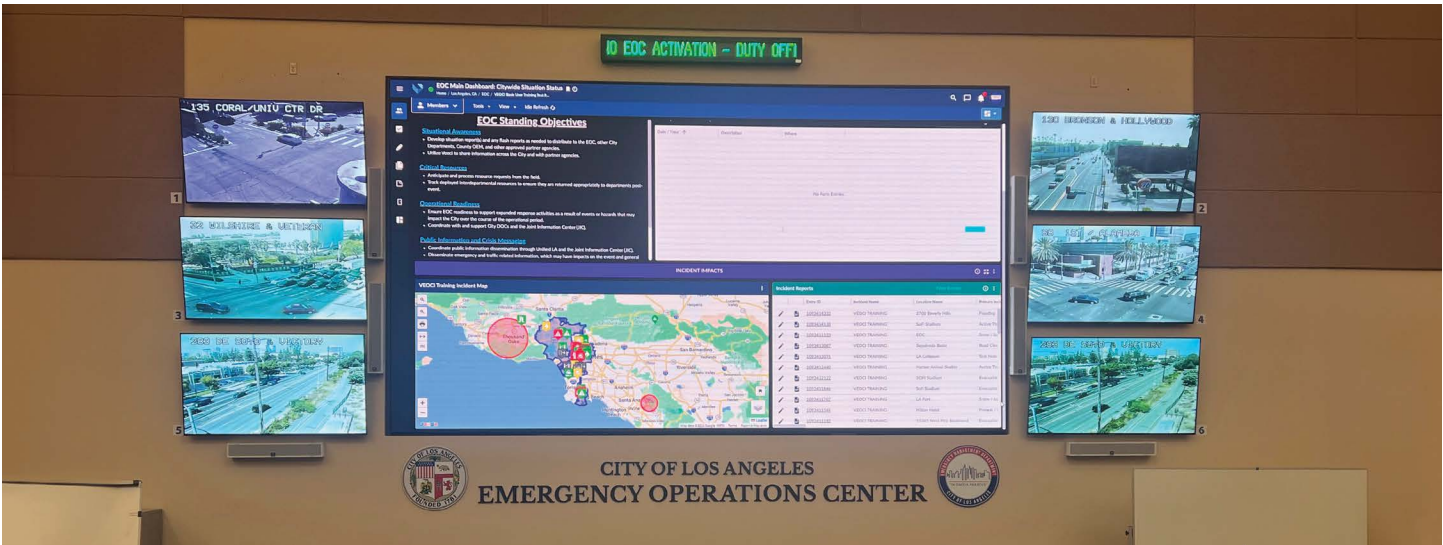
5.3

### PRIORITIZE THE EMERGENCY MANAGEMENT COMPONENTS

Prioritize and lead the emergency management components of complex planned special events, identifying and collaborating with event partners and city resource leaders. Foster a professional environment where innovative solutions are encouraged and supported

# 6. HUMAN CAPITAL AND EMERGING TECHNOLOGY

INVEST IN HUMAN CAPITAL AND EMERGING TECHNOLOGY TO BETTER MANAGE DISASTER AND MAJOR EVENT COORDINATION, GROWING A MORE PROFESSIONAL ORGANIZATION.



## EMERGING TECHNOLOGIES

Understanding emerging technologies and their impacts is a substantial topic in the emergency management field. Current focus areas include incorporating earthquake early warning automation into City infrastructure and mitigation projects, understanding the impact of self-driving cars on emergency and disaster response, the use of unmanned aerial vehicles in disaster response and recovery, and incorporating the WiFire wildfire predictions (powered by AI) in wildfire response in the field and EOC.



## OBJECTIVES

### STRENGTHEN EMD'S HUMAN CAPITAL

- 6.1 Strengthen EMD's human capital by identifying opportunities for a distinctively experienced workforce in support of mission areas. Implement professional development programs and career pathways to retain and attract top talent

### INVEST IN COMMUNICATION CAPABILITIES

- 6.2 Invest in communication capabilities to include audio, visual, and collaboration solutions to allow coordination between external and internal partners and inform senior and elected leaders

### INVEST IN FACILITIES

- 6.3 Invest in facilities and infrastructure to increase security, redundancy, and operational resilience. Encourage staff input to ensure investments meet operational demands

### EXPLORE EMERGING TECHNOLOGIES

- 6.4 Explore emerging technologies to identify community threats and increase workforce efficiency. Foster an innovative and professional environment where new technologies are evaluated and integrated effectively

### INVEST IN EMERGING TECHNOLOGY

- 6.5 Invest in emerging technology to train employees and inform and educate the city's population and businesses. Create continuous learning opportunities

# EMD DIVISIONS OVERVIEW

*EMD coordinates and oversees emergency management activities across five divisions. EMD prides itself on recruiting and retaining the highest caliber of emergency management professional, and the EMD staff reflects the communities we serve.*

## COMMUNITY PARTNERSHIP AND ENGAGEMENT

The Community Partnership and Engagement Division provides preparedness, outreach, and engagement to the over four million people who live, work, or visit Los Angeles. It runs the Ready Your LA programs which builds community resilience by empowering Angelenos to prepare themselves and their neighborhoods for a disaster. Maintains robust partnerships with City agencies and external partners across all sectors and through strategic alliances with Los Angeles Police Department Senior Lead Officers, Los Angeles Fire Department CERT, Housing Authority of the City of Los Angeles, Mayor’s Office, LA Chamber of Commerce, the Business & Industry Council for Emergency Planning and Preparedness, the Earthquake Country Alliance, and faith-based organizations.

## OPERATIONS AND TRAINING

The Operations and Training Division maintains the operational readiness of the EOC, including the upkeep and maintenance of all hardware systems that support EOC activations. The Division is responsible for preparing, coordinating, and administering training programs that significantly increase the knowledge and abilities of City employees to respond effectively to disasters or other incidents. In addition, the Division develops and conducts exercises that test and continually improve upon the plans, processes, and procedures of the City as they relate to emergency management and FEMA core capabilities.

## PLANNING AND MITIGATION

The Planning and Mitigation Division develops and manages Citywide emergency plans, including the City’s comprehensive Emergency Operations Plan, along with all its functional and hazard specific annexes and appendices. The Division also provides mentorship and Citywide facilitation of the annual update of Department Emergency and Continuity of Operations Plans (DECOOP). Through the Local Hazard Mitigation Planning cycle, the Division compiles the official risk assessment of the City and identifies corresponding actions to mitigate those risks.


## INNOVATION AND TECHNOLOGY

The Innovation and Technology Division engages in emerging issues including cybersecurity, climate change, artificial intelligence, mega events, and extreme heat. The Division’s technical specialists guide issues related to public health, access and functional needs, GIS and grants. The Division also manages the emergency software utilized by the EOC and EMD, including NOTIFYLA, online mapping, EOC coordination software, and earthquake early warning systems.

## ADMINISTRATION AND FINANCE

The Administration and Finance Division develops and administers the annual budgets for the Department and the City’s Emergency Operations Fund (EOF). The Division provides management and administrative support functions and other ancillary services, including but not limited to financial analysis and forecasting, general accounting, accounts payable and procurement, revenue and grants tracking, payroll and timekeeping, ethics reporting and compliance, contracts, and grants fiscal monitoring. The Division also liaises with other City departments such as the Offices of the City Administrative Officer, City Attorney, Controller, Department of General Services, and Personnel Department.

### BUSINESS OPERATIONS CENTER (BOC)



The BOC’s mission is to facilitate coordination between the public and private sectors across the full spectrum of steady-state activities and emergency operations. The BOC integrates a complex set of interdependent stakeholders functions and capabilities into a physical and virtual hub for public-private coordination. This operational partnership fosters inter-sector trust relationships, contributes to situational awareness, promotes whole community resilience and creates opportunities for each sector to leverage the other’s resources and capabilities.



EMD is here to serve you, the residents of Los Angeles, and we are doing everything we can to prepare for the exciting, and challenging, years ahead. The Department is updating all of our plans, expanding our outreach efforts and focusing on inclusivity in all of our initiatives. We are working with, and learning from, our “sister cities” across the globe, fostering global partnerships across our international family. We are forming innovative partnerships here at home, such as our new partnership with the National Weather Service, ensuring that Angelenos have access to the most accurate and timely climate data and modeling.

A truly ready and resilient city requires a whole community approach, where everyone works together to prepare and respond to whatever events lie ahead. To learn more about how you better prepare yourself and your loved ones please go to <https://emergency.lacity.gov/>



CREDITS AND ACKNOWLEDGMENTS

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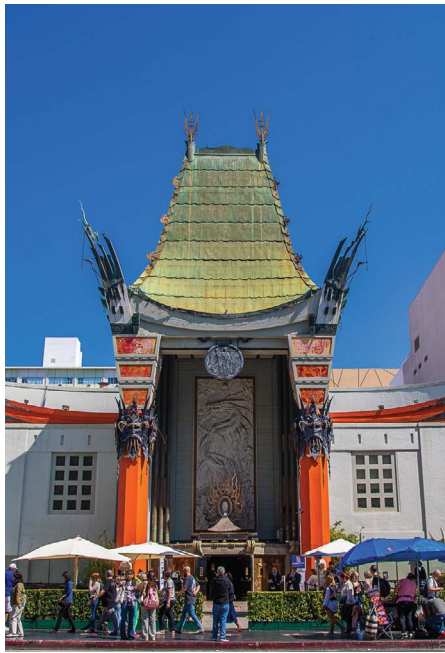
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# BUILDING A CULTURE OF READINESS AND RESILIENCY

## CONNECT WITH EMD

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# *Be Ready LA!*



## **EMERGENCY MANAGEMENT DEPARTMENT**

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