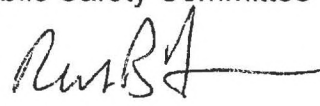




Date February 6, 2020 CF#14-0730-S1

To: Honorable Members of the City Council Public Safety Committee

From: Rob Freeman, Assistant General Manager
Emergency Management Department 

RE: **EQUINE AND LARGE ANIMAL EMERGENCY EVACUATION PROCEDURES**

The City of Los Angeles Emergency Operations Organization (EOO) has faced challenges regarding evacuation and care for horses and other large animals during emergencies. These challenges have been most notable during major brush fires the City has experienced over the past three years (La Tuna, Creek, Skirball, Saddleridge and Getty).

At the request and direction of the Public Safety Committee, the Emergency Management Department (EMD), along with the Department of Animal Services (LAAS), Department of Recreational and Parks, the Los Angeles Fire Department (LAFD) and the Los Angeles Police Department (LAPD) has been tasked to report back on the development and implementation of standard operating procedures for emergency equine evacuations. The following report identifies the respective roles and responsibilities of each of these key departments including activation procedures, notification processes, response protocols, coordination with Equine Volunteer Emergency Response teams and recommendations for improvement.

Overview

Los Angeles Administrative Code (LAAC) Division 8, Chapter 3 identifies the various departments that make up the City's EOO and provides an overview of their respective roles and responsibilities. Specific emergency response, recovery and support roles are further detailed in the City's Emergency Operations Plan (EOP) and related hazard and function specific plan annexes, appendices and standard operating procedures (SOPs).

LAAC Section 8.71 establishes an Animal Regulation Division of the EOO which is under and subject to the control of LAAS. The chief of this division is the General Manager of LAAS who is responsible for animal control during a local emergency. LAAS is tasked to develop and arrange for shelter facilities for animals rendered homeless as a result of a local emergency. The chief has the power and duty to impound or direct the disposition of privately owned animals for the preservation of life and property during a local emergency. In addition to the regular powers and duties of this office, during a period of local emergency as proclaimed by the Mayor and approved by the City Council, the chief has the power and duty to direct such animal regulation and volunteer personnel as may be necessary to perform their duties.

The LAAC, EOP and related plans task EMD with overall coordination of emergency preparedness, planning, response, recovery and mitigation for all hazards. For major brush fires that require evacuation of residents and animals this role includes activation and management of the City's Emergency Operations Center (EOC) and issuance of emergency mass alerts and notification to the public. LAFD serves as the field Incident Commander and Director of the EOC for these events. LAPD provides support for the physical evacuation of affected areas. Recreation and Parks serves as the City's lead agency for overall emergency mass care and shelter operations which includes people as well as animals.

These departments, and others as needed, support and assist LAAS with their mission to care for animals including the process of evacuating horses and other large animals. Since the La Tuna Fire of 2017, these departments have reviewed and revised their plans and procedures in order to improve processes, address gaps that were identified in each of the recent major brush fires, and ensure effective interagency coordination for future events.

EMD has prepared this report with input and documentation from LAAS, Recreation and Parks, LAFD and LAPD. The following sections describe briefly the current procedures and capabilities of each agency. Detailed department plans and SOPs are also included as attachments to this report which concludes with additional recommendations for continued improvement.

Department Roles and Responsibilities

Animal Services

On December 9, 2019, LAAS issued a revised and updated Standard Operating Procedure for Emergency Response which provides guidance and instructions to their staff on overall emergency response procedures before, during and after emergency situations in order to protect people, animals and property by ensuring an effective evacuation process, providing shelter and care, and reunification of household pets, livestock and service animals for people in the City of Los Angeles. The SOP is included as Attachment A to this report.

The SOP is activated in situations where the Mayor has declared a local emergency and LAAS has also declared an emergency which threatens their resources and ability to carry out its missions. The SOP addresses a range of processes including establishment of Mobile Evacuation Shelter temporary facilities that can be co-located with the general population shelters established and maintained by Recreation and Parks. The SOP identifies the specific roles and responsibilities of their staff and responders including the need to coordinate with LAFD, LAPD, Recreations and Parks, EMD, the American Red Cross, the LA Unified School District, and the County of Los Angeles Department of Animal Care and Control. It also addresses the issue of service animals and related provisions of the Americans with Disabilities Act (ADA).

The SOP also details the procedures and protocols for evacuation of horses and large animals, including notification of the public, field response to established Incident Command Posts (ICP), as well as provisions for the use of Hansen Dam, the Los Angeles Equestrian Center, and Pierce College as established shelter locations. It also covers liaison with Volunteer Emergency Equine Response Teams (VEERT) and logistical support for animal care and shelter.

This revised SOP addresses concerns raised in previous brush fire evacuations and has been provided to all involved departments and agencies to ensure effective coordination for future events.

Department of Recreation and Parks

Recreation and Parks has broad LAAC and EOP responsibility for directing and managing emergency mass care and shelter operations. In order to better support LAAS, they have developed an SOP for Activation of Large Animal Shelters. This SOP is included as Attachment B to this report. It provides guidance and procedures for the activation of the Hansen Dam facility or Los Angeles Equestrian Center as a Large Animal Shelter that Recreation and Parks manages.

The SOP lists the specific steps and actions required to request activation of a Large Animal Shelter and how this process is coordinated with LAAS, EMD's Duty Officer, Recreation and Parks' Duty Officer and their Equestrian Operations Manager. It tasks LAAS with notifying appropriate agencies, making appropriate arrangements for identifying, staffing and activating large animal shelters, animal check-in, intake and registration procedures. The Recreation and Parks SOP supports LAAS' SOP and includes detailed forms, maps, contact information, procedures for coordination of security with both LAPD and the Los Angeles County Sheriff's Department and interface with LAFD and their field level ICP.

LAFD

The Fire Department maintains a series of policies and procedures including Emergency Equine Evacuation Procedures. LAFD Training Bulletin 57, Evacuation Guidelines, Section D deals with how they coordinate with LAAS. It summarizes the roles and responsibilities of LAAS and directs Fire response personnel that "an integral part of the evacuation process should be communication and coordination with the Department of Animal Regulation, through Operations Control Dispatch Section and the Emergency Operations Center."

The LAFD Evacuation Guide details the duties and responsibilities of their field level Evacuation Branch Director including attending planning meetings, completion of an Evacuation Tactical Action Plan, assignment of work tasks to staff who work within the Evacuation Branch and coordination with LAPD. The guide also identifies an Animal Services Group and Group Supervisor and tasks them with determining appropriate animal shelter locations, coordination of removal of pets and large animals from impacted areas, coordination with LAPD Mounted and Civilian Large Animal Haulers and requesting that

LAAS assign a filed responder to the ICP to assist with these missions. The procedures also include recommendations related to improving large animal evacuation and City evacuation procedures such as pre-wildland fire meetings to discuss large animal evacuation, appropriate training for responders, development of an evacuation planning kit, public educations and training for Volunteer Equine Rescue Teams and community based exercises. A copy of relevant excerpts from these documents is included as Attachment C

LAPD

The Police Department's Metropolitan Division's Mounted Platoon has developed protocols regarding their activation and response for equine and large animal evacuation. These protocols include assisting LAAR or LA County Animal Care and Control on the evacuation of large animals during hillside fires. They also address coordinating with LAAR at ICP operations and use of LAPD Mounted deployment and use of trailers and pre-staged supplies, as well as chain of command directions within LAPD regarding these missions. A copy of these protocols are included as Attachment D.

Emergency Management Department (EMD)

EMD has broad responsibility under the LAAC to coordinate overall, Citywide emergency response and recovery planning. We administer the City's EOP and dozens of hazard and function specific plans. This requires close coordination with numerous City departments that have emergency response, recovery or support roles identified in those plans. Animal care and control issues, specifically equine and large animal evacuation, is included in the Mass Care and Shelter Annex Large Animal Support Appendix. A copy of this plan annex is included as Attachment E. The previously cited SOPs from LAAS, Recreation and Parks, LAFD and LAPD support and supplement this Citywide plan.

EMD maintains a Duty Officer program. One senior emergency manager serves as the on call Duty Officer for a one-week deployment. The role is transferred to an incoming new Duty Officer each Wednesday. The Duty Officer is a 365, 24/7 point of contact for coordination between agencies for events and incidents such as brush fires, extreme weather or other hazards that may require evacuation of residents and animals. The Duty Officer is charged with activating the City's EOC if needed to ensure effective coordination of major incidents.

The EMD Duty Officer, in concert with LAPD's Department Operations Center (DOC), is responsible for issuing public alerts and warnings through the City's NotifyLA system. This system utilizes telephone, text and email technology to alert residents regarding action they need to take in response to an emergency including evacuation and shelter in place. The alerts are sent out to residents who have registered or "opted-in" to NotifyLA as well as broad telephone warnings through the federal Wireless Emergency Alert system (WEA) that reach all residents and visitors with cellular telephones in a defined geographic area. The program is coordinated by EMD who works closely with LAFD on fire related incidents such as brush fires or extreme weather which requires public mass notification. A copy of our draft SOP on emergency alerts and warnings is included as Attachment F.

EMD chairs the City's Emergency Management Committee (EMC) which includes representatives from all the City's emergency response, recovery and support agencies as well as other government jurisdictions such as the County of Los Angeles and numerous private sector partners such as the American Red Cross (ARC) and LA Unified School District (LAUSD) who have mass care and shelter roles defined in our plans. We have established a Public Welfare and Shelter Subcommittee of the EMC which is chaired by the Department of Recreation and Parks. LAAS, EMD, LAFD, LAPD, ARC and LAUSD are standing members of this subcommittee which has led the effort to establish mass care and shelter plans and SOPs including those developed regarding equine and large animal evacuation and rescue. These plans are reviewed and approved by the full EMC and the City's Emergency Operations Board (EOB).

Areas for Improvement

Since the La Tuna Fire of 2017, the City has made significant improvement to its written plans and SOPs regarding equine and large animal evacuation. EMD has worked closely with the major response, recovery and support departments to ensure the City is prepared and organized to support large animal operations as part of our comprehensive mass care and shelter program and capability. We offer the following recommendations for continued improvement.

1. Task the Department of Animal Services (LAAS) with development of a 24/7 on call Duty Officer program similar to those established and maintained by EMD and Recreation and Parks. This will ensure there is a dedicated LAAS response coordinator available to execute and coordinate their plans. At present LAAS does not have a 24/7 point of contact.
2. Recommend that LAAS's Emergency Response SOP activation not be limited to Mayoral declared local emergencies. There are often smaller scale fires or incidents which do not rise to the level of a declaration of local emergency that still may require equine and large animal evacuation. And in those cases that do warrant such declaration, there is a time factor related to its approval that may pose challenges to immediate response and evacuations. The SOP should be capable of activation for any major incident that requires equine and large animal evacuation regardless of whether the local declaration of emergency is in place.
3. The LAAS SOP references use of the Emergency Alert System (EAS) which is administered by the Los Angeles County Sheriff's Department and is independent from the City's established NotifyLA alert and warning system which includes WEA. Recommend this section of the SOP be amended to include reference to NotifyLA and WEA including EMD and LAPD roles and procedures for notifications.
4. Recommend that EMD, LAAS, Recreation and Parks, LAFD and LAPD work to develop a standard training program for first responders regarding animal care processes and procedures including equine and large animal evacuation. Many first responders are not familiar with these established procedures and plans which can delay response efforts.

5. Task the EMC Mass Care and Shelter Subcommittee with ongoing review, revision and maintenance of equine and large animal evacuation procedures including drafting of any necessary modifications and improvements called for in incident of event After Action Reports such as those developed for recent brush fires.

Conclusion

EMD will continue to serve as a point of coordination for these issues including follow-up to any further direction or tasking issued by the Council Public Safety Committee. We submit this report as directed and welcome any further questions, comments, suggestions or direction from the Public Safety Committee or full Council. Question can be directed to Rob Freeman, EMD Assistant General Manager at 213 484-4804 or rob.freeman@lacity.org

Attachments:

- A – LAAS SOP Emergency Response
- B – Recreation and Parks Activation of Large Animal Shelter
- C – LAFD Training Bulletin 57 Evacuation Guidelines
- D – LAPD Mounted Platoon Procedures
- E – EOP Mass Care and Sheltering Annex Large Animal Support Appendix
- F – EMD Emergency Alert and Warning Policy (DRAFT)

- C: Felicia Orozco, CD7
Sonya Young-Jimenez, Department of Recreation and Parks
Jimmy Kim, Department of Recreation and Parks
Karen Knipscher Cox, Department of Animal Services
Battalion Chief Andrew Wordin, Los Angeles Fire Department
Captain Craig Valenzuela, Los Angeles Police Department
Larry Meyerhofer, Emergency Management Department
Aram Sahakian, Emergency Management Department



CITY OF LOS ANGELES
DEPARTMENT OF ANIMAL SERVICES
STANDARD OPERATING PROCEDURES



EMERGENCY RESPONSE

Date Revised: **December 9, 2019**

I. PURPOSE

The purpose of this Standard Operating Procedure (SOP) is to instruct staff on the process of the Department's Emergency Response Procedures before, during and after an emergency situation, to protect people, animals and property, by ensuring an effective evacuation process, providing shelter and care, and reunification of household pets, livestock and service animals for people in the City of Los Angeles.

II. SCOPE/APPLICABILITY

This Emergency Response SOP instructs staff to follow the Department of Animal Services Emergency Plan for the responsibilities of the department's personnel before, during and after an emergency situation. This Department's Emergency Plan, as referenced in this Standard Operating Procedure, is in collaboration with private, local, state and federal agencies in response and support capabilities for the evacuation, shelter and care of household pets, livestock and service animals.

If animal owners are unable to evacuate, the City of Los Angeles Animal Services (LAAS) will provide assistance in evacuations, the care and needs for household pets, livestock and service animals at time of emergency activation.

The following criteria must be met in order to activate this SOP:

- **Mayoral Declaration of Local Emergency**
The City of Los Angeles Mayor declares a local emergency.
- **LAAS Department Declaration of Emergency**
The City of Los Angeles Animal Services Department General Manager, Assistant General Manager or a Director of Field Operations – Field declares a departmental emergency when a threat exists to the Departments resources or its ability to carry out its mission.

For the purposes of this document and in reference to the services provided by LAAS the term Mobile Evacuation Shelter is defined as a temporary shelter site that can be co-located with general population shelter that is supported by LAAS staff and resources. The Mobile Evacuation Shelter support equipment includes animal transportation units, mighty mover, crates/kennels, leashes, collars, food, water, bowls and any other equipment necessary to support all animals at that location, including service animals that remain in the shelter with their owners.

III. ROLES AND RESPONSIBILITIES

Department personnel positions, including individual qualification for their assigned responsibilities and descriptions of tasks to perform during and emergency situation:

1. General Manager

- ❖ Direct the disposition of privately owned animals for the preservation of life and property during a local emergency.
- ❖ Decides on staffing level for emergency operations, has the only authority to dismiss staff during an emergency
- ❖ Notify the Mayor of departmental operations during a disaster
- ❖ Monitors and provides media releases and updates on departmental operations and evacuations/re-unification of animals back to their owners

2. Assistant General Manager

- ❖ Authorizes staffing of the Incident Command Center (ICP)
- ❖ Authorizes staffing for Emergency Operations Center (EOC)
- ❖ Authorizes staffing for the Department Operations Center (DOC)
- ❖ Authorizes staffing for the Sheltering sites
- ❖ Provides necessary information to the General Manager

3. Director of Field Operations/Emergency Operations Coordinator

- ❖ Provide staffing to the Incident Command Center (ICP)
- ❖ Provides clerical staffing for Emergency Operations Center (EOC)
- ❖ Provides staffing for the Department Operations Center (DOC) if activated
- ❖ Contacts Recreation and Parks for the opening of Hansen Dam and/or Los Angeles Equestrian Center
- ❖ Provides staffing for the Off-Site Shelters
- ❖ Provides additional staffing for the shelters that are taking in animals
- ❖ Provides updated information to the Assistant General Manager (such as: number of staffing, number of evacuated animals, etc)
- ❖ Contact the Department Liaison at the Command Post for request of LAPD Mounted Unit to assist with evacuations, if needed

4. Animal Services Incident Command Liaison

- ❖ Advise shelter nearest to the evacuation zone that they will be receiving all calls for needed evacuations
- ❖ Dispatch all calls for this emergency
- ❖ Liaison with Los Angeles Fire Department and Los Angeles Police Department for Mass care and evacuations
- ❖ Keep the Director of Field/Shelter Operations updated every three hours on number of animals evacuated and where they are being housed
- ❖

5. Animal Services, Department of (Animal Services)

Note: There is a difference between “service animals”, “pets” and “livestock.” Service Animals must be allowed to remain with their owners and not separated as if they were pets or livestock except under certain circumstances identified in the Americans with Disabilities Act.

Beginning March 15, 2011 the Americans with Disabilities Act only recognizes dogs as service animals. Pets and livestock will be handled by Animal Services as part of their standard operating procedures.

See the Mass Care and Sheltering Annex, Small Animal Support Appendix, Section II,

- ❖ Service Animals for information regarding service animals, how to determine if an animal is a “service animal”, how the “service animal” and its owner must be accommodated, how a “service animal” must be controlled and when a “service animal” may be excluded from a shelter.

In addition to the provisions about service dogs, revised ADA regulations have a new, separate provision for miniature horses that have been individually trained to do work or perform tasks for people with disabilities and others with access and functional needs. (Miniature horses generally range in height from 24 inches to 34 inches measured to the shoulders and generally weigh between 70 and 100 pounds.) Entities covered by the ADA must modify their policies to permit miniature horses where reasonable. The regulations set out four assessment factors to assist entities in determining whether miniature horses can be accommodated in their facility. The assessment factors are:

- Whether the miniature horse is housebroken;
- Whether the miniature horse is under the owner’s control;
- Whether the facility can accommodate the miniature horse’s type, size, and weight;
- Whether the miniature horse’s presence will not compromise legitimate safety requirements necessary for safe operation of the facility.

a) Reconnaissance and Information Gathering

1. Fact Gathering

- The Agency Representative (AR) will attend briefings on the current situation and then report to staff members.
- Field units will provide initial reports to the AR.
- Assessments of animal care facilities will be performed and reported to the AR, including capacity availability and type of open cage space available.

- Information received by the AR will be compiled, evaluated, and acted upon as necessary.
 - The AR will assess the overall needs of the Department, and cause the deployment of resources based on that determination.
 - The AR will decide whether to open the Hansen Dam, Los Angeles Equestrian Center or Pierce College for the intake of animals/livestock and assign an ACTS.
 - The AR will have a Lieutenant, or their designated representative, report to staging area for effective control of resources during the performance of evacuations and other related activities.
 - Staff will be placed on twelve (12) hour shifts.
 - Employees will contact their district, supervisor, or person in charge to verify if they must immediately report to support emergency response efforts during an emergency. Registered trained volunteers will be coordinated through the AR.
 - Rotating shifts will be developed to utilize all staff throughout the incident.
2. Assessment
- Animal Services will assess the overall anticipated needs of the Department.
 - Assess potential need for an Animal Control Officer and Volunteer Emergency Equine Response Team (VEERT).
 - Determine availability of Medical Personnel.
3. Information Sharing
- The Animal Care Technician Supervisors (ACTS) will perform an assessment of their animal care facilities and report the capacity capabilities and type of open cage space available to the AR.
 - The ACTS will prepare their facilities for incoming evacuated animals.
 - The ACTS will keep the AR informed on capacity, needs, and activities at all times.
 - The AR and the Animal Services EOC Responder will keep an open line of communication.
 - Field Personnel will communicate with a Team Leader.
 - Information will be transmitted to the Team Leader, then to the AR for compilation, evaluation and action.
- b. Incident Stabilization
- i. Incident Response
- Animal Services will set up temporary and separate animal shelters near mass care shelter sites as necessary.
 - The AR will decide if necessary to open the Hansen Dam, LA Equestrian Center and Pierce College for the intake of evacuated animals/livestock as necessary and assign a Shelter Unit Leader as directed by the AR.
 - Staff shelters with Department staff.
 - Provide animal food, water, and other supplies as necessary.
 - If necessary, follow the Mobilization of Active Personnel protocol as outlined in the Department of Animal Service Emergency Plans Chapter 4.

- Develop a plan for an operation which will continue for an extended period of time including:
 - Existing operations
 - Potential problem development
 - Operation limitations
 - Logistical needs
 - Staffing requirements
 - Off-site facilities to temporary shelter animals/livestock
 - An Animal Control Officer and Team shall:
 - Conduct animal and/or livestock evacuations according to the Incident Action Plan and as directed by the AR.
 - Perform the rescue of injured, unattended and stray animals/livestock.
 - Record the preceding locations for all evacuated and deceased animals/livestock on ICS Form 214.
 - ACTS of each animal care facility will:
 - Be responsible for checking the fire suppression equipment at the shelter to which he or she is assigned.
 - Coordinate activities within each of their facilities.
 - Provide necessary direction and control to ensure effective deployment and optimum utilization of available resources.
 - Reassign resources to meet the specific needs within that facility.
 - Coordinate resource allocation with the AR.
 - Prepare their facility for incoming evacuated animals.
 - ii. Ongoing Information Gathering, Assessment, and Sharing
 - Field units will provide initial reports to the AR.
 - The Department will ensure animal care facilities are adequate and assess the need for more or fewer facilities.
 - ACTS will continuously update the AR on the capacity of facilities and the types of open cage space available.
 - Transmit information to the AR for compilation, evaluation and action.
4. Assess Transition to Recovery/Demobilization
- Animal Services will develop a plan for reuniting animals with owners.
 - Determine threshold to begin demobilization.
- b) Initial Recovery
1. Initial Recovery Operations
- Based in immediate recovery assessment, Animal will reassess and determine the need for activated positions.
 - The Department will reunite animals with their owners or custodians.
 - The Department will provide updated information as to the location of owners of animals and allow the owners/custodians to redeem and pick up their animals from shelters or temporary evacuation sites.
2. Ongoing Information Gathering, Assessment and sharing

- Animal Services will assess the capacity to de-escalate resources engaged in response operations and support.
 - Determine the gaps in response activities related to departmental roles and responsibilities.
 - Assess latent impact of weather event on operations and recovery.
3. Demobilization of Department Resources
- The Department will begin scaling back activated incident command positions, while considering effective operations and safety.
- c) Communications
- The Public Information Officer will utilize the Department's social media to disseminate information regarding emergency shelter sites.
 - The Animal Services PIO will utilize the Emergency Alert System and other media contacts as the Office of the Mayor designates.
 - Animal Services will set up a hotline, including a TTY number, to assist pet owners in locating their shelter-bound animal.
 - Continue communications throughout incident.
 - Divisions will report to executive management on the current status of their communications abilities.
 - Continue utilizing redundant communications outlined in "Initial Size-Up" section.
 - To the extent possible and as permitted, the Department will begin utilizing primary methods of communication.
- d) Logistics
- ACTS will determine the overall needs of their facilities.
 - The ACTS for off-site shelters will determine the overall needs of their temporary facility.
 - Supervisors will ensure employees report to work at their normal shift, unless informed through the Emergency Alert System or other media that the Mayor's Office or the City Emergency Operations Board has directed non- immediately essential employees not to report to work.
 - The AR will decide whether to activate the VEERT.

- The Animal Control Officer Team Leaders will organize a grid where evacuations need to be conducted, define responsibilities, and search the areas assigned to each team.
 - The Animal Control Officers will conduct animal/livestock evacuations according to the Incident Action Plan and the direction of the AR. They will perform the rescue of injured, unattended, and stray animals/livestock by taking into consideration potential structural damage and evacuation areas and routes.
 - The Animal Control Officer will record the locations of where the animals/livestock are evacuated from and keep record of any dead animals/livestock.
 - The Department will provide animal food and other supplies as necessary and will arrange with the Department of General Services (GSD) to obtain water supplies for the animals.
 - The Department will coordinate animal sheltering activities with:
 - American Red Cross (Red Cross)
 - Los Angeles Unified School District (LAUSD)
 - Recreation and Parks (RAP), who is responsible for providing Safe Refuge Centers and shelter facilities to the public
 - Los Angeles County Animal Control, County lifeguards and volunteer rescue groups for cetacean stranded animals.
2. Examine MOUs, with other agencies for continued staffing needs.
- e) Documentation
1. Record Keeping
- The AR and their staff, including the Resource Leader (RL), are responsible for the call-ups of and task assignments for staff and equipment relative to the disaster.
 - The AR, RL, or their staff, maintain a log of these activities and utilize the ICS-204 and ICS-218 forms. The Department has instructed all personnel to use the ICS-214 and 218 forms while performing duties relative to the incident, and inter-departmental forms.
 - All other employees not working the incident will use every day Department forms, to avoid any reimbursement conflicts.
2. Time-Keeping
- The AR, Animal Services EOC Responder, and staff will track and maintain all costs relative to care for animals evacuated during the incident under the identification number of the animal within the Chameleon System.
3. Financial Reporting
- Supervisors will assure that all staff involved in the disaster are utilizing the ICS-forms.

ATTACHMENT B

DEPARTMENT OF RECREATION AND PARKS STANDARD OPERATING PROCEDURE

ACTIVATION OF THE LARGE ANIMAL SHELTER

I. PURPOSE

The purpose of this Standard Operating Procedure (SOP) is to provide guidance and procedures for the activation of the Hansen Dam (HD) or Los Angeles (LA) Equestrian Center as a Large Animal Shelter.

II. SCOPE/APPLICABILITY

These procedures shall be followed whenever HD Equestrian is requested to activate as a Large Animal Shelter, the HD Equestrian Center SOP will be activated to mobilize the prompt opening of the Large Animal Shelter.

III. ROLES AND RESPONSIBILITIES

The following agency and department positions are required to fulfill this SOP when the Emergency Operations Center (EOC) is not activated:

- **EMD Duty Officer**
 - Notify appropriate agencies and departments of impending activation of large animal shelter(s).
- **RAP Duty Officer**
 - Notify appropriate agencies and departments of impending activation of large animal shelter(s)
- **Equestrian Operations Manager**
 - Notify appropriate departments of the request for activation of large animal shelter.
- **Animal Services**
 - Notify appropriate agencies, make appropriate arrangements for identifying, staffing, and activation of the large animal shelter.

IV. PROCEDURE

Hansen Dam and Los Angeles Equestrian Center

All requests for the activation of the Hansen Dam and Los Angeles Equestrian must be forward to the RAP Duty Officer. (See Attachment F)

1. Upon the request for the activation of Large Animal Shelter (**See Attachment A**) RAP will contact and verify the availability of HD and/or LA Equestrian Center (**See Attachment B**)
2. RAP will request for the HD and/or LA Equestrian Operations Manager to lock the "t-gate" closest to the front and wait for the arrival of a representative from Animal Services and/or Recreation and Parks.
 - Upon arrival of representatives from Animal Service and/or Recreation and Parks, they will access and utilize Check-In Position Checklist in the designated storage container (**See Attachment C**)

3. Animal Services will dispatch a representative to “intake and register” any animals from the mandatory evacuation area. Any animal that has been evacuated from an area that does not have a mandatory evacuation order will not be permitted in the Large Animal Shelter.
4. Animal Service Representative will check in animals first that are being received from the mandatory evacuation area, and will advise animal owners/custodians with animals from voluntary evacuation areas to standby and / or attempt to make alternative arrangements to shelter their animals at privately owned facilities
5. Priority will be given to animals that are from “mandatory” evacuation areas (pending on scale of evacuation) *this would not apply if the evacuations is not on a large scale

VII. IMPLEMENTATION & TRAINING

By February 1 of each year, the RAP Emergency Preparedness Section, shall review this SOP to ensure the materials is up-to-date. The review/update shall be acknowledged on the Record of Changes below upon completion.

VIII. REFERENCES

N/A

IX. MAINTENANCE

The SOP should be reviewed annually to ensure all procedures and attachments are up-to-date.

The Emergency Preparedness Section, is responsible for implementing and maintaining this SOP and should be notified of any changes or corrections.

X. RECORD OF CHANGES

Each revision(s) to this SOP must be recorded in the following table. Once the revision(s) have been made, the SOP will be forwarded to the Recreation and Parks General Manager for approval. Upon approval, all affected parties will be notified.

Date	Section	Description	Changed By

XI. DISTRIBUTION

All designated positions listed in this SOP.

XII. APPROVED BY: _____ **TITLE:** _____ **DATE:** _____

XIII. ATTACHMENTS

- A. Request for Large Animal Shelter Activation
- B. Equestrian Center Contacts
- C. Hansen Dam Designated Storage Container Locations and Map
- D. LA Equestrian Center Maps
- E. Contents - Designated Storage Container
- F. RAP Duty Officer Sign
- G. Private Business Protocol
- H. Equestrian Center Activation Tracking Forms
- I. Communication List

ATTACHMENT A: REQUEST FOR LARGE ANIMAL SHELTER

When an Incident Commander (IC) determines that a large animal shelter facility may be needed, the following shall serve as the Standard Operating Procedure (SOP) for the selection of a facility for large animal shelter. Selecting a location is a decision that must be made using factors other than selecting the nearest facility by default. Once the IC makes the determination that a large animal shelter may be needed, then the following steps should be taken:

Step 1: The Incident Commander will:

LAFD/LaCoFD/Sheriff

A. Notify the Emergency Management Department (EMD) Duty Officer at (213) 200-6414.

The IC will let the EMD Duty Officer know that there may be a need for a large animal shelter.

The Incident Commander will relay the following information to the EMD Duty Officer:

- ✓ IC Identification, contact information and incident location.
- ✓ Type of evacuation order in place. Voluntary vs. Mandatory

LAPD

A. Contact LAPD DOC, who will contact:

B. Emergency Management Department (EMD) Duty Officer at (213) 200-6414.

LAPD DOC will let the EMD Duty Officer know that there may be a need for a large animal shelter.

LAPD DOC will relay the following information to the EMD Duty Officer:

- ✓ IC Identification, contact information and incident location.
- ✓ Type of evacuation order in place. Voluntary vs. Mandatory

Step 2: EMD Duty Officer will:

A. Contact Recreation and Parks (RAP) by calling the on call RAP Duty Officer at (213) 833-8393.

B. Contact Animal Services by calling:

(213) 505 – 5668, Karen Knipscheer Cox, District Manager
(213) 610 – 7021, William Tranzow, Director of Field Operations
(213) 272 – 8700, Christy Louzan, District Manager

- ✓ Coordinate information between RAP and Animal Services to identify an appropriate large animal shelter site.
- ✓ RAP will verify shelter site availability.
- ✓ Animal Services will arrange for security and other services before site location is announced.
- ✓ The EMD Duty Officer, through consensus with RAP and Animal Services, will respond back to the IC (within **30 mins** of the initial call) and give the IC the selected large animal shelter site name, address and estimated time of opening.

- ✓ The EMD Duty Officer will notify other agencies which are represented in the City of Los Angeles, Emergency Operations Center, Mass Care Branch so that they are aware of the situation and can be ready to provide additional service as needed. These agencies include:
 - **American Red Cross (ARC) Duty Officer by calling:**
 - (800) 675-5799
 - (855) 891-7325 (as a secondary back-up)
 - **Los Angeles Department of Disability at**
 - (213) 202-2764 (General Number)
 - (213) 221-9589 (Disability Access Services Division 24/7) –Geoffrey Straniere

- ✓ The EMD Duty Officer will then release initial information to EMD administration and all responding and applicable agencies with a situation report once a large animal shelter site has been determined.

Step 3: Only Used if a Suitable RAP site is *NOT* Available (ONLY LA CITY):

A. Animal Services will contact other available large animal shelter locations.

- ✓ If a suitable site is available and selected, Animal Services will communicate that site information back to the EMD Duty Officer for distribution to the IC and other LA City partners.

ATTACHMENT B: Equestrian Center Contact Information

○ HD Equestrian

1. **Main Office** (8:30 a.m. – 5:00 p.m., Mon. – Sat.)
2. (818) 235 – 7653, **Suzy Goddard**, Operations Manager
3. (818) 216 – 1381, **Luis Flores**, Facility Manager
4. (818) 802 – 1477, **Marnye Lanager**, Owner

○ LA Equestrian

1. (818) 840 – 9063, **Main Office** (8:30 a.m. – 5:00 p.m., Mon. – Sat.)
2. (818) 254 – 5913, **George Chatigny**, General Manager
3. (818) 535 – 2370, **Dale Perkins**, Stabling Manager
4. (818) 560 – 1004, **Karen Sund**, Facility Liaison

ATTACHMENT C: Hansen Dam Equestrian Center Designated Storage Container Locations and Map

Hansen Dam Equestrian Center
11127 Orcas Ave.
Sylmar, CA 91342



ATTACHMENT D: LA Equestrian Center Maps

Los Angeles Equestrian Center
480 Riverside Dr. Burbank, CA 91506



ATTACHMENT E: Contents - Designated Storage Container

Pens
Markers
Clipboards (10)
Impound Forms
ICS 214 Forms
Horse Tags with neck ropes
Tab Bands (Dogs and Cats)
Caution Tape
Bungee Cords
Flash Light (1)
Face Masks (Disposable)
Clear Goggles (2)
Trash Bags
Hand Wipes
Eye Drops Ear
Plugs
Facial Tissue
Latex Gloves
Leather Gloves S
pray Bottle
Clorox Disinfectant Spray
Hand Soap
Hand Sanitizer
Battery's
Screw Driver
Small Dog crate
Large Dust
Pan Pooper Scooper
Bolt Cutters
Water Jug (1)
Case of bottled water
Muck Rakes (10)
Lead Ropes (12)
Halters (12)
Rakes (2)
Wheel Barrel (1)
Hoses (2)
Extension Cord (1)
Chair (1)
Towels

**IF SOMEONE CALLS TO ACTIVATE THE SITE AS A
LARGE ANIMAL SHELTER**

DIRECT THEM TO CALL

CITY OF LOS ANGELES DEPARTMENT OF RECREATION & PARKS

24 HOUR DUTY OFFICER

213-8333-8393

ATTACHMENT G: Private Business Protocol

If the facility is not activated as a designated large animal shelter.

Utilize private business protocol

- Individuals can shelter their animal/s under the facilities private protocol.

ATTACHMENT I: Communication List

City of Los Angeles · Department of Recreation and Parks
LARGE ANIMAL EQUINE CONTACTS

Hansen Dan Equestrian Center: 11127 Orcas Ave. Sylmar, CA 91342 / Office: (818) 896-6514

LA Equestrian Center: 480 Riverside Drive, Burbank, CA 91506 / Office: (818) 840-9063

AGENCY	CONTACT NAME	PHONE NUMBER	E-MAIL
Emergency Management Department (EMD)	Duty Officer	213-200-6414	Emd.dutyofficer@lacity.org
Department of Recreation and Parks (RAP)	Duty Officer	213-833-8393	Rap.dutyofficer@lacity.org
Animal Services	Karen Knipscheer Cox-District Manager	213-505-5668	Karen.knipscheercox@lacity.org
	William Tranzow-Director of Field Ops	213-610-7021	William.tranzow@lacity.org
	Christy Louzan-District Manager	213-272-8700	Christy.louzan@lacity.org
American Red Cross	Duty Officer	800-675-5799	
	Duty Officer (back up)	855-891-7325	
Department of Disability (DOD)	General Number Disability Access Services Division (24/7) Geoffrey Straniere	213-202-2764 213-221-9589	dod.emergencyprep@lacity.org
Hansen Dam Equestrian Center	Suzy Goddard-Operations Manager	818-235-7653	
	Luis Flores-Facility Manager	818-216-1381	
	Marnye Lanager-Owner	818-802-1477	
LA Equestrian Center	George Chatigny-General Manager	818-254-5913	
	Dale Perkins-Stabling Manager	818-535-2370	
	Karen Sund-Facility Liasion	818-560-1004	

LAFD Emergency Equine Evacuation Procedures

The following are excerpts from LAFD policies and procedure documents as it relates to Emergency Equine Evacuation Procedures.

From LAFD Training Bulletin 57 – Evacuation Guidelines

d. Department of Animal Regulation

Probably the most overlooked function that occurs during any mass evacuation is a provision for the evacuees' pets. Whenever possible, evacuees should be encouraged to bring their pets with them. Pets are subject to the same hazards as people. The Department of Animal Regulation will respond, as requested, to an evacuation incident and provide assistance in the evacuation of animals. Additionally, the Department of Animal Regulation will provide needed emergency medical care for pets once they reach the holding compound. An integral part of the evacuation effort should be communication and coordination with the Department of Animal Regulation, through Operations Control Dispatch Section and Emergency Operations Center.

From the LAFD Evacuation Guide

Evacuation Branch Position Descriptions

Evacuation Branch Director (EVBD):

The EVBD is under the supervision of the Operations Section Chief (OSC), and is responsible for the management of all evacuation activities in closed areas that are more than 30 minutes from the fire front. The EVBD supervises all evacuation operations for the incident. If the fire encompasses other jurisdictions, the EVBD will coordinate with other agencies performing evacuation.

The EVBD will be a shared responsibility between the LAPD and the LAFD.

The EVBD is responsible to:

- a. Meet with OSC to determine area to be evacuated, time in which evacuation must be completed and known issues that may hamper evacuation efforts.
- b. Attend planning meetings at the request of the OSC.
- c. Implement and complete the Evacuation Tactical Action Plan, including fire progression predictions.
- d. Assign specific work tasks to units/persons assigned to the Evacuation Branch.
- e. Notify OSC when additional resources are needed, or when surplus resources are available for reassignment.
- f. Supervise branch operations.
- g. Resolve logistical issues reported by subordinates.
- h. Maintain Unit Activity Log (ICS Form 214).

Animal Services Group

The Animal Services Group Supervisor is to create and execute the removal and sheltering of all animals impacted by the incident.

Animal Services Group Supervisor will normally be an animal control officer from the Department of Animals Services and report directly to the Evacuation Branch Director (EVBD).

The Animal Services Group Supervisor is responsible to:

- a. Maintain awareness on progression of the fire.
- b. Determine appropriate animal shelter locations and report locations to the EVBD.
- c. Coordinate the removal of pets and large animals from the impacted area.
- d. Coordinate with LAPD Mounted and Civilian Large Animal Haulers to remove large animals from the impacted area.
- e. Organize resources within the Group to maintain an appropriate level of supervision and span of control.
- f. Review assignments and Branch activities with subordinates and assign tasks.
- g. Ensure that EVBD is advised of all status changes of resources assigned to the Group.
- h. Coordinate activities with allied and adjacent groups.
- i. Report hazardous situations, special occurrences and significant events (e.g. accidents, incident within the incident) to EVBD.
- j. Resolve logistical issues within the Group.
- k. Participate in the development of the Evacuation Tactical Action Plan for the next operational period.
- l. Maintain Unit Activity Log (ICS Form 214).

Appendix C: Animal Rescue/Evacuation Procedures

Animal Services Group reports to the Evacuation Branch Director. The Animal Services Group (ASG) shall have a member from LA Animal Services in command. ASG will be informed of locations where animals need rescue/evacuation. Evacuation Group personnel must use specific locations of where the animals are and the type of animal needing rescue/evacuation. The ASG will use LA Animal Services to remove animals from the closed area, as well as, LAPD Mounted Unit and civilian volunteers to rescue/evacuate animals within the closed areas. Volunteers will present a certificate informing responders that they are animal rescue volunteers.

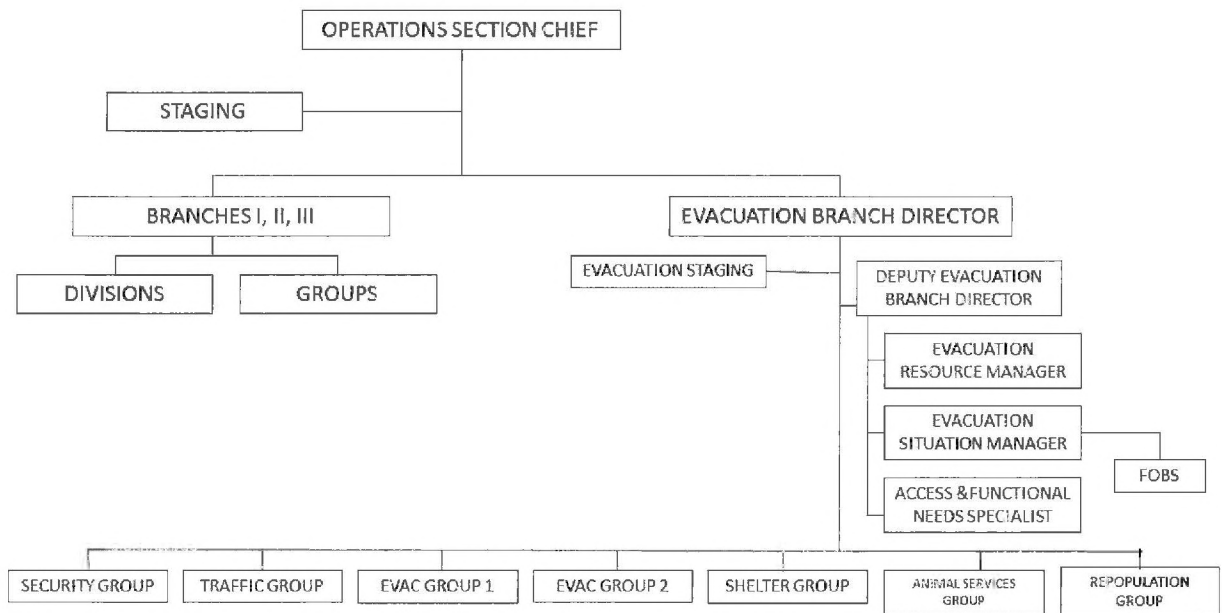
The ASG Supervisor (ASGS) will need to identify animal evacuation routes. ASGS will work with Security Group to ensure that the animal evacuation routes will work with the Evacuation Traffic Plan for emergency vehicles.

The ASGS will identify animal re-entry criteria for evacuated area(s). The ASGS will need to coordinate activities with Repopulation Group before allowing animals back into a closed area.

From the LAFD Evacuation Checklist

- ❑ Request resources
 - ❑ LAPD: 1 - Supervisor, 2 Mobile Field Forces to start, more LAPD may be necessary
 - ❑ LAFD: TF for DAFN, 1 ALS & 1 BLS RA and 2 EMS Captains
 - ❑ Contact the EMD Duty Officer request Animal Services Rep, Rec. and Parks Rep, DOT Rep, LAFD DAFN Liaison to CP, and Red Cross are notified.
 - ❑ Determine Evacuation Staging Area for LAPD and LAFD (Ensure area is large enough for dozens of LAPD Cars, motors, LAFD Apparatus and horse trailers)
- ❑ Conduct briefing with Agency Reps from Animal Services, Rec and Parks, DOT, DAFN
 - ❑ Determine Shelter locations, Animal Shelters, Transportation needs (DASH buses, MTA Buses etc).

Evacuation Branch Organization Chart



The following are recommendations related to improving large animal evacuation and City evacuation procedures.

1. Each agency should send representatives to a pre-wildland fire season meeting to discuss large animal evacuation and other evacuation related lessons learned and new procedures.
2. Continue annual training of City personnel from affected agencies related to evacuation.
3. Agencies should work together to come up with a City Specific Evacuation Planning Kit that all agencies have input on creating and maintaining.
 - a. Within the kit there is specific information related to large animal evacuation including planning guides, maps and other related materials to assist persons working in the Evacuation Branch.
4. Continued training by Animal Services to train members of the public on large animal tagging, licensing, and training to be on Volunteer Equine Rescue Teams.
5. Continued public education campaigns on Ready, Set, Go with a focus on large animal owner planning on when and how to evacuate large animals when fire weather is forecasted.
6. Work with LAPD and DOT on identifying specific evacuation routes in the Very High Fire Hazard Severity Zone and ensuring those routes are marked on the street.
7. Develop and deliver more Public Service Alerts (PSA's) related to evacuation with a specific emphasis on large animal evacuation during fire weather/wind events.
8. Continued large scale exercises with local communities on practicing for a spontaneous evacuation order.
9. Continue to improve mass notification systems to inform the public of a fast moving wildfire with an evacuation.
10. Ensure that on large scale incidents that a work location within Basecamp is established specific for Evacuation.
11. The City and its related Departments continue to have the proper equipment, vehicles, personnel and training to be able to perform large scale evacuation operations within the City.
12. Continue to build relationships with other Animal Service Agencies and groups who want to participate in evacuation operations during a large wildfire.

ATTACHMENT D

Metropolitan Division Mounted Platoon Animal Evacuation Statement In Response to a Request for Large Animal Evacuation

Metropolitan Division's Mounted Platoon Officer in Charge (OIC -- 23R10E) will be notified by the Commanding Officer of Metropolitan Division or the Commanding Officer of Counter-Terrorism and Special Operations Bureau (CTSOB) of a request to assist the Department of Animal Regulations or County Animal Control, on the evacuation of large animals during hillside fires. These requests have involved Operations-Valley Bureau, Operations-West Bureau and surrounding counties during mutual aid requests.

The OIC will notify his Assistant OIC and Assistant Squad Leader of the activation for fires. The Assistant Squad Leader will send out a text blast to all E-Platoon officer to respond Code 3 to the Ahmanson Equestrian Center (Mounted Facilities).

The OIC will respond directly to the Command Post (CP) and check in with the Incident Commander (IC) and the Department of Animal Regulation's counterpart. First arriving officers to the Mounted Facilities will start to prepare the trailer for fire evacuations. Trailers have pre-staged boxes containing ropes, masks, goggles and horse halters. The Assistant Squad Leader will assign four-man teams to each trailer. A team will consist of one lead vehicle (unmarked Metropolitan Division vehicle, Code 3 equipped) and one truck/trailer also Code 3 equipped. As soon as there is an operations force of 1/12, three teams, the squad will respond as a package, Code 3, to the staging area. Additional two-man teams will be assigned to meet with an Animal Regulation's trailer to assist with Code 3 access to fire areas. Deployment of the trailers can take approximately 1.5 hours, depending on the time of day. Arrival to the fires have taken an average of three hours.

As calls come into the CP, Communications Division Representatives, will provide the Mounted Platoon OIC with requests for the evacuation of horses. The OIC will call back and vet the information assessing if the location is in the mandatory evacuation area. The OIC will then verify with the CP if it is safe for a PD response and the OIC will then raid the information to the available teams. The responding teams will then pick up the animals and transport them to the identified Animal Evac Center (Hanson Dam or Pierce Colleges). Animal Regulations personnel manage the Animal Evac Center. The Department of Animal Regulations and Los Angeles Police Department work in collaboration on animal evacuations.

Completed by:
Lieutenant Rodolfo Lopez
Officer in Charge
Metropolitan Division Mounted Platoon
Los Angeles Police Department

City of Los Angeles EMERGENCY OPERATIONS PLAN



MASS CARE AND SHELTERING ANNEX

LARGE ANIMAL SUPPORT APPENDIX

May 2018



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APPENDIX DEVELOPMENT AND MAINTENANCE

The Large Animal Support Appendix is developed in support of the City of Los Angeles Emergency Operations Plan (EOP) Mass Care and Sheltering Annex to facilitate response during incidents that require the support of large animals.

This Appendix is developed in cooperation and with input from City departments with primary response or support activities, as well as input from appropriate non-City agencies with identified activities related to large animal support.

This Appendix is developed to describe overall citywide response functions 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 all of the activities identified in this plan directly related to their own department, as well as how those activities interact with, support, or require support from other departments identified within this plan. 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 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 plan changes, develops, or amends any policy, procedure, or operation that will change or affect the contents of this document, 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 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 EOP Mass Care and Sheltering Annex. 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 document to the Emergency Operations Board (EOB) with a recommendation for approval. Upon review and approval by the EOB, the document goes to the Mayor of the City of Los Angeles with a recommendation to approve and forward to the City Council for adoption.

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.

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

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).

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 the 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 the CBRN Annexes (Chemical, Biological, Radiological, and Nuclear)**.
- Where reference is made to Animal Services Responsibilities during an event, see the **Animal Services Care SOP**.
- 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 Large Animal Support Appendix is a Functional Support Appendix to the Mass Care and Sheltering Annex designed to be used during the response and recovery phases of an emergency incident.

It is difficult to accurately predict the location, frequency, and scale of an emergency or disaster. It is also difficult to accurately determine the number of large animals that will require basic care and sheltering assistance before, during, and after an emergency incident. It is possible, however, to plan and manage the mass care support procedures needed to reduce the adverse impact of a threatened or actual event on large animals.

Any natural or man-made disaster may cause the displacement of large animals. The Large Animal Support Appendix provides guidance to support large animal mass care and sheltering operations during the response and recovery phase of an emergency incident. The Appendix identifies the available mass care capabilities and resources for caring and sheltering large animals.

The operations described in this Appendix are designed to be scalable based on the scope of the event or disaster and the support required to support large animals.

I. PURPOSE, SCOPE, SITUATION, AND ASSUMPTIONS

A. Purpose

This Appendix details the government's responsibilities for the management of a large animal support response. This Appendix can be used in conjunction with other plans designed for the protection of the population. This Appendix is applicable to all locations and to all agencies, organizations, and personnel with large animal support responsibilities. Organizations, operational concepts, responsibilities, and procedures regarding large animal support capabilities are defined within this Appendix.

The Appendix has been developed to meet the following objectives:

- Provide a coordinated animal care and sheltering system compliant with California Standardized Emergency Management System (SEMS), National Incident Management System (NIMS) and relevant City, County, State, and Federal laws.
- Coordinate animal response and recovery activities including, but not limited to, basic care and sheltering.

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 provides the guidance for large animal rescue and sheltering needs within the City of Los Angeles during a major emergency or disaster through the City's Emergency Operations Center (EOC) coordination.

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 functions.
- City departments having routine interaction with the public.
- City departments performing emergency public safety or other 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 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. Angelenos 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.

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 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

c) Large Animal Population

i. Livestock

Although the City of Los Angeles has shifted drastically to an urban environment and nearly eliminated traditional livestock, there are stables prevalent within the City's jurisdiction.

ii. Exotic Animals

Some examples of exotic animals kept privately in the City of Los Angeles include big cats, constrictors, venomous and other non-indigenous snakes, primates, turtles & other reptiles, and raptors.

The Los Angeles Zoo and Botanical Gardens houses a collection of more than 1,100 amphibians, birds, invertebrates, mammals, and reptiles for exhibition and view by the public. There are no reliable estimates available for the total population count of exotic animals in the City kept by individuals or other facilities.

iii. Wildlife

Wild animals exist not only within the City of Los Angeles, but also in adjacent areas of the County and neighboring cities. Wildlife encompasses several species of animals including black bears, mountain lions, bobcats, coyotes, foxes, opossums, raccoons, skunks, squirrels, snakes, deer, and predatory birds. As housing further encroaches into the hills, the interaction between wildlife and residents grows more frequent. Wildlife may pose a danger to humans in the event of a disaster.

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 NIMS, SEMS, and the National Incident Command System (ICS).

- 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 to reflect updated processes, procedures, and protocols.
- Only departments that have a role in large animal functional support are included in this document. The departmental roles listed are limited to those applicable to the functional support.
- In any disaster, primary consideration is given to the preservation of life, then incident stabilization, and property preservation. 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, Federal, and other local governments, as well as private organizations.
- The City EOC may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- Electronic communications utilizing 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 accessible formats.
- Many residential, commercial and institutional structures could be damaged; requiring a large Urban Search & Rescue/Heavy Rescue mobilization.
- Residents could be displaced; requiring shelter and social services needs. Sheltering activities could be short term or long term depending on the severity of the incident.
- 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.
- Transportation infrastructure could be damaged and in limited operation. Vital vehicle and rail corridors could be damaged and impassible. Re-establishment of transportation infrastructure will be critical.
- Communications infrastructure could be damaged; causing disruption in land-line telephone, cellular telephone, radio, microwave, computer, and other communication services. Re-establishment of communications infrastructure will be critical.
- Natural or human-made disasters could affect the wellbeing of domesticated and non-domesticated animals.

- The sheltering and protection of animals is the primary responsibility of the animal owners.
- The owners/managers of zoos and wild/exotic animal sanctuaries are responsible for having an emergency response plan in place, including evacuation arrangements for these animals.
- The Los Angeles Zoo and Botanical Gardens currently have an emergency plan that will be activated during an event or disaster that may affect the zoo and its animals.
- Wild animals will normally be left to their own survival.
- The City will respond to emergencies utilizing local resources first.
- All appropriate City departments with animal response responsibilities will be involved in emergency operations consistent with their functions during an emergency or disaster.
- Planning for the evacuation and sheltering of large animals will ensure the proper care and recovery of animals affected during an emergency, including shelter location, public information, and proper animal release and disposition.

II. CONCEPT OF OPERATIONS

Animal owners are responsible for the basic care and sheltering of their large animals, including exotic animals, during a major disaster or emergency. If an evacuation warning is released for an approaching emergency or disaster, it is assumed that owners of large animals and exotic animals will take necessary precautions to evacuate and care for their animals. If owners are unable to care for their large animals and exotic animals, the City of Los Angeles Department of Animal Services (Animal Services) will provide assistance through available resources as outlined in the Animal Services Department Emergency Plan. Animal Services response functions during emergencies that involve wild and domestic animals. In addition, the California Department of Fish and Wildlife (CDFW) will provide assistance in responding to the needs of wildlife.⁴

This Concept of Operations outlines the following elements of large animal support:

- Notification and shelter activation
- Public information
- Temporary Emergency Large Animal Shelter Sites⁵
- Shelter layout
- Staffing
- Registration and tracking
- Large animal care
- Redemption
- Demobilization
- Lost or escaped animals
- Wildlife and exotic animals

A. Terminology

Animal – “Animal” in this Appendix refers to equine, exotic animals, livestock, and wildlife.

Equine – Refers to animals of, relating to, or characteristic of a horse, such as a pony, mule, burro, or donkey. Equines are included in the definition of livestock animals, although they are raised as pets and/or working animals, including assistance animals.

Exotic Animal –Includes non-domesticated animals maintained in an enclosed space by its owner for personal, educational, rehabilitative, and/or commercial purposes. This definition includes native and non-native species to the City of Los Angeles and its surrounding physical environment.

⁴ State of California Emergency Plan, 2017.

http://caloes.ca.gov/PlanningPreparednessSite/Documents/California_State_Emergency_Plan_2017.pdf

⁵ Attachment 1 – Temporary Emergency Large Animal Shelter Sites.

Livestock – According to the United States Department of Agriculture, livestock includes cattle, sheep, swine, goat, horse, mule, or other equine animals.⁶

Wildlife – Refers to non-domesticated, free-roaming animals, which include both native and non-native species.

For a list of acronyms, see Attachment E-1

B. Shelter Activation

- When animals are impacted by a disaster in the City of Los Angeles, the Incident Commander (IC) at the Incident Command Post (ICP) will notify the Animal Services Emergency Management Director (EMDD) that there are large animal issues evident in the emergency response.
- If the IC establishes an Evacuation Branch, the EMDD will assign an Animal Services Emergency Management Coordinator (EMC), who will support the Evacuation Branch Director.
- If the Animal Services Department Operations Center (DOC) is activated, then the General Manager or their designee will assign an Animal Services employee to the Animal Services DOC. The Animal Services EMC will support the IC objectives involving large animals during field response efforts.
- The Animal Services EMC will notify the personnel at the Temporary Emergency Large Animal Shelters to initiate preparations for spontaneous evacuees prior to Animal Services staff arrival.
- The Animal Services EMC will contact the City EOC, if activated, to have the Los Angeles Department of Transportation (LADOT) establish traffic control at the Temporary Emergency Large Animal Shelter sites if needed. If the EOC is not activated, the Animal Services EMC will contact the Animal Services Emergency Management Director to make arrangements.
- If a Temporary Emergency Large Animal Shelter is needed the Animal Services EMC will notify the EOC or IC of its location. The EOC or EMCC will notify the large animal shelters of any evacuation that may impact them.
- The EMCC and the Animal Care Technician Supervisor (ACTS) will determine what supplies are needed at the temporary shelters.
- The ACTS and the EMCC will forward the shelter location information to the Animal Services EMDD who will request the Public Information Officer (PIO) to publish shelter information.

⁶ United States Department of Agriculture, Census of Agriculture.
https://agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Atlas_Maps/Livestock_and_Animals/.
Accessed December 06, 2012.

C. Public Information

Public information is an important response component during any type of incident where large animals may be impacted. Public information messages will include Temporary Emergency Large Animal Shelter locations, owner responsibilities, and other pertinent information.

- The Animal Services Unit Leader in the EOC will coordinate with the Animal Services designated PIO to disseminate information via various media outlets.
- Animal Services will coordinate with the PIO to provide ongoing messaging during response and recovery. Messaging will be conveyed using multiple forms of communication.
- The PIO will coordinate news releases with the Mayor’s Office or the Management Section of the EOC when the EOC is activated.
- During the response and recovery phases of an emergency, public information topics will include, but are not be limited to:
 - Logistical information to the public about transportation and shelter locations for equine and livestock during emergencies.
 - Animal owners will be encouraged to bring some form of animal identification, immunization papers, handling equipment (e.g. saddles, reins, halters, nose leads), water, feed, buckets, and any required medication.
 - Information encouraging owners to assist with the care of their animals while housed in Temporary Emergency Large Animal Shelters
 - Link to web-based bulletin boards, or other update systems, where owners separated from their large animals can find information regarding visiting/care hours where applicable.
- There will be an ongoing need to provide the public with updated information as the incident progresses. For further details about public information dissemination, refer to the EOP Emergency Public Information Annex.

D. Temporary Emergency Small Animal Shelter Sites

Animal Services has identified three shelter sites (See “Attachment E-2: Temporary Emergency Large Animal Shelter Sites” in the Attachments section of this Appendix) within the City limits for the sheltering of equine and livestock in case of a disaster. They include the following:

Hansen Dam Equestrian Center
Los Angeles Equestrian Center
Pierce College Equestrian Center

The three large animal facilities are not owned by the City of Los Angeles and will not be opened until activated by Animal Services. Site selection and activation is based on the following factors: the location of the emergency, the area to be evacuated, and the number of equine and/or livestock in need of temporary sheltering. RAP, Animal

Services Hansen Dam and Los Angeles Equestrian Center are developing an SOP to determine roles and expectations.

Animal Services has agreements with equestrian sites to shelter equine and livestock when space is available. Each facility has corrals or stables that can be used as shelters. The Animal Services agency representative in the City EOC or designee will contact the large animal facilities for possible usage and authorization. While there are no formal agreements with any facilities to shelter exotic animals, Animal Services has identified several local sites willing to assist with the temporary sheltering of exotic animals, including Bob Dunn's Animal Services (City of Sylmar) and Wildlife Way Station (City of Sylmar).

E. Shelter Layout

- Animal Services will establish a secure perimeter with controlled access to the area. If activated by the EOC, LADOT Parking and Traffic Control staff will facilitate the ingress and egress of traffic movement through the Temporary Emergency Large Animal Shelter facilities.
- Equine and livestock owners will deliver their animals in their own trailers to the available shelter. Animal Services staff and volunteers will deliver rescued animals to the nearest shelter site.
- A registration area will be designated for intake and stocked with supplies necessary for registration. A separate first aid area, decontamination area, and triage area will be designated as appropriate.
- Animal Services will implement established safety guidelines and protocols to ensure the public is protected from animal danger.

F. Staffing

- Animal Services will staff the Temporary Emergency Large Animal Shelters. Temporary Emergency Large Animal Shelter staff may include:
 - Animal Services Supervisor(s)
 - Animal Care Technicians
 - Animal Control Officers
 - Registered Veterinary Technicians
 - Veterinarians:
- Veterinary staff members with expired licenses are put on leave until their license is brought current.
- Training for shelter staff and volunteers will be provided on site as needed.
 - Animal Services Volunteers
 - Clerical Staff
- Animal Services assumes large animal owners will assist with the care of their own equine and livestock.
- Animal Services has established relationships with animal care groups including the American Humane Society and the American Society for the Prevention of Cruelty to

Animals (ASPCA) and other animal welfare groups. These groups can provide trained animal care personnel and volunteers.

- Animal Services also maintains a list of volunteers and their contact information.
- Animal Services has a group of specialized large animal registered volunteers referred to as the Volunteer Emergency Equine Response Team (VEERT). The VEERTs will be contacted by the Animal Services Specialized Mobile Animal Rescue Team Leader (SMART) or Animal Services Department appointed person, as needed.
 - VEERT volunteers will be placed on shifts as needed to complement or supplement on-duty personnel.

G. Registration and Tracking

- Greeters at the reception center will direct disaster survivors with their animals to the Animal Services Check-In Area. Animal Services staff and volunteers will deliver rescued animals to the Check-In Area.
- Animal Services staff will register owner information, issue a paper of receipt of intake, and band the animal. Microchip information will be recorded where applicable.
 - Animal Services will assign a number to the animal with the address of their rescue location, owner/custodian information, and enter all acquired information into the Animal Services database.
- Paper receipts will be issued to the owner/custodian and Animal Services. Animal Services will record the following information if available on paper receipts:
 - Name of owner/custodian and prior address
 - Name and type of animal
 - Owner and animal identification information
 - Microchip information where applicable
 - Medical and behavior information on animal that owner is able to provide
 - Owner supplies (handling equipment and other important items)
 - Animal Services Department contact information
- Digital photos of animals will be taken with owners at time of check-in for future identification purposes and entered into Animal Services database.
- All animals will be taken to corrals or stables. Individual pens may be set up to separate stallions.
- A master list is prepared at the Check-In Area indicating where the animal is placed in the holding area according to their assigned animal number.
- Animal Services staff will request the PIO to communicate with the public to bring some form of animal identification, immunization papers, handling equipment (e.g. saddles, reins, halters, nose leads), water, feed, buckets, and other important items with them.

H. Large Animal Care

Animal Services will provide security and basic care for animals at the large animal shelters...

1. Security

- Animal Services staff will provide security at Temporary Emergency Large Animal Shelters and will coordinate requests for security assistance through the EOC as necessary.
2. Feeding
- Animal Services is in charge of ordering and dispensing animal feed during disasters.
 - Animal Services has contracts in place for purchasing animal food appropriate for equine and livestock.
 - Animal Services will accept food donations during emergencies at any of its facilities.
3. Medical and Health
- Trained Animal Services staff will triage and provide first aid to animals. Animal care prioritization will be according to the severity of the animal's conditions.
 - Animal Services staff will monitor animals for zoonotic⁷ diseases and infections to prevent transmission and minimize the threat to human and animal health.
 - Animal Services staff will isolate and quarantine diseased animals to protect human safety and animal health.
 - Under California law the Los Angeles County Public Health Officer has the authority to order the imposition of animal quarantine to prevent the spread of disease.⁸ Local law enforcement officials are authorized to enforce quarantine, and other measures to protect the public's health, as directed by local health officers.⁹
 - Animal Services staff will provide appropriate mortality management. The City of Los Angeles Department of Public Works, Bureau of Sanitation will remove waste and carcasses.

I. Redemption

- Owners must provide proof of ownership (i.e. license, microchip, photos, medical records, etc.) upon animal redemption.
- Owners must provide some sort of positive identification for address verification for rescued animals.
- If license information is not on file, their information will be stored and a follow-up investigation will be conducted at a later date.

J. Demobilization

- Temporary Emergency Large Animal Shelters will be demobilized when the need for animal sheltering has either diminished or ceased. Animal Services EMDD will contact the Logistics function to authorize demobilization.

⁷ Zoonotic diseases are diseases caused by infectious agents that can be transmitted between animals and humans.

⁸ California Health and Safety Code Section 125085. <http://law.onecle.com/california/health/120585.html>

⁹ California Government Code Section 26602 and 41601, and California Health and Safety Code 101029. <http://law.onecle.com/california/>

- At the conclusion of the disaster reunifying many animals may require the Animal Services Director of Field Operations (DFO) to assign a Reunification Unit Leader.
- Animal Services staff will decontaminate and disinfect the facility and all supplies to prevent the transmission of disease and return the facility to its original configuration and order.
- Animal Services staff will return equipment and supplies to their owners and/or to supply stockpiles, or properly dispose of remaining supplies through the EOC Logistics Section.
- Animal Services staff will organize and secure all appropriate documentation.

K. Lost or Escaped Animals

Livestock and exotic animals that are displaced and are roaming “at large” (i.e. lost or escaped) may endanger themselves or the public. Large animal escapes can threaten public safety by disrupting commuting lanes or impacting public health through a possible exposure to zoonotic diseases.

- SMART members are trained and certified to specifically respond to large animal issues. Additionally, all animal control officers and animal care technicians receive training with respect to large animal handling.
- Their capture, transportation, and housing of exotic animals have historically been left to the permittees (owners).
- The CDFW will consult on issues regarding roaming exotic animals, communicate with local operation efforts, and coordination with other regulatory agencies including Animal Services.

L. Wildlife and Exotic Animals

Wildlife and exotic animals are the responsibility of regulatory agencies that oversee the possession of wildlife and exotic animals. All private facilities housing exotic animals are responsible for having an emergency response plan and evacuation arrangements in place for these animals. Wild animals will normally be left to their own survival.

- All responses related to wildlife and exotic animals will be coordinated with Animal Services as staff and other resources allow.
- The CDFW will consult on issues regarding roaming exotic animals and wildlife situations and will communicate and coordination with other regulatory agencies. CDFW enforcement may be involved if the public is endangered by an exotic animal or the actions of its keepers.
 - a) CDFW officers are equipped and trained for the chemical immobilization of native wildlife species that can become involved in semi-urban incidents requiring CDFW intervention. This is almost exclusively deer, bears, and mountain lions.
 - b) Emergencies caused by or closely related to an oil spill in the marine environment, or threatening the marine environment, will be responded to by the CDFW’s Office of Spill Prevention and Response (OSPR) unit. OSPR may assist with the assessment of oiled birds and wildlife.

- The City Zoo Department is responsible for the safety and well being of Zoo staff, visitors, and Zoo animals in the event of an emergency. In general, the Zoo Department does not provide direct services to other City departments as a part of its core services.
- The Zoo Department may have resources, including staff and equipment that may be useful in emergency response or recovery efforts involving non-Zoo animals. Such aid would be made available as provided for in the Mayor's Executive Directive No. EP-1 (EDEP-1).¹⁰
- The City of Los Angeles Police Department (LAPD) may provide support to other City departments and outside agencies responding to incidents involving wildlife and exotic animals. Assistance by LAPD includes the protection of life and property.

M. Documentation and Time-Keeping

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

In accordance with standard cost accountability practice for unique events, human-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 agency operates their respective accounting operations/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.

¹⁰ City of Los Angeles, Zoo Department. Department Emergency Plan, Revised January 31, 2012, p.29.

III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Emergency operations in the State of California occur within the context and under the authority of mandated plans and response systems that describe coordination within and between multiple levels of government response. Large animal support requires the City to effectively bring every available resource (public and private) to the forefront. Accomplishing this task requires multifaceted interdepartmental and inter-agency cooperation. Departments, agencies, and organizations listed within this document will be contacted to provide services if they have not already responded to the incident.

A. City of Los Angeles

1. Animal Services, Department of (Animal Services)

- Responsible for staffing the Animal Services Unit when the City EOC is activated.
- The Animal Resources Unit coordinates care and shelter for animals as required.
- Coordinate the provision of emergency shelters for equine and livestock at Large Animal Shelters.
- Identify critically damaged department facilities and relocate staff and animals to pre-designated alternate locations.
- Activate the facilities necessary for the continued housing of displaced animals, both wild and domestic.
- Determines and requests animal medical and food needs at sites.
- Provides temporary corrals and/or trailers for equine and livestock.
- Establish and maintain liaisons with community groups that can provide support to the Department's field operations and expertise in the handling and the maintenance of wildlife, exotic animals, and livestock.
- Provide controls on wildlife and exotic animals that may be anticipated to appear in urban areas and threaten public safety.
- Provides assistance to those with service animals to reduce difficulties for persons and animals.
- Notifies the Department Public Relations Officer or PIO in the EOC of affected areas and where animals can be taken for temporary care and sheltering.
- Provides a representative to the ICP/Unified Command (UC) as required.
- Provides protection to residents threatened by animal-related conditions.
- Provides safe facilities for equine and livestock in need of confinement.
- Provide security at Temporary Emergency Large Animal Shelters.
- Provides shelter-in-place capability for guests, workers, and volunteers.
- Coordinate with volunteers on evacuations and sheltering of animals.
- Continue service for the care and treatment of sick and/or injured animals.
- Establish and maintain procedures that will provide for the health and safety of the public in records to zoonotic diseases following a major disaster.
- Identify and maintain a contemporary inventory of facilities, both public and private, for the housing of wild and domestic animals.
- Mobilize department personnel for response teams.

- Assist owner who cannot handle their large animals, when the situation warrants.
 - Respond to calls from people who are not home, but who have animals at home.
 - Support the evacuation of wildlife, as necessary to the incident.
 - If evacuation of wildlife is necessary, animals will be sheltered at Temporary Emergency Exotic/Wild Animal Shelters (See Attachment E-3 for location addresses and contact information).
 - Establish tracking of animals under the care of the Department.
 - Reunify animals with owners.
- 2. Emergency Management Department (EMD)**
- Coordinate the City's emergency planning and response efforts between City departments and outside agencies, including animal support planning and response.
 - Initiate local emergency declarations.
 - Activate the City EOC.
- 3. General Services, Department of (GSD)**
- Provide lighting for temporary animal shelter sites.
 - Provide logistical support when materials are needed.
- 4. Police Department, Los Angeles (LAPD)**
- As necessary or requested and as resources allow, provide security for sheltering, temporary distribution centers, and other emergency facilities.
- 5. Sanitation, Bureau of**
- Removal of waste and carcasses.
- 6. Transportation, Los Angeles Department of (LADOT)**
- Provide traffic control at existing Temporary Emergency Animal Shelter sites.
- 7. Zoo Department (Zoo)**
- Ensure the safety and well being of Zoo staff, visitors, and/or animals.
 - Provide communication and emergency response information to staff and visitors at the Zoo.
 - Deploy staff for assistance in the evacuation of patrons from the Zoo.
 - Provide first aid and/or other assistance to injured and displaced Zoo visitors and staff.
 - Protect the public and staff from escaped Zoo animals.
 - Contain and protect Zoo specimens.
 - Provide available staff and equipment that may be useful to other City departments in emergency response or recovery efforts that would not compromise visitors or animal safety at the Zoo.

- Supports the City EOC as required.

B. County of Los Angeles

Although the City of Los Angeles has no authority to assign responsibilities to County agencies and departments, many County departments are the primary agencies 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 a large animal support incident.

1. Animal Care and Control, Los Angeles County Department of (LACDACC)

- Supports the feeding of animals by coordinating with Animal Services.
- Provides resources through automatic aid requests between the City EOC and Office of Emergency Management (OEM).
- Patrols unincorporated areas of the City of Los Angeles and contract cities to rescue domestic animals displaced by catastrophic events during disaster response operations in the operational area.
- Provides emergency animal housing at its shelters and, depending on the circumstances, may also set up temporary emergency animal shelters to assist persons who have taken their animals from evacuated areas during disaster response operations in the operational area.
 - The LACDACC Volunteer Equine Response Team augments department resources through the evacuation of livestock from areas experiencing or at risk of a disaster or emergency in the operational area.

2. Emergency Management, Los Angeles County Office of (OEM)

- Coordinate with Animal Services on care issues, including care, shelter, and possible public health concerns.
- Coordinate evacuation transportation needs for people and animals.
- Coordinate with Los Angeles County Department of Public Health (LACDPH) on potential public health impacts on people and animals.
- Activate the OEM EOC to support larger-scale mass care and sheltering activities.
- Coordinates requests for resources according to SEMS.

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

- Provides and coordinates public health services during disaster response conditions.
- Public health services may include the control of communicable diseases; coordinating inspection of health in damaged buildings; inspection of vital foodstuffs, water, drugs, and other consumables; mosquito and other vector control; and detection and identification of possible sources of contamination dangerous to the general physical and mental health of the community.
- Addresses the County's veterinary public health and animal health emergencies specific to the identification, control, and eradication of animal diseases.

- Protect, prevent, and detect threats and incidents involving wildlife or domestic animals.
- Insure immediate and humane eradication.

C. State

Although the City of Los Angeles has no authority to assign responsibilities of State of California agencies, many state agencies have primary or support responsibility for providing certain services to the City of Los Angeles. Those state agencies are listed in the following, along with the services they are responsible for providing during a large animal support incident.

1. California Department of Fish and Wildlife (CDFW)

- Coordinates and communicates with other regulatory agencies to address wildlife and exotic animal shelter and rescue needs in the event of an emergency
- May be available to assist permitted facilities in the location of suitable alternative housing for exotic animals as staff resources allow.
- May conduct warnings and assist in the evaluation of confined wildlife and exotic animals including, but not limited to, those held under CDFW permits as staff resources allow.¹¹
- May coordinate the use of specialized personnel and equipment to recapture potentially dangerous escaped exotic animals as staff resources allow.
- May assist with the assessment of lost or escaped exotic animals as deemed appropriate and as staff resources allow.
- May assist with the assessment of oil-soaked birds or other animal species as deemed appropriate by the CDFW's OSPR unit and as staff resources allow.

D. Federal

Although the City of Los Angeles has no authority to assign responsibilities to Federal agencies and departments, many Federal agencies and departments have primary or support responsibility for providing certain services to the City of Los Angeles. Those Federal agencies and departments are listed in the following, along with the services they are responsible for providing during a large animal support incident.

1. Federal Emergency Management Agency (FEMA)

- a) Provide Public Assistance to support State and Local government recovery including reimbursements for emergency animal evacuation and animal sheltering activities.
- b) Provide Individual Assistance to individuals impacted by the disaster.

E. Others

Although the City of Los Angeles has no authority to assign responsibilities to other organizations, many organizations have primary or support responsibility for providing

¹¹ AZA (Association of Zoos and Aquariums) accredited facilities (mainly zoos) are outside CDFW jurisdiction.

certain services to the City of Los Angeles. Those who provide services are listed in the following, along with the services they are responsible for providing during large animal support incidents.

1. California Veterinary Medical Association

- Provide veterinary services in support of Animal Services animal health-related services during disaster response operations.

2. Emergency Network Los Angeles (ENLA)/Voluntary Organizations Active in Disaster (VOAD)

- Coordinate emergency assistance through non-governmental organizations (NGOs) within the operational area (e.g., faith-based organizations, community-based organizations).
- Coordinate care and shelter services.
- Provide agency representation at the City EOC, as necessary.

3. Equestrian Centers: Hansen Dam Equestrian Center, Los Angeles Equestrian Center, and Pierce College Equestrian Center

- Provide facilities for the stabling of large numbers of equine and livestock when activated by Animal Services.

IV. DIRECTION, CONTROL, AND COORDINATION

This Large Animal Support Appendix may be activated when the Mayor declares 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, such as the initial response, go into effect immediately following a threat of a terrorist attack event. The remainder of this appendix is only activated when the incident grows in scope to a point where activation of the EOC is warranted. Activation of the EOC is not necessarily automatic or necessary with all adverse weather incidents.

In advance of or simultaneous with the City plan activation, City departments and agencies including the LAPD, Los Angeles Fire Department (LAFD), LADOT, Los Angeles Department of Recreation and Parks, and the Los Angeles Harbor Department will also activate their departmental emergency plans.

A. Command Responsibility for Specific Action

- Incident Command Structure
 - The local command structure is responsible for directing on-scene emergency operations and maintaining command and control of on-scene incident operations. If an incident affects multiple, distanced facilities, separate incident command operations and an area command may be set up.
- Unified Command
 - In a large-scale incident, it is anticipated that a transition will be made from the ICS to a UC operation. In a UC, leaders of all participating response forces agree on general objectives, priorities, and strategies for resolving the emergency situation.
- Area Command
 - A disaster may cover an extensive geographic area or multiple areas. Accordingly, the creation of an inter-jurisdictional Area Command should receive early consideration.
- Assistance
 - If the jurisdiction's resources are insufficient or inappropriate to respond to the emergency situation, a request will be made for assistance from other jurisdictions. Assistance may be provided through automatic or pre-established mutual-aid agreements, or through a request for assistance through the Los Angeles Operational Area (OA).
 - If the City EOC is activated, the Logistics Section will work to request City resources through internal assets. If internal resources are not available, the

Logistics Section and the Administration and Finance section will work with existing contracts and vendors to enact an emergency contract for personnel and resources. Should these contracts not be able to meet the operational need, the City EOC will reach out to the County EOC and request additional resources through SEMS.

- **Coordination Structure**
 - Inter-jurisdictional coordination will be conducted through the EMD as the incident dictates.
- **Information Collection, Analysis, and Dissemination**
 - This task will be conducted by the field planning section, in conjunction with the City EOC and appropriate DOC planning sections, as the incident requires. This information will be used for conducting incident action planning, obtaining situational awareness, and other planning activities.
 - Information collection, analysis, and dissemination should focus on:
 - Identifying large animal support information collection and dissemination requirements for the inter-jurisdictional and intra-jurisdictional planning sections
 - Describing critical large animal support information collection needs and priorities
 - Describing information collection and dissemination methods (e.g., reports, verbal, electronic, graphics, and geographic information systems [GIS]) and protocols
 - Describing long-term information collection and dissemination strategies within this section that include plans to continue such efforts in the event that information management efforts are degraded during a catastrophic disaster
 - Identifying information needs from agencies with intelligent traffic systems

B. Communications

- Inter-jurisdictional and inter-agency coordination will be conducted using available communications equipment and infrastructure.
- Three major radio systems are used for inter-city communication: LAPD has 400/500 MHz UHF; LAFD has 800 MHz UHF; and citywide has 900 or 800 trunked.
- The ICP/UC will establish a communications plan when assessing needs during an incident. Each agency will be responsible for establishing a communications unit and information will be relayed through personnel at the ICP/UC.
- The City does have interoperable communication capability by dispatching an interoperable vehicle to the ICP/UC.

C. Public Information

- Public information will be coordinated according to the EOP EPI Annex.
- Messaging should include information on large animals. Animal considerations for messaging include:

- Information on large animal shelter locations for equine and livestock and owner responsibilities
- Owners should be encouraged to bring some form of animal identification, immunization papers, handling equipment (e.g. saddles, reins, halters, nose leads), water, feed, buckets, and any required medication.
- Uncontrolled animals can be denied access. Animal Services can impound and manage the animals if they are not adequately controlled.

V. 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.

VI. AGREEMENTS UNDERSTANDINGS

Currently, there are no Memoranda of Understanding or Agreements for this Appendix.

VII. VII.AUTHORITIES AND REFERENCES

A. Authorities

1. Federal

- a) The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended. https://www.fema.gov/media-library-data/1490360363533-a531e65a3e1e63b8b2cfb7d3da7a785c/Stafford_ActselectHSA2016.pdf
- 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) Emergency Support Functions (ESF). January 2008.
 - i. ESF #5 - Emergency Management. <http://www.fema.gov/pdf/emergency/nrf/nrf-esf-05.pdf>
 - ii. ESF #6 - Mass Care, Emergency Assistance, Housing, and Human Services <http://www.femal.gov/pdf/emergency/nrf/nrf-esf-06.pdf>
 - iii. ESF #8 - Public Health and Medical Services <http://www.fema.gov/pdf/emergency/nrf/nrf-esf-08.pdf>
- f) ESF #11 – Agriculture and Natural Resources. <http://www.fema.gov/pdf/emergency/nrf/nrf-esf-11.pdf>Americans with Disabilities Act Title II Regulations. 28 Code of Federal Regulations Part 35. Nondiscrimination on the Basis of Disability in State and Local Government Services. Department of Justice. September 15, 2010. http://www.ada.gov/regs2010/titleII_2010/titleII_2010_regulations.pdf

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, Division 2:
 - i. Chapter 1, Standardized Emergency Management System.

- ii. [https://govt.westlaw.com/calregs/Browse/Home/California/CaliforniaCodeofRegulations?guid=IB04B06CEEA354CF78940961DF532ECA&originationContext=documenttoc&transitionType=Default&contextData=\(sc.Default\)](https://govt.westlaw.com/calregs/Browse/Home/California/CaliforniaCodeofRegulations?guid=IB04B06CEEA354CF78940961DF532ECA&originationContext=documenttoc&transitionType=Default&contextData=(sc.Default)) Chapter 2, Emergencies and Major Disasters.
[https://govt.westlaw.com/calregs/Browse/Home/California/CaliforniaCodeofRegulations?guid=IBA0BC182A32148B4A1865573E1C7A256&originationContext=documenttoc&transitionType=Default&contextData=\(sc.Default\)](https://govt.westlaw.com/calregs/Browse/Home/California/CaliforniaCodeofRegulations?guid=IBA0BC182A32148B4A1865573E1C7A256&originationContext=documenttoc&transitionType=Default&contextData=(sc.Default))
- iii. Chapter 6, Disaster Assistance Act Regulations.
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ATTACHMENT E-1
Acronyms and Abbreviations

Acronym	Full name
ACTS	Animal Care Technician Supervisors
ADA	Americans with Disabilities Act
Animal Services	Department of Animal Services
ASPCA	American Society for the Prevention of Cruelty to Animals
BOC	Business Operations Center
CAO	Chief Administrative Officer
CDFW	California Department of Fish and Wildlife
CPG	Comprehensive Preparedness Guide
DFO	Director of Field Operations
DOC	Department Operations Center
EMAC	Emergency Management Assistance Compact
EMC	Emergency Management Committee
EMCC	Animal Services Emergency Management Coordinator
EMD	Emergency Management Department
EMDD	Animal Services Emergency Manager Director
ENLA	Emergency Network Los Angeles
EOB	City of Los Angeles Emergency Operations Board
EOC	Emergency Operations Center
EOO	Emergency Operations Organization
EOP	Emergency Operations Plan
ESF	Emergency Support Functions
FEMA	Federal Emergency Management Agency
FNSS	Functional Needs Support Services
GSD	Department of General Services
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
LACDACC	Los Angeles County Department of Animal Care and Control
LACDPH	Los Angeles County Department of Public Health
LADOT	Los Angeles Department of Transportation
LAFD	Los Angeles Fire Department
LAPD	Los Angeles Police Department
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding

NGO	Non-Governmental Organization
NIMS	National Incident Management System
OA	Los Angeles Operational Area
OEM	Los Angeles County Office of Emergency Management
OSPR	Office of Spill Prevention and Response
PIO	Public Information Officer
SEMS	California Standardized Emergency Management System
SMART	Specialized Mobile Animal Rescue Team
SOP	Standard Operating Procedure
UC	Unified Command
VEERT	Volunteer Emergency Equine Response Team
VOAD	Voluntary Organizations Active in Disaster
Zoo	Zoo Department

ATTACHMENT E-2
Temporary Emergency Large Animal Shelter Sites

Site Name	Phone	Address	City and Zip Code
Hansen Dam Equestrian Center	818 896 - 6514	11127 Orcas Avenue	Sylmar, 91342
Los Angeles Equestrian Center	818 840 - 9063	480 West Riverside Drive	Burbank, 91506
Pierce College Equestrian Center	818 710 - 3308	6201 Winnetka Avenue	Woodland Hills, 91731

ATTACHMENT E-3
Temporary Emergency Exotic/Wild Animal Shelter Sites

Site Name	Phone	Address	City and Zip Code
Bob Dunn's Animal Services	818 896 - 0394	16001 Yarnell Street	Sylmar, 91342
Wildlife Way Station	818 899 - 5201	14831 Little Tujunga Canyon Road	Sylmar, 91342

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1 **Purpose:** The purpose of this Emergency Alert and Warning Policy is to outline the
2 authorities and responsibilities of the City of Los Angeles to activate and utilize the
3 available public alert and warning systems. The systems described herein are meant to
4 provide the public with emergency warnings, pertinent information, and instructions in
5 a timely manner during significant incidents and emergencies. Alert and Warning
6 procedures and templates are in the Emergency Alert and Warning Standard Operating
7 Guideline outside of this document.

8
9 **Goal:** The goal of this plan is to ensure there are clear policies for activating alert and
10 warning systems to make appropriate and timely notifications to the public. The plan
11 outlines when each system can and should be utilized and who has the authority to utilize
12 the systems.

13
14 **Scope:** This plan includes policies for activating and using the following notification
15 systems and methods:

- 16 1. Wireless Emergency Alerts (WEA);
- 17 2. NotifyLA;
- 18 3. Social Media in support of Emergency Messaging.

19
20 **Situation:** The City of Los Angeles, like much of Southern California, is vulnerable to
21 significant incidents or emergencies that can occur with little or no notice and do not
22 provide enough time to warn the public to take a safety action. Additionally, the scope of
23 an incident is not always clear at the onset, and some incidents that do not initially appear
24 serious will escalate.

25
26 To warn the most people at risk in an emergency requires the use of multiple methods to:

- 27 1. Capture the public's attention, regardless of location or time of day.
- 28 2. Ensure safety actions are communicated to all in the affected area(s), including
29 those with limited English proficiency and/or access and functional needs.
- 30 3. Reach people who rely on different communication tools such as traditional media,
31 social media, telephone (landline), cell phone, e-mail, and text message.

32
33 As the hazard and danger to public safety become known, a warning will be developed
34 with appropriate content, format, communication tools, and time(s) for releasing each
35 message. Effective warnings require communicating the nature, extent, and expected
36 impact of a hazard as well as clear, concise, timely, and decisive information concerning
37 safety actions.

38
39 Alert and warning is performed in accordance with best practices of the Federal
40 Emergency Management Agency (FEMA) and California Governor's Office of Emergency
41 Services (CalOES), specifically the State of California Alert and Warning Guidance of
42 March 2019 or its successor.

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Assumptions:

1. No single form of messaging is perfect and will reach the entire target audience effectively.
2. Various factors can influence the public's response to a warning message:
 - a. *Interpretation of message*: When different people listen to the same message, there may be a variation in what they hear, leading to different interpretations and responses.
 - b. *Previous experiences*: Often people will rely on their previous experiences with the hazard to determine what actions they initially take (or don't take).
 - c. *Observations*: Individual responses to warnings vary, but most people will seek some form of confirmation. For example, some people will look for more information through environmental cues, while others will seek to contact from other trusted sources. Optimism bias (thinking that "disasters happen to other people") is overcome with a confirmation.
 - d. *Level of community interaction*: People who have more contacts in the community will receive more warnings and are more likely to act; also, they are more likely to trust officials.
 - e. *Perception of risk/proximity*: People tend to make a rapid assessment of the relative safety of their location, producing an emergent perception of risk. If their perception of personal risk is high, people will act quickly. When the perception is low, they will delay acting.
 - f. *Length of residency*: Transients, tourists, and newcomers to the area lack knowledge of local hazards and the history of local disasters, so they may react differently.
 - g. *Family composition*: Families, more than individuals, tend to heed evacuation warnings. Research indicates that people tend to confer with family, extended family, and friends prior to making a decision. They do this to ensure that their loved ones are safe and also to determine whether they may need to provide protection for their loved ones. Their decisions are based on the following factors related to family composition:
 - i. *Family network*: People are more likely to act if they have relatives nearby who may warn them and offer them short-term shelter.
 - ii. *Presence of children*: Concern for children's safety will elicit a quicker response from parents.
 - iii. *Presence of pets*: People often view their pets as they would their children and will take action to protect them. However, whereas families with children usually act more quickly to take precautions, in emergencies requiring evacuation, people with pets may endanger their own lives by refusing to evacuate, because they incorrectly believe the City shelters do not allow pets.
 - h. *Access and functional needs*: Individuals with access and functional needs may need alerts in accessible formats and additional time and assistance for evacuating.

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3. Wireless Emergency Alerts will not reach all phones.
4. EMD's ability to send timely emergency alerts on nights and weekends is severely degraded due to the lack of a 24-hour operations desk.
5. First responders will request emergency messaging when they require it. First responders know the effect they desire, EMD will utilize our specialized training and tools to achieve that effect.
6. Emergency messages require the public to take lifesaving action.
7. Incident Commanders will have the best perspective on lifesaving actions the public needs to take.
8. Information from an initial response will be incomplete and imperfect but the public must still be made aware of the situation before information matures.
9. Once the public is aware of the situation they must pull additional information from reliable sources (e.g., traditional media, City-hosted websites, City-hosted social media platforms).
10. Emergency messaging will require correction and/or on-going updates, as well as a "close-the-loop" message.
11. While every effort has been made to ensure the reliability of the notification systems the City uses, the successful delivery of messages is dependent on citizen engagement, external networks, and providers outside the City's control. Overwhelmed communications systems or unreliable commercial power could impair the ability to notify the public.

Requesting Agencies: Agencies likely to require emergency messaging from EMD are requested to formally acknowledge this policy in writing. If assistance is required to train staff on Alert and Warning procedures or capabilities EMD will do its best to support all requests. **All agencies should be advised that failure to comply with this policy will slow alert and warning efforts.**

Canned Messages: Pre-planned message templates, or canned messages, are a strongly encouraged best practice. Messages can be composed for various scenarios where appropriate details (locations, times, required actions) can be completed immediately before the distribution. They should be appropriately formatted per EMD's standard operating guidelines for all mediums (WEA, SMS, email, phone call, etc.). In order to ease confusion during potentially hectic requests each message will have a title containing the agency, a number, and subject ("LAFD #1 Fire Evacuation", "LAPD #3 Active Shooter" or "EMD #2 Boil Water").

Canned messages are submitted by requesting departments with approval from the organization's senior executive to prevent confusion and conflict. EMD will acknowledge when the message is uploaded and ready for use.

Notification Decision Criteria: Deciding whether to issue a public warning can be difficult. Ultimately it will be a matter of the requesting department's judgment; however,

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1 it will be helpful to have an outline of decision criteria to assist you with the process and
2 ensure that a timely decision is made.

3
4 When deciding whether to issue a public warning, the following criteria can be applied:

- 5 1. Does the hazardous situation require the public to take immediate action?
- 6 2. Does the hazardous situation pose a serious threat to life or property?
- 7 3. Is there a high degree of probability that the hazardous situation will occur?
- 8 4. Are other means of disseminating the information adequate to ensure the rapid
9 delivery of urgent information? For example, when the impacted area is confined
10 to a very small radius or geocode, other forms of notification may be more
11 appropriate to avoid messaging to unintended parties.

12
13 **Third-Party Requests for Notification:** Third parties may not request to utilize
14 emergency notification methods if circumstances are outside the Notification Decision
15 Criteria.

16
17 **Concepts of Operation:** The EMD will provide initial Alert and Warning messages
18 during normal business hours (08:00-17:00 on working days) and when the EOC is
19 activated, otherwise the responsibility will lie with the LAPD DOC. Requesting agencies
20 (DPW, etc.) will be required to provide the following to EMD staff:

- 21 1. *Urgency:* How quickly does this message need to get to the target population? Does
22 it require them to take immediate life-saving action? ▲
- 23 2. *Message Body:* what message are you trying to send? The length and format of the
24 message could vary by delivery medium so providing a short message (360
25 characters or less for WEA) and long message (approximately 75 words for phone
26 call/email) formats is preferred.
- 27 3. *Message Target Area:* Where does the message need to reach? This is best
28 expressed by an image texted to the EMD Duty Officer or EMC performing the
29 messaging.
- 30 4. *Approval Authority:* Each message EMD sends will receive final approval from the
31 requesting authority, where that resides in each requesting organization is up to
32 their SOPs. When in doubt, EMD will trust the requestor that they have authority
33 and release the message, noting their position and name.



35
36
37 **Requests will be made to the EMD Duty Officer or their designate after initial**
38 **contact. EMD's ability to provide Alert and Warning services after business**
39 **hours is severely degraded unless the EOC is activated. Degradation is due to**

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Lack of a 24-hour watch center and staff, requiring staff to wake and respond to the EOC before sending messages. This could take longer than is operationally necessary, potentially in excess of 1 hour.

EMD Staff will take the four requirements and process their message through the appropriate systems.

Timely and accurate emergency alerts and warnings to the public can prevent or reduce harm. In general, messages should follow these seven principles:

1. Describe the hazard in plain language.
2. Specify the geographic area or population affected.
3. Specify the time the hazard will present itself and when it will potentially pass.
4. Explain actions the public should take to stay safe.
5. State what hazard or damage has occurred or is expected.
6. Tell people what responders are doing to manage the incident.
7. Provide timely updates and “all clear” messages when it is safe to resume normal activities.
8. Provide resources to obtain additional information, such as website, address, or phone number, if the City has made those available.

For hazards that threaten the larger community surrounding the City, coordination should be made with the Los Angeles County Office of Emergency Management Duty Officer, if possible before a message is issued, to engage surrounding communities.

EMD Staff Training: All EMD EMCs shall be trained in accordance with CalOES Alert and Warning Guidelines best practices as stated below:

All EMC I's

- Monthly Tests
- Everbridge: Mass Notification Message Sender Certification (2 h)
- Everbridge: IPAWS Integration Certification (1 h)
- Everbridge: After Action Review – What to do after sending a Notification
- IPAWS Rules of Behavior: Read, understand, and sign the IPAWS Rules of Behavior
- IS-247.a: IPAWS Alerting Authority (2 h)
- IS-248: IPAWS for the American People (30 min)
- IS-251: IPAWS for Alerting Authorities Best Practices (2 h)

All EMC II's

- All EMC I requirements
- Read
 - Best Practice Guide for Warning Originators (Office of the US Attorney General of the US) (2 h)

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- WEA Messages: Impact on Physiological, Emotional, Cognitive and Behavioral Responses (U.S. Department of Homeland Security) (2 h)
- Best Practices in Wireless Emergency Alerts (U.S. Department of Homeland Security) (2 h)
- PER-304: Social Media for Natural Disaster Response and Recovery (8 h)
- G290: Basic PIO (16 h)
- G291: JIC/JIS (8 h)

Operational Readiness Division Chief / Everbridge Project Manager (s) & Administrator(s)

- All EMC II requirements
- Everbridge Suite Fundamentals
- **GIS Training**

Notification Systems & Methods: The following is a list of systems that are available to warn the public. The narrative describes how they work when they ought to be used, and who can activate them. It also describes who the messages are expected to reach, and who they are most likely missing. The discussion illustrates that no communication method can be expected to reach everyone in the community, and that multiple dissemination methods, and the request to “please share this message”, will usually reach the most people possible.

Wireless Emergency Alerts (WEA)

WEA allows regional text warnings to be delivered directly to WEA-enabled mobile devices, the public does not need to opt-in for WEA. All participating wireless providers are required to transmit alerts to a geographic area that best approximates the area affected by the emergency situation.

WEA geo-locates individuals so messages will reach all WEA-capable devices within the specified area, including visitors. A WEA alert appears on the screen of the recipient’s handset as a text-like message. The alert is accompanied by a unique attention signal and vibration, which is particularly helpful to people with hearing or vision-related disabilities.

At the time of this policy’s drafting in January 2020, WEA messages are limited to 360 characters, typically warning the recipient of the type of incident and recommend safety action (e.g., shelter in place or evacuate). WEA messages target individual cell sites that could cover large areas outside message target areas, broad bleed over is expected. Later this year, updates are expected to increase the character count, geographic specificity and Spanish capability.

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1 WEA is intended to complement other mass notification systems (NotifyLA, Press
2 Releases, Social Media) in that it alerts the public, including visitors, of a significant
3 event or disaster where they might need to take action.

4
5 **As of January 2020, WEA messages are limited to 360 characters; therefore,**
6 **it is very important to maximize their effectiveness.** Consider the following
7 factors when writing WEA messages:

- 8 1. Does the message drive the recipient to take life-saving action?
- 9 2. Does it direct people to other sources of information (for more information, due to
10 the 360-character limit)?
- 11 3. If possible, include a small web link to more information or a graphic depiction of
12 an evacuation area.

13
14 Example message (with 21 characters remaining for area description):

15 "LAFD: <XYZ> area - EVACUATE now due to wildfire. Map: lafd.org/alerts"

16
17 *NotifyLA*

18
19 NotifyLA is the City's opt-in mass notification system designed to keep those who live or
20 work in Los Angeles informed of important information during emergency events. The
21 City uses the vendor Everbridge, with this system the City can send messages to
22 residents and businesses.

23
24 NotifyLA messages can be delivered to registrants by SMS text message, TDD/TTY,
25 email and phone call. Registrants are also required to provide location information
26 enhancing EMD's ability to geographically target them.

27
28 The legacy notification system Nixle has also been incorporated into Everbridge and has
29 become a data subset of NotifyLA. Legacy registrants were not required to provide
30 location information making them inherently harder target. EMD will contact legacy
31 Nixle registrants without location information with every message sent with this system.
32 Efforts will be made to assist legacy Nixle registrants in migrating to NotifyLA.

33
34 NotifyLA should also be used to notify employees of actions to be taken in preparation
35 for or during emergencies.

36
37 The hazard threshold for sending a NotifyLA message is lower than sending a WEA
38 message, as it is an opt-in structure that does not require the use of federal systems.

39
40 *Social Media*

41
42 Social media accounts for Facebook and Twitter can be templated and accessed through
43 Everbridge similar to NotifyLA. These accounts are not monitored 24 hours a day and
44 should be considered a secondary means of informing the public. Although messages

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1 stored in templates are not ideally formatted for these mediums it is best practice to get
2 the basic message out immediately in an emergency, following up with better-formatted
3 information whenever possible. As soon as possible the EMD Duty Officer, or their
4 designee, will hand over social media responsibilities to the EOC Public Information
5 Officer (PIO) during significant events and emergencies.

6
7 Social media posts are not only a means of communicating a warning but help the media
8 amplify the message and provide a verified information source to the public. Many
9 people who receive an emergency text message or phone call will seek to verify the
10 message in the media before taking action. Social media releases may also reach
11 caregivers outside the impacted area and may generate news coverage in languages
12 other than English.

13
14 **Twitter and Facebook accounts shall have information in their "About" sections stating**
15 **that accounts are not consistently monitored and not a means of reaching emergency**
16 **assistance.**

17
18 **Accessibility:** (specific verbiage to be added about maintaining appropriate levels of
19 accessibility)

20
21 **Cybersecurity:** (specific verbiage to be added about maintaining appropriate levels of
22 cybersecurity and access protection)

23
24 **Correcting Public Alert Messages:** In the event public alert messages are sent by
25 mistake or with incorrect information which would put the public at risk, immediate
26 actions must be taken to issue a correction.

27
28 **Policy Maintenance:** This policy should be updated no less than every other year or at
29 the direction of the General Manager of EMD.

30
31 **Approved:** _____

Aram Sahakian	Date
General Manager	
Emergency Management Department	

32
33
34
35
36
37 **Attachments:**

- 38 1. One-page Executive Summary

39
40 **References:**

- 41 1. CalOES Alert and Warning Guidelines, March 2019.
- 42 2. FEMA Independent Study – 247.a: Integrated Public Alert and Warning System
43 (IPAWS), October 2013.

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- 1 3. FEMA Independent Study – 251: Integrated Public Alert and Warning System
- 2 (IPAWS) for Alerting Authorities, June 2014.
- 3 4. **City of Los Angeles MOU with the FCC for WEA**
- 4 5. City of Los Angeles Emergency Operations Plan, Early Warnings and Notification
- 5 Annex
- 6 6. EMD Standard Operating Guideline: Emergency Alert and Warning
- 7

DRAFT