Emergency Response Plan

Developed by the Emergency Network Los Angeles (ENLA) Emergency Response Plan Subcommittee, April 2022 – August 2022

Approved by the ENLA Board on September 15, 2022

ENLA Emergency Response Plan

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Emergency Network Los Angeles – Emergency Response Plan

Executive Summary

The mission of Emergency Network Los Angeles (ENLA) is to enhance preparedness and coordinated response to disasters by facilitating linkages among Los Angeles County nonprofit organizations and with government and the private sector.

ENLA is recognized by Southern California Voluntary Agencies Active in Disaster (VOAD) and National VOAD as the VOAD for the Los Angeles County Operational Area. The service area for ENLA is Los Angeles County, a large urban county with 88 incorporated cities, 79 school districts, and many large unincorporated communities.

ENLA is also recognized by the County and City of Los Angeles as the disaster coordinating body for nonprofit agencies.

1. Mission, Purpose and Scope of Plan, and Authorities

A. ENLA Mission Statement

The mission of Emergency Network Los Angeles is to prepare for, mitigate against, respond to, and recovery from disasters and emergencies in the Los Angeles County Operational Area by facilitating communication, coordination, collaboration, and cooperation between the nonprofit, private, and government sectors.

B. Recognition by Los Angeles County and City

ENLA is recognized as the official Voluntary Organizations Active in Disaster (VOAD) unit of Los Angeles County, maintaining a special relationship with Los Angeles County, the City of Los Angeles, and other 87 municipalities in the county operational area. *(See Appendix A.)*

C. VOAD Affiliation and Authority

ENLA is a 501[c][3] nonprofit corporation that is recognized as a sub-state VOAD under the Bylaws of the Southern California Voluntary Organizations Active in Disaster (SCVOAD).

SCVOAD is a state-level unit organized according to the Bylaws and policies governing state-level units of the National Voluntary Organizations Active in Disaster (NVOAD).

NVOAD is a 501[c][3] nonprofit corporation with principles that guide the work of its units at the state and sub-state level.

2. Description of ENLA Service Area

The service area for ENLA is the Los Angeles County Operational Area (LACOA), comprised of 88 incorporated cities, more than 100 school and special districts, in addition to unincorporated communities. ENLA provides mutual support for adjacent counties when requested upon.

3. Threat Assessment

The LACOA is subject to a variety of destructive emergencies, including earthquakes, wildfires, flooding, landslides, tsunamis, tornadoes, urban fires, power outages, industrial accidents, terrorism, and civil unrest. Any of these emergencies can cause significant socioeconomic disruptions, environmental impacts, and suffering, possibly requiring the intervention of ENLA member agencies.

4. Use of the Standardized Emergency Management System and the National Incident Management System (SEMS/NIMS)

Standardized Emergency Management System (SEMS) is the emergency management system developed by the State of California for use by government organizations throughout the state. The National Incident Management System (NIMS) guides all levels of government, nongovernmental organizations and the private sector to work together to prevent, protect against, mitigate, respond to and recover from incidents.

SEMS/NIMS is not mandated for ENLA or for not-for-profit organizations, but ENLA encourages its member agencies to utilize NIMS/SEMS Incident Command System concepts to manage their emergency operations.

5. Preparing for an Emergency

A. Phases of a Disaster

ENLA supports the Whole Community approach to conduct emergency management in all-hazards in order to supplement the capabilities and meet the needs of the community. This is accomplished through shared understanding, engagement, empowerment, and strengthening of the community throughout the phases of emergency management:

1) **Preparedness** refers to the actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk.

2) **Mitigation** encompasses activities providing a critical foundation to reduce the loss of life and property from natural and/or human-caused disasters.

3) **Response** includes action to save lives, stabilize community lifelines, protect property and the environment and meet basic human needs after an incident has occurred.

4) **Recovery** encompasses activities necessary to assist communities affected by an incident to recover effectively.

Each ENLA member organization operates with autonomy during emergencies and disasters. As a member of ENLA, member organizations coordinate with the VOAD in order to enhance and streamline their operations while also mitigating against the duplication of efforts.

ENLA serves as a conduit of information for government, private sector, and nonprofit partners, as it maintains close ties with government at the municipal, county, state, and federal levels. The VOAD plays a role in all cycles of emergency management, as its primary objective is to strengthen Los Angeles County's emergency management infrastructure.

B. Rosters

ENLA maintains a roster of member agencies which are utilized in both "blue sky" and "gray sky" contexts to support the preparedness, mitigation, response, and recovery needs of communities across the Los Angeles County Operational Area.

As a "large tent organization," ENLA seeks to partner with nonprofit organizations, private sector and government entities of all stripes that are committed to supporting the common mission of Los Angeles County VOAD. ENLA should strive to recruit partner organizations on a consistent basis, as expansion, particularly with entities serving under-resourced/underrepresented communities, is foundational to meeting the goals of the VOAD.

ENLA may also communicate and coordinate with non-member organizations that provide services to meet needs resulting from an emergency or disaster. The roster is a living document that can be viewed on ENLA's website.

C. Training

As well as promoting external training opportunities, ENLA supports internal and external trainings and exercises with our VOAD partners. This will include discussion and operations-based exercises.

ENLA's training exercise plan will include FEMA Independent Study (IS) and Incident Command System, and will be held in-person and/or virtually/online.

D. ENLA Committees

ENLA establishes six functional committees which work cooperatively to support the county's emergency management infrastructure. These committees are led by either one or two committee chairs, generally drawn from ENLA's Board.

These committees include, but are not limited to: Donations Management, Volunteer Management, Communications, Mass Care, Recovery, and Emotional & Spiritual Care.

Depending on their purview, committees can collaborate on inter and intra-committee basis to respond to the needs of an emergency.

6. ENLA Emergency Activities

A. Plan Activation

There are four phases to ENLA's emergency activities:

1) Preplanning: Participate in trainings and exercises with partners in the Los Angeles County Operational Area. Participate and host informational meetings and workshops to educate, train, and empower partners and encourage collaboration between them. Identifying ENLA members based on their strength on delivery of services. Have checklist of activation requirements; should be consistent to what ENLA members have on their checklists.

2) Notification: Request for ENLA Members to be activated by the county, municipalities, and/or other higher-level government partners, including at the state and federal levels. Notifications to ENLA VOAD could come from, but not limited to, traditional (text, phone, email, CWIRS radio, etc.) and new technology platforms. The VOAD will activate partners through the use of standard communications platforms (i.e.: text, phone, email), unless those systems are unresponsive.

ENLA advises all partners to adopt the use of low band ham radio as a redundancy communications system to provide and share emergency incident situational awareness information. This could include member agencies being activated to assist ENLA in providing emergency response and/or recovery services.

ENLA will promote and host ham radio trainings and periodic exercises to encourage the uptake of amateur radio use among its members.

Succession planning will provide guidance as to who will act as Incident Commander in the event of an emergency where ENLA's executive is not available. *(See Appendix D for more details.)*

3) Response: ENLA responds to all hazards and threats affecting the Los Angeles County Operational Area and is available to provide mutual aid to neighboring counties in the event of an emergency.

ENLA member organizations (a full list can be found [here](#)) maintain the following capabilities:

Mitigation	Response	Recovery
Planning		
Public Information and Warning		
Operational Coordination		
Community Resilience **Long-term Vulnerability Reduction** **Risk and Disaster Resilience Assessment** **Threats and Hazards Identification**	**Transportation** **Logistics and Supply Chain Management** **Mass Care Services** **Operational Communications** **Public Health, Healthcare, and Emergency Medical Services** **Emotional and Spiritual Care** **Situational Assessment**	**Economic Recovery** **Health and Social Services** **Housing** **Natural and Cultural Resources**

ENLA VOAD can only be activated if the federal government, State of California, local government (i.e.: Los Angeles County departments), or municipal governments within the LACOA requests ENLA's assistance during an emergency. *ENLA members should not self-deploy under any circumstance.*

4) Recovery: ENLA works closely with the Los Angeles Region Community Recovery Organization (LARCRO) to manage Long Term Recovery operations related to medium and large-scale disaster events.

ENLA can exercise the ability to establish a Long Term Recovery Group (LTRG) to help address the needs of communities affected by disaster. LTRGs consist of government and nonprofit organizations that are dedicated to the sustainable rehabilitation and recovery of affected communities. Their management should transition to members of an affected community once deemed necessary by LTRG participants.

ENLA may also work with state and federal agencies depending on the size/scope of a disaster, as well as its designation classification (e.g.: "Federally Declared Disaster.")

The State of California's Governor's Office of Emergency Management (Cal OES) – ENLA may interface closely with Cal OES in the event of a federally or state declared disaster event. While ENLA works with different personnel within Cal OES engaging in different aspects of recovery, ENLA will assist the state with supporting LTRGs and identifying individuals in need of Individual Assistance (IA).

Federal Emergency Management Association (FEMA) - ENLA may interface closely with FEMA in the event of a federally declared disaster event. While ENLA works with different personnel within FEMA engaging in different aspects of recovery, ENLA will likely interface most closely with the FEMA Region IX's Voluntary Agency Liaison (VAL) with supporting LTRGs, coordinating on aspects related to donations and volunteer management, and identifying individuals in need of Individual Assistance (IA).

B. Role of the ENLA Board

The ENLA Board will be asked to provide strategic guidance and direction in the event of an emergency, acting as a steering mechanism to help direct ENLA's response capabilities.

Committees, which are chaired by board members, are designed to support ENLA's preparedness, mitigation, response, and recovery capabilities.

Through ongoing coordination efforts with the Disaster Management Area Coordinators (DMACs), one of the eight DMACs will be assigned as a representative to ENLA to coordinate emergency response and recovery efforts.

C. Communications Networks

In the event of a major emergency and subsequent government activation, ENLA should identify multiple coordination centers that can serve various purposes including, but not limited to, a rally point where ENLA members can convene/deploy to an area; serve as extra space location for ENLA members; radio communications, such as ham radio; alternate location for other purposes.

At least one coordination center should be identified in each Service Planning Area (SPA). Virtual Communication Centers can be utilized in contexts where communications infrastructure in an affected area is intact and operational.

See Appendix B ("Communications Networks") for more information.

D. ENLA Meetings

ENLA has the capability to host meetings with its partners to update them on situational awareness information related to emergency response/recovery operations.

ENLA may choose to host emergency/disaster coordination meetings when activated by a municipal, county, state or federal agency. Meetings can be held utilizing various communications platforms (virtually, by phone, in-person, etc.), depending on what the situation calls for.

7. After-action meetings and reports

Following the response phase of an emergency, once circumstances have stabilized, ENLA should aspire host a hotwash event with relevant parties in the government and nonprofit sector to review the overall effectiveness of response operations. This should examine what went right, what went wrong, and what areas of improvement need to be addressed in order for ENLA be better prepared for the next emergency/disaster.

Following the hotwash, ENLA should aspire to create an After-Action Report/ Improvement Plan (AAR/IP) to document the events and activities that were conducted during the emergency/disaster incident and establish ways to better prepare/respond to related events. (Please see Appendix C for more information on what comprises a standard AAR/IP.)

8. Appendices

Appendix A - Recognition by Los Angeles County and the City of Los Angeles

Los Angeles County

Los Angeles County Department of Public Social Services Emergency Response Plan

DPSS is the designated County Disaster Liaison with private, not-for-profit human services agencies, and the grocery industry. DPSS discharges these responsibilities through relationships with the Grocery Industry Mutual Aid Council, CDSS, and Emergency Network Los Angeles (ENLA)/Los Angeles Voluntary Agencies Active in Disasters.

- DPSS Emergency Management Section (EMS) will coordinate planning efforts with other agencies, including County support departments, California Department of Social Services, Governor's Office of Emergency Services, Federal Emergency Management Agency (FEMA), County Office of Education, the American Red Cross, Emergency Network Los Angeles/Los Angeles Voluntary Agencies Active in Disasters (ENLA), the Grocery Industry Mutual Aid Council, and other agencies which share human services responsibilities with DPSS or for which DPSS is assigned County liaison responsibilities.
- ENLA is the Los Angeles affiliate of the National Voluntary Agencies Active in Disasters (NVOAD). Agencies who are NVOAD members are national not-for-

profit organizations providing human services support. These agencies include the Red Cross, the Salvation Army, Tzu-Chi Foundation, Lutheran Disaster Services, Catholic Charities, Food Bank, and many others.

- ENLA membership includes NVOAD member agencies as well as local, community-based organizations. ENLA brings together not-for-profit human services provider agencies following a disaster to facilitate more efficient delivery of services and cooperation with government agencies.
- As the designated Human Services Liaison with private not-for-profit human services agencies, the DPSS Department Operations Center (DOC) is responsible for ensuring proper County linkages with ENLA. Following a disaster, this is accomplished through the DOC liaison function.

Upon notification of a predicted emergency from the CEO-OEM, EMS staff will take the following actions:
- Contact DPSS support departments, the Red Cross, ENLA, Salvation Army, 211 (INFO LINE), and other key agencies to ensure preparedness and readiness support;

Los Angeles County Mass Care and Shelter Annex

Coordination Structure
LACOA Mass Care and Shelter operations and activities include collaboration and cooperation among the Los Angeles County DPSS, the OEM, lead and support departments, Disaster Area Management Coordinators (DMACs), the Red Cross and other NGOs (e.g., ENLA, the Salvation Army, 211 Los Angeles County, the Tzu Chi Foundation), the private sector, and, if activated, State and Federal emergency management entities.
…
Primary Agencies
Los Angeles County Department of Public Social Services (DPSS)DPSS is the lead agency for the mass care and shelter of people affected by a disaster. DPSS is the designated county disaster liaison with NGO human services agencies and the grocery industry. DPSS carries out these responsibilities through relationships with local cities, county departments assigned to support DPSS, Emergency Network Los Angeles (ENLA)—which includes the voluntary organizations that respond to and are active in disasters for the LACOA—the California Department of Social Services, the Red Cross, the Salvation Army, the Grocery Industry Mutual Aid Council, and Federal agencies as designated in the NRF.

Nongovernmental Organizations
There are numerous nongovernmental organizations that will play a role in disasters occurring in LACOA. Below listed are some of the key partners that LACOA has worked with to establish a role in mass care operation. During and after an emergency, LACOA will reach out to other organizations as well to support operations, as necessary. Some of the types of services and resources that NGOs can bring include but are not limited to:
a. Case management services to support people impacted by disasters in gaining access to available services.
b. Emergency sheltering, feeding, and bulk distribution support services.
c. Child, senior, and dependent adult care services.

d. Cleanup and rebuilding services.
e. Financial assistance for disaster-related expenses.
f. Healthcare services.
g. Spiritual care and services.
h. Mental Health services.
i. Services, equipment, supplies, etc. to support the needs of people with disabilities and others with access and functional needs.
j. Relocation services to assist affected populations with settling in new areas or returning to the affected area.
k. Assistance with unmet needs.
…
Emergency Network Los Angeles
a. Coordinates NGOs, including national affiliates that have resources available to support disaster response in the LACOA.
b. Maintains relationship with and serves as the primary organization acting on behalf of the National Voluntary Organizations Active in Disaster in the LACOA.
c. Coordinates and facilitates planning efforts for member organizations intending to provide services to the community during a disaster.
d. Provides support in management of prospective volunteers and Emergency Volunteer Center (EVC) operations.
e. Send a member to serve as liaison in the CEOC, upon request.

City of Los Angeles

City of Los Angeles Disaster Emergency Plan

"11. Emergency Network Los Angeles (ENLA)
ENLA is recognized by Southern California Voluntary Organizations Active in Disasters (SCVOAD) and National VOAD as the VOAD for the Los Angeles County Operational Area. The service area for ENLA is Los Angeles County, which includes the City. The County and City of Los Angeles recognize ENLA as the disaster coordinating body for non-profit agencies.

The ENLA Emergency Response Plan is activated upon request from the Los Angeles County Operational Area or any city, with the concurrence of the ENLA Chair, or if the chair is not available, any other ENLA staff or elected officer. ENLA can, in turn, activate its network of faith and community-based partners to support the City's response efforts.

During an emergency, the protocol between government and ENLA, states that, except in unusual circumstances, contacts with government should be made by the ENLA Incident Commander. Following an emergency, communications from the City of Los Angeles to ENLA lead agencies would initially begin with the Liaison Officer of the City's EOC to ENLA's Incident Commander. The City EOC Liaison Officer would refer the ENLA Incident Commander to the specific City EOC Section or Branch for further information or instruction. ENLA is represented in the City EOC within the Business Operations Center organization during activations. When an event occurs without the need for an activation, ENLA assists with regular coordination efforts and communicates through the Duty Officer.

Communications between ENLA and government agencies is normally done via telephone, email, or fax. In the event these normal communication channels with ENLA are disrupted and there is an important emergency message to communicate, the County-Wide Regional Integrated System (CWRIS)may be available as required, depending on the priority needs of the emergency. In this case, the County EOC would be able to relay messages between ENLA and the City EOC."

City of Los Angeles Recovery Annex (pg. 23-26 ; pg. 69)

"III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES
City of Los Angeles Recovery Support Function #1: Community Planning and Capacity Building Increased community relations programs and public announcements lessen adverse public reaction. Being open with known facts of the emergency and emergency operations engenders public support and reduces criticism. City of Los Angeles will provide information to community members, leaders, and supporters, and will involve them in the recovery process…
City department roles and responsibilities in Recovery Support Function #1 are as follows:
…

7. Emergency Management Department (EMD)

…
- Coordinate community outreach with City departments and partner agencies including the Los Angeles Police Department (LAPD), the Los Angeles Fire Department (LAFD), City Planning Department, LADWP, Harbor Department, Los Angeles World Airports (LAWA), Sanitation, Street Services, RAP, Los Angeles Department of Transportation (LADOT), DOD, Aging, Animal Services, Caltrans, County Public Works, Council Offices, Neighborhood Council Representatives, ENLA, California Department of Transportation (Caltrans), California Highway Patrol (CHP), Los Angeles County Department of Public Works (LACDPW), and Los Angeles County Department of Public Health (LACDPH).
- Support implementation of the community's proposed recovery actions.
- Ensure that the EOC Business Operations Center (BOC) is activated during recovery operations, as necessary.
- Coordinate BOC operations with the Emergency Preparedness Foundation, ENLA, and the Business and Industry Council for Emergency Preparedness and Planning (BICEPP).
…

H. Non-Governmental Organizations Although the City of Los Angeles has no authority to assign responsibilities to NGOs, many NGOs have primary or support responsibilities for providing certain services to the City of Los Angeles. Those NGOs are listed below, along with the services they are responsible for providing in the recovery phase…

2. Emergency Network Los Angeles (ENLA)
- Provide avenues for communication, collaboration, and networking so that nonprofit organizations can most effectively use resources and work together to coordinate recovery.
- Partner with City agencies to provide general assistance to the public."

City of Los Angeles Adverse Weather Annex (pg. 68-69)

"E. Non-Governmental Organizations (NGO)
Although the City of Los Angeles has no authority to assign responsibilities to NGOs, many NGOs have primary or support responsibility for providing certain services to the City of Los Angeles.

NGOs, along with the services they provide, include: …

2. Emergency Network Los Angeles (ENLA)/Voluntary Organizations Active in Disaster (VOADs)
- Coordinates emergency assistance through NGOs within the Los Angeles Operational Area (OA) (e.g., faith-based organizations and community-based organizations)
- May provide coordination of care and shelter services and agency representation at the City EOC, as necessary."

City of Los Angeles Earthquake Annex (pg. 76)

"E. Non-Governmental Organizations (NGO)

Although the City has no authority to assign responsibilities to NGOs, how they respond and the services they provide in the event of an earthquake may greatly impact the City.

Listed below are the outside agencies that will be critical and the roles they will play in assisting the City.
….
2. Emergency Network Los Angeles (ENLA)
● Provide avenues for communication, collaboration, and networking for nonprofit organizations to effectively use resources to coordinate recovery.
● Partner with City agencies to provide general assistance to the public."

City of Los Angeles Mass Care & Sheltering Annex – Mass Feeding Appendix (Pg. 35)

F. Non-Governmental Organizations (NGO)

"Although the City of Los Angeles has no authority to assign responsibilities to NGOs, many NGOs have primary or support responsibility for providing certain services to the City of Los Angeles. Those NGOs are listed in the following, along with the services they are responsible for providing during mass feeding incidents.

1. Emergency Network Los Angeles (ENLA)/Voluntary Organizations Active in Disaster (VOADs)
● Coordinates emergency assistance through NGOS within the Operational Area (e.g., faith-based organizations and community-based organizations)"

City of Los Angeles Mass Care and Sheltering Annex – Non-Traditional Sheltering Appendix (pgs. 48; 51; 55; 56-57; 87)

"M. Transportation Management

A Non-Traditional Shelter will require daily support from transportation resources during the course of an incident/event. The range of transportation needs will cover coordination with inbound evacuation transportation, local transportation, urgent medical transportation support, non-urgent medical transportation, off-site recovery services, and local transportation for public education. The Transportation Branch will be responsible for any shelter transportation activities and will communicate relevant information to the Public Information Team or other functions at the NTS.
…
b) Public transportation
- Provide information to shelter clients regarding possible public transportation modes to and from the NTS.
- Coordinate with the Transportation Branch for possible rerouting of existing public transportation routes or creating a new route to accommodate the NTS clients.
- Coordinate with ENLA, NGOs, CBOs, and FBOs for support transportation services.
…
4. Client Care Support
- Logistics will support Operations in the set up and tear down of the dorm areas.
- Logistics Facilities Unit will set up laundry services on site or at an off-site vendor.
- The EOC Logistics Section will assess the availability of laundry services and self-service providers to determine if vendors are available to support the population.
- Laundry services will be requested and supplied as soon as possible.
- Additional staffing resources, as needed, will be requested through the Resource Unit to the Planning and Intelligence Branch and may include support from ENLA members or contract laundry service providers.
- Logistics will coordinate with Transportation to provide vehicles for shelter clients to access contracted off-site laundry vendor, as needed.
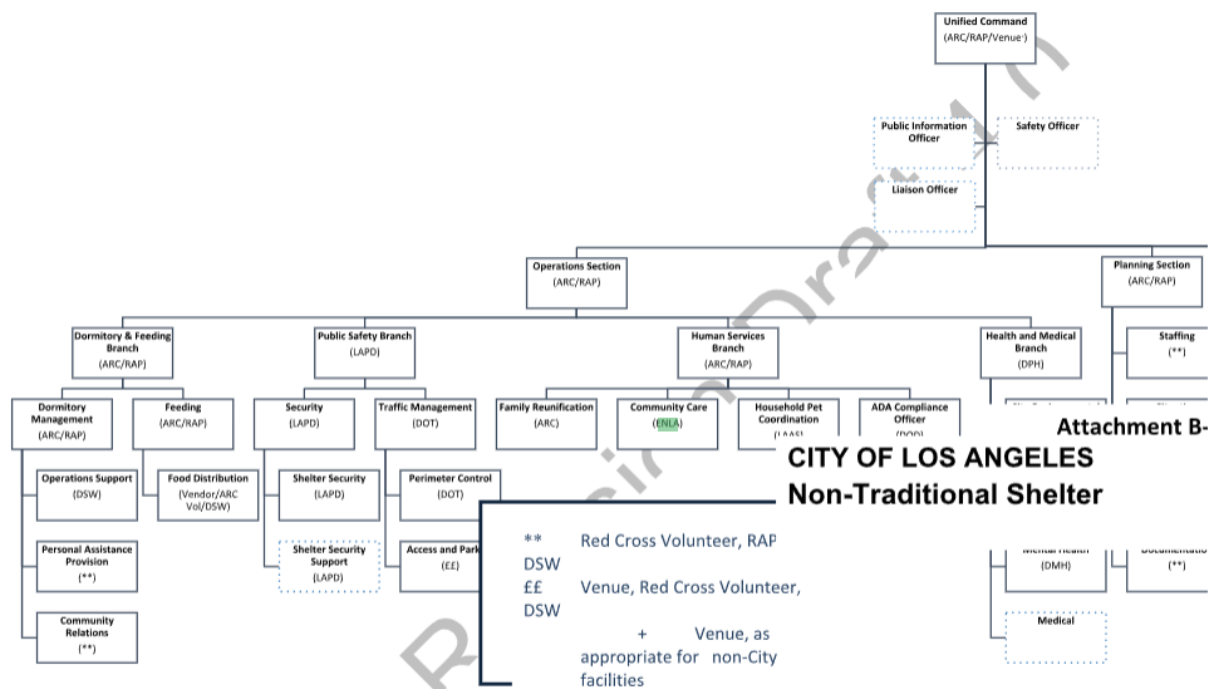…
5. Community Relations

In addition to on-site Security, Community Relations staff in easily recognizable clothing (e.g., t-shirts or bibs with identification) will be recruited to walk through the areas of the NTS to which shelter clients have access. These individuals, who may be spontaneous volunteers or shelter clients, can provide general information to shelter clients (e.g., where to get NTS services). More importantly, however, these individuals provide an added sense of security to shelter clients and situational awareness and information to the Unified Command.

Community Relations staff will be managed by ENLA and be checked, vetted, and credentialed as appropriate by their supervising agency/organization.
…

CITY OF LOS ANGELES
Non-Traditional Shelter

** Red Cross Volunteer, RAP
DSW Venue, Red Cross Volunteer,
££ DSW
+ Venue, as appropriate for non-City facilities

Appendix B - Communications Networks

ENLA's Communications Center will be activated in the event of a major disaster and/or government activation and should be operational in 1-2 hours. The center will serve as a direct line of communication to government organizations/units, including, but not limited to, Los Angeles County Department of Public Social Services, Los Angeles County Office of Emergency Management, and the Los Angeles County Emergency Operations Center.

These centers should be located in all eight service planning areas (SPAs) in Los Angeles County. ENLA needs to maintain an active and regularly updated list of potential sites at all times.

Potential Communications Center sites should have the following equipment and capabilities:

- A functioning building, preferably indoors, that provides an ample sized working space that allows for the unobstructed use of working with equipment and coordinating meetings with 10-15 individuals
- Controlled access to the facility
- Independent power generation capabilities that do not rely on an electrical grid
- Connection to the internet (WiFi preferred)
- Connection to a printer
- Access to multiple video screens
- Has message board availability where written situational awareness and/or contact information can be placed on
- Potable water onsite

- Fixed restroom facilities and/or portable toilets

The following equipment capabilities are desirable, but not required:
- Connection to a fax line/machine (digital and analog)
- Kitchen and refrigeration
- Room/facility with locking doors and/or lockers
- Facility with beds, cots and or sleeping quarters

Within 72 hours of establishing a Communications Center, ENLA should:

1) Identify key agencies and personnel able to respond to a disaster/emergency.
2) Request and receive damage assessment reports from participating agencies.
3) Prepare a report on the combined input from the participating agencies and transmit this to the Communications Center.

The option of convening virtual Communications Centers (i.e.: working and convening meetings online through email and traditional phone channels) should exist in contexts where communications infrastructure (phone lines, internet infrastructure) is intact and unaffected by an emergency.

Following an emergency, lead agencies will:
1) Depending on the context, attend ENLA-led coordination meetings to discuss community needs and appropriate response.
2) Provide status reports regarding the ongoings of their response operations.

The protocol between government and ENLA states that, except in unusual circumstances, contacts with government should be made via ENLA, not directly by cooperating agencies.

A WhatsApp group titled "ENLA – Emergency Channel" is in existence as a backup means of communication with ENLA partners in the event that traditional phonelines are down. The Communications Committee, as part of its mandate, will continue to identify and maintain alternative channels of communication.

Primary Alternate Contingency and Emergency (PACE) Plan:

Primary	SMS	WhatsApp (ENLA - Emergency Channel)
Alternate	Voice	Phone
Contingency	Data	Email
Emergency	Radio	Amateur, GMRS, CWIRS

Appendix C – After Action Report/Improvement Plan (AAR/IP)

Certain ENLA members can be asked to be leads for developing and implementing AAR/IP recommendations and/or projects.

AAR/IPs are applicable to both real world and exercise scenarios. An AAR/IP should focus on numerous, relevant areas of interest to VOAD members:

A. A brief description of the event that caused the emergency and a brief discussion of the damage and impact on the community.
B. A list of agencies that participated in the ENLA meetings, and a list of agencies that attended the after-action meeting.
C. A summary of problems that occurred in the process of the emergency.
D. An action list for ENLA for future action.
The after-action report should be circulated in draft to the ENLA board and to functional group lead agencies for review, and the final report should be approved by the ENLA Board.

Copies of the final report should be delivered to agencies that participated in the after action meeting, such as Disaster Management Area Coordinators for the affected areas, relevant municipal and county staff (DPSS, OEM, etc.), state and federal partners, and nonprofits within ENLA.

The ENLA Board and/or staff will convene a subcommittee to review and recommend revisions to the work plan based on lessons learned and documented in the After Action Report and present them to the board.

Appendix D - Succession Planning

Under the assumption that ENLA has a full staff, as well as duly elected officers in each of the four Executive Committee positions, the Incident Command Structure will look as follows:

Incident Command Structure
Program Director
Chairperson
Vice-Chairperson
Secretary
Treasurer

Appendix E – Acronyms Within the Document

AAR/IP – After Action Report/Improvement Plan
BICEPP – Business & Industry Council for Emergency Preparedness & Planning
BOC – Business Operations Center
Cal OES – Governor of California's Office of Emergency Services
CBO – Community-based Organization
CEOC – County Emergency Operations Center
CHP – California Highway Patrol
CWIRS – Countywide Integrated Radio System
DMAC – Disaster Management Area Coordinator
DPH – Department of Public Health (Los Angeles County)
DPSS – Department of Public Social Services (Los Angeles County)
EOC – Emergency Operations Center
ENLA – Emergency Network Los Angeles
EMD – Emergency Management Department (City of Los Angeles)
EVC – Emergency Volunteer Center

FEMA – Federal Emergency Management Agency
FBO – Faith-based Organization
GMRS – General Mobile Radio Service
IA – Individual Assistance
IC – Incident Commander
IS – Independent Study
LA – Los Angeles
LACOA – Los Angeles County Operational Area
LADOT – Los Angeles Department of Transportation
LADWP – Los Angeles Department of Water and Power
LAFD – Los Angeles Fire Department
LAPD – Los Angeles Police Department
LARCRO – Los Angeles Region Community Recovery Organization
LAWA – Los Angeles World Airports
LTRG – Long-term Recovery Group
NIMS – National Incident Management System
NGO – Non-governmental Organization
NVOAD – National Voluntary Organizations Active in Disaster
NTS – Non-traditional Shelters
OA – Operational Area
OEM – Office of Emergency Management (Los Angeles County)
SCVOAD – Southern California Voluntary Organizations Active in Disaster
SEMS – Standardized Emergency Management System
SPA – Service Planning Area
VAL – Voluntary Agency Liaison
VOAD – Voluntary Organizations Active in Disaster