AGENDA
EMERGENCY MANAGEMENT COMMITTEE
Wednesday, July 6, 2016, 9:00 a.m.
Media Center Room, Emergency Operations Center
500 E. Temple Street, Los Angeles, CA 90012

I. Call to Order, Introductions, Approval of Minutes

II. Subcommittee Reports and Planning Teams

- Budget – Bruce Aoki
- Community Preparedness – Larry Meyerhofer
- Disabilities and Access and Functional Needs – Carol Parks
- Human Resources – Bobbi Jacobsen
- Local Hazard Mitigation Planning – Carol Parks
- Operations – Rob Freeman
- Planning – Michelle Riebeling
- Shelter and Welfare – Jimmy Kim
- Training / Exercises – Crystal Chambers
- Others

III. NotifyLA – Chris Ipsen

IV. 2016 Fleet Week – Rob Freeman

V. UCLA Boelter Hall Active Shooter Emergency Operations Center Activation After Acton Report/Improvement Plan – Carol Parks

VI. 2016 Emergency Management Workshop – Rob Freeman

VII. Old / New Business

VIII. Adjournment

EMC meeting information is available on the Emergency Management Department website at http://emergency.lacity.org/ - Click on Emergency Operations Organization, then EMC. If you would like to be added to the EMC email distribution list, please subscribe via this link http://emergency.lacity.org/ABOUTEMD/Subscription/index.htm.

Upon request, sign language interpretation, real-time translation services, agenda materials in alternative formats, and other accommodations are available to the public for City-sponsored meetings and events. All requests for reasonable accommodations must be made at least three working days (72-hours) in advance of the scheduled meeting date. For additional information, contact the Emergency Management Department at (213) 484-4800.

CITY OF LOS ANGELES

INTER-DEPARTMENTAL CORRESPONDENCE

Date: June 28, 2016

To: Anna Burton, Chair
Emergency Management Committee
Emergency Management Committee Members

From: Carol Parks, Special Projects Division Chief
Emergency Management Department

Subject: **UCLA BOELTER HALL ACTIVE SHOOTER EMERGENCY OPERATIONS CENTER ACTIVATION AFTER ACTION REPORT/CORRECTIVE ACTION PLAN**

Recommendation

That the Emergency Management Committee (EMC) approve the attached UCLA Boelter Hall Active Shooter Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan (AAR/CAP) and forward to the Emergency Operations Board (EOB) for approval.

Summary

The EOC was activated June 1, 2016, to provide effective citywide coordination of information and to support the Los Angeles Police Department (LAPD) and the Los Angeles Fire Department (LAFD) response to the UCLA Boelter Hall Active Shooter incident.

EMD consulted with the LAPD, the LAFD and the Office of the Mayor to determine that at a minimum, this event warranted an EOC Level I activation. The EOC was activated to provide support to field response agencies and to ensure effective Citywide coordination of resources and information.

The attached AAR/CAP provides a summary of the activation, identifies involved departments and agencies, and details the recommendations for future activations of the EOC.

Attachment

After Action Report/Corrective Action Plan
2016 UCLA BOELTER HALL ACTIVE SHOOTER
EOC Activation

June 28, 2016

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I. Executive Summary

A. Statement of Purpose

The Emergency Management Department (EMD) is responsible for preparing a formal After Action Report/Corrective Action Plan (AAR/CAP) following all activations of the City's Emergency Operations Center (EOC). AAR/CAPs are intended to assist the City of Los Angeles analyze its EOC activation, staffing and management processes in order to document the following:

- Procedures and protocols to sustain and build upon,
- EOC operational elements and processes to improve, and
- Improvement plan with recommended corrective actions, responsibilities and timelines.

The AAR/CAP should be viewed as providing suggestions for improving the effectiveness of future EOC activations. Recommended corrective actions identify steps to be taken and assign specific City agencies with responsibility for their coordination and implementation. Timetables are also established for implementation and are considered against the benefits in determining resource allocation. In some cases, agencies may determine the benefits of implementation are insufficient to outweigh the costs. In other cases, agencies may identify alternative solutions that are more effective. Each agency should review the recommendations and determine the most appropriate action and time needed for implementation.

B. Event Name

UCLA Boelter Hall Active Shooter

C. Event Date

Wednesday, June 1, 2016

D. Event Location

580 Portola Plaza, Los Angeles, CA 90095

E. EOC Activation Duration

1100 – 1430 hours

F. EOC Activation Lead Agency

EMD

G. EOC Activation Level

Level I (EMD Lead)

H. EOC Activation Participating Agency

EMD

I. EOC Activation Chronology

The EOC was activated to monitor the situation, gather information and intelligence from appropriate resources, and to support the UCP operations. Based on discussions with the Los Angeles Police Department (LAPD), the Los Angeles Fire Department (LAFD) and the Office of the Mayor, it was determined that the EOC should be activated at Level I. In making this decision, the following factors were considered:

- An active threat was reported at UCLA
- UCLA's emergency notification system pushed out a lock-down/shelter-in-place message
- LAPD activated its Department Operations Center
- LAPD declared a city-wide tactical alert

The activation of the EOC occurred at 1100 hours on June 1, 2016. The EOC was activated at Level I. The EOC was deactivated for this event at 1430 hours on June 1, 2016. Staffing for this activation included the EMD Duty Officer and Duty Team. EMD's Duty Team staffed the following EOC positions:

- EOC Director
- Planning and Intelligence Section Coordinator
- Situation Status Unit Leader
- Public Information Officer

Initial Briefing and Coordination Meetings

The Duty Officer briefed the EOC responders on the EOC Coordination Plan and the anticipated schedule of events.

Planning Meetings

The Planning and Intelligence Section Coordinator provided an updated situation report and implemented the pre-established, advanced event EOC management and coordination objectives that were approved by the EOC Director (See Section C – Objectives on page 5).

Coordination Meetings

The Planning and Intelligence Section Coordinator provided an updated situation report and confirmed status of the established objectives. The EOC coordinated with the LAPD DOC to monitor intelligence.

Final Coordination and EOC Demobilization Meeting

The Planning and Intelligence Section Coordinator provided a final update on event status. No specific requests were directed to the EOC by the UCP.

No significant incidents or unusual occurrences were reported. Final EOC 909 report was approved and released on June 1, 2016, at 1430 with demobilization of the EOC at 1445 hours.

II. Synopsis

The EOC was activated on Wednesday, June 1, 2016, at 1100 hours and was deactivated at 1430 hours, to provide effective citywide coordination of information and to support the LAPD and LAFD response to the UCLA Boelter Hall Active Shooter.

EMD consulted with the LAPD, the LAFD and the Office of the Mayor to determine that at a minimum, this event would warrant an EOC Level I activation.

The EOC was activated to gain and maintain situational awareness, to provide support to field response agencies and to ensure effective Citywide coordination and response in the active shooter incident occurring on the campus of UCLA. The shooting incident occurred at approximately 1000 hours when classes were in session and at a time of day when the campus was actively in use by students, faculty, staff and visitors. The details and extent of this incident were not initially known, which prompted the LAPD to issue a citywide tactical alert.

This Level I activation was staffed by EMD personnel. Level I activation level requires (at minimum) staffing of the EOC Director, Planning and Intelligence Section Coordinator, Situations Status Unit Leader, and Public Information Officer positions. EMD personnel maintained regular communications with LAPD's DOC.

The EOC monitored the news and social media sites for any increase of incident related activities. The monitoring actions included watching the various local and national news channels as well as obtaining reports from LAPD's DOC. The EOC was not tasked to provide any significant resources or services.

A. Major Developments

The EOC Director and Planning and Intelligence Section Coordinator provided overall leadership of the EOC organization and the process of management by objectives. EMD developed advanced EOC coordination objectives as described in Section II above. These objectives were consistent with and supported field level advanced event plan objectives developed by the Unified Command.

The Planning & Intelligence Section collected, analyzed and disseminated information from field, DOC, EOC and media and social media sources. The Section maintained situational awareness, coordinating the assembling of section situation reports, setting meeting agendas and facilitating all meetings conducted in the EOC Management Room.

During the EOC activation, the Planning and Intelligence Section focused specifically on the safety of the UCLA Students, the safety of the first responders, the City's traffic situation, and monitoring the overall City footprint for any threats, disruptions, or impacts to City services.

EOC deactivation occurred and the EOC transitioned its operations to the EMD Duty Officer.

B. Core Capabilities

This event provided an opportunity to assess the following EOC core capabilities:

- Intelligence and Information Gathering and Sharing
- Recognition of Indicators and Warnings
- EOC Management and Coordination Planning Processes including development of advanced event EOC coordination objectives
- Staffing a Liaison Officer position at the UCP

C. EOC Objectives

The EOC developed the following advanced event plan objectives based on the Unified Command's Advanced Event Plan.

Management Objectives

- Ensure information sharing is established and maintained between the EOC, any activated DOCs and the Los Angeles County EOC.
- Provide support to the UCP in the event citywide emergency services are required.
- Gather information and intelligence from appropriate resources.
- Monitor the event and be ready to advise City leadership if the EOC activation level needs to be increased.

Coordination Objectives

- Maintain situational awareness regarding the active threat and any impacts to the City.
- Monitor media reports and coordinate public information related to the active threat.
- Facilitate policy direction as needed.
- Coordinate/share information with the UCP, activated DOCs and other applicable jurisdiction EOCs.
- Provide resource support to the UCP, if requested.
- Keep City executives and elected officials informed of any significant event related incidents.

III. Findings

A. Practices to Sustain

The following EOC practices were reported as effective by responders and are recommended to be sustained:

1. Level I EOC Activation Policies and Procedures

EMD has developed a set of policies and procedures for EOC Level I activations. During Level I activations, the EOC is staffed by an EMD Duty Officer and Duty Team members. A system of primary and back-up Duty Officers and Duty Teams ensures sufficient depth of coverage for key positions such as EOC Director, Planning and Intelligence Section Coordinator and Situation Status Unit Leader as well as support positions such as Documentation Unit Leader,

Management Staff Support and Public Information Officer. Typical Level I staffing requires that these six (6) positions are filled.

This model relies on liaison with representatives from other operating departments and effective communication with activated DOCs for situational awareness and resource coordination. Should the event or incident escalate, the activation level can be increased to II or III which requires staffing of various positions by other departments. Most of the recent EOC activations have been at Level I using this model which has proven to be efficient and cost effective. It is recommended that these policies and procedures be sustained.

2. Advanced Event EOC Coordination Planning Process

EMD plays an active role in advanced event planning with LAPD, LAFD, DOT and other field response agencies. An EMD planning liaison is assigned to work with advanced event planning teams to ensure that inter-agency coordination issues are managed proactively from a Citywide perspective. Their role includes recommending appropriate EOC activation levels, assignment of an EMD Liaison Officer to UCPs or Incident Command Posts, and development of an advanced event EOC Coordination Plan that is based on objectives of the field level Advanced Event Plan.

3. EMD Staffing of UCP Liaison Officer Position

EMD has a standing practice of staffing the UCP Liaison Officer position for major planned events. This position ensures effective interagency coordination and cooperation, especially between the established Unified Command agencies and City support agencies such as the Department of General Services, the DOT, etc. This practice is especially valuable for Level I EOC activations where the Liaison Officer also provides the EOC with regular informational briefings to ensure good situational awareness and a “common operating picture” with the Unified Command staff.

B. Area Requiring Improvement

The following area was reported as requiring improvement.

Further Development of the EOC 909 Situation Report Process

A key component of the established, successful Level I EOC Activation Process and Procedures has been the enhancements to the MCR Management Room and use of the EOC 909 form for standardized Situation Status Reporting. The Management Room is currently equipped with a manual that can assist EMD staff during the EOC activation. While this process has become standard for Level I events, it is recommended that the EMD EOC Task Force continue to refine and further develop this process for information gathering and reporting and refining the recipient list to ensure all appropriate department representatives are informed and updated.

The EOC 909 was provided electronically to key City agencies and decision makers. EMD should evaluate expanding the scope of distribution as well as exploring the use of WebEOC for a Level 1 activation and areas for overall improvement.

IV. Conclusion

EMD continues to improve on the staff efficient and cost effective set of processes and procedures for Level I activations of the City's EOC. The improvement over past practices will proceed with Level I staffing of EOC activations with trained emergency managers from EMD. These staff provide core EOC position capabilities and maintain situational awareness and coordinate available resources by communicating with personnel from other response and support agencies at the DOC and UCP/ICP level.

EMD staffs the physical EOC; other departments are brought to bear in a "virtual" EOC environment through effective communication and use of technology. Physical staffing of EOC positions by these agencies is generally required for Level II and III activations.

V. UCLA Boelter Hall Active Shooter EOC Activation Corrective Action Plan (Improvement Plan Matrix)

The following matrix identifies specific recommended corrective action.

Required Improvement	Corrective Action	Lead Agency	Timeframe	Resources Required
Continue enhancement of the EOC 909 Situation Reporting Process	Continue to refine and further develop this process to ensure effective information flow, management and distribution.	EMD	On-going	EMD staff resources, EOC Task Force, and public safety department representatives, as needed