

**AGENDA**  
**EMERGENCY MANAGEMENT COMMITTEE**  
**Wednesday, September 3, 2008 9:00 a.m.**  
**EOB Room, P- 4 Level, City Hall East**

- I. **Call to Order, Introductions, Approval of Minutes**
- II. **Subcommittee Reports and Planning Teams**
  - Budget – Mayra Puchalski
  - Community Preparedness – Carol Parks
  - Fire / Life Safety – Richard Wuerth
  - Human Resources – Arnie Surmenian
  - Information Technology – Joyce Edson
  - Logistics – Joon Lee
  - Operations – Rob Freeman
  - Planning – Larry Meyerhofer
  - Shelter and Welfare – Kevin Regan
  - Training – Chris Ipsen
  - Others
- III. **Revised June 20-22, 2008 (Heat Event 2008-01) and Week of July 7, 2008 (Heat Event 2008-02) Heat Events After Action Reports – Larry Meyerhofer**
- IV. **Citywide Logistics Annex – Larry Meyerhofer**
- V. **Extreme Heat and Cold Emergency Annex Revision – Larry Meyerhofer**
- VI. **Department Emergency Plan Guidelines – Larry Meyerhofer**
- VII. **Earthquake Caucus Tabletop Exercise After Action Report – Chris Ipsen**
- VIII. **July 29, 2008 Chino Hills Earthquake Emergency Operations Center Activation After Action / Corrective Action Report – Rob Freeman**
- IX. **New Emergency Operations Center (Prop Q) – Rob Freeman**
- X. **Citywide Status of Homeland Security Grants – Laura Shin / Freya Robayo**
- XI. **Old / New Business**
- XII. **Adjournment**

Refreshments to be provided by the Harbor Department

**EMC MEETING INFORMATION IS AVAILABLE ON THE EMERGENCY MANAGEMENT DEPARTMENT WEBSITE AT [www.lacity.org/emd](http://www.lacity.org/emd) - CLICK ON Emergency Operations Organization, then EMC.**

If you would like to be added to the EMC email distribution list, please send an email to [wendy.hwang@lacity.org](mailto:wendy.hwang@lacity.org) or contact Wendy Hwang at (213) 978-0544.

**CITY OF LOS ANGELES**  
INTER-DEPARTMENTAL CORRESPONDENCE

Date: August 20, 2008

To: Anna Burton, Chair  
Emergency Management Committee

Emergency Management Committee Members

From: Larry Meyerhofer, Emergency Preparedness Coordinator II  
Emergency Management Department

Subject: **JUNE 20-22, 2008 (HEAT EVENT 2008-01) AND WEEK OF JULY 7, 2008 (HEAT EVENT 2008-02) HEAT EVENTS AFTER ACTION REPORTS**

**At your August 6, 2008 meeting the Committee delayed consideration of this item allowing EMD time to review the June 20-22, 2008 AAR with the Department on Disabilities. Disabilities submitted modifications which were added to the report.**

Recommendation

That the Emergency Management Committee review and approve the After Action Reports for the June 20-22, 2008 (Heat Event 2008-01) and Week of July 7, 2008 (Heat Event 2008-02) Heat Events and forward to the Emergency Operations Board for approval at its next regularly scheduled meeting.

Executive Summary

Southern California experienced high temperatures from June 20-22, 2008 requiring the activation of the Heat Section of the City Extreme Heat and Cold Emergency Plan. This was the first activation of the Plan since its adoption by the Emergency Operations Board in January, 2008. The After Action Report identified areas of improvement, which are being address by the Extreme Heat and Cold Emergency Plan Task Force. The Plan is currently under-going a revision to address areas of improvement.

A second heat event occurred during the week of July 7, 2008. This event did not materialize as suspected and the Extreme Heat and Cold Emergency Plan was only partially implemented.

Attachments:

- After Action Report for June 20-22, 2008 (Heat Event 2008-01)
- After Action Report Week of July 7, 2008 (Heat Event 2008-02)

# JUNE 20-22, 2008 HEAT EVENT

(HEAT EVENT 2008-01)

## AFTER ACTION REPORT



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## I. SUMMARY

Beginning on June 16, 2008 an area of high pressure settled over the Southern California bringing above average temperatures to the Los Angeles County area. On Friday, June 13, 2008 LAFD Division 3 forecasted a high temperature of 88° F with a relative humidity (RH) of 33%. On Monday, June 16, 2008 Division 3 forecasted a high temperature of 96° F and RH of 20%. By Thursday, June 19<sup>th</sup>, the National Weather Service (NWS) had issued a hazardous weather outlook for Southwestern California stating there would be very hot afternoon temperatures that would create hazards for people outside.

Despite the high temperatures, the threshold for activation of the City of Los Angeles Extreme Heat and Cold Emergency Response Plan was not reached. The Plan is activated when the Los Angeles/Oxnard Forecast Office of the National Weather Service issues an **excessive heat watch**. An **Excessive Heat Watch** is issued within 24 hours when there is potential for heat index of at least 105°F (41°C) for any duration.

It should be noted that the County of Los Angeles has a lower threshold for activating the County Adverse Weather Emergency Plan. The Los Angeles County Health Officer can issue a Heat Alert when the forecast is 95° to 104° F for at least two consecutive days. The County activated its Plan on June 16, 2008 with a conference call between County Departments. The City of Los Angeles Health Planner within the Emergency Management Department (EMD) was part of that conference call. The County Public Health Department began issuing Air Quality Alerts on June 16<sup>th</sup> and daily through June 20<sup>th</sup>. Heat Alerts on June 17<sup>th</sup> and daily through June 20<sup>th</sup>. These alerts were passed to the City family through the City Health Planner.

On June 19, 2008 the NWS issued both an Excessive Heat Watch and Excessive Heat Warning for Los Angeles County area. These notifications went to the LAFD Operation Control Division (OCD). OCD notified LAPD RACR and the Deputy Mayor for Public Safety, but did not notify EMD as required by the City Extreme Heat and Cold Response Plan.

On June 20, 2008 the Emergency Management Department became aware of the National Weather Service Heat Watch and Heat Warnings and held a conference call with representatives from LAPD, LAFD, Recreation and Parks, Mayor's Office, DWP and Library. The NWS forecast was reviewed and strategies were discussed. It was agreed that Recreation and Parks Senior Centers and Libraries would stay open past the normal business hours until 8:00pm on Friday and Saturday to provide additional relief from the heat. DWP would provide regular updates via e-mail on power outages. EMD would closely monitor the situation and would activate the City Watch function if needed. It was suggested that a follow-up conference call be held at 2:00pm and that Animal Services be included as they provide support to the Senior Centers and Libraries if residents bring animals.

At the 2:00pm conference call the situation was reviewed. It was decided that DWP would issue their own press releases and all other City Departments would coordinate their press releases through the Mayor's Office. Animal Service was prepared to provide support for animals brought to Senior Centers and Libraries.

The strategy developed was sufficient to meet the cooling needs of the City for June 20<sup>th</sup> and 21<sup>st</sup>, but was not extended into June 22<sup>nd</sup>. The decision to not extend the heat response to the 22<sup>nd</sup> was based on the prediction that temperatures were to cool, which they did not.

Important lessons were learned as this was the first implementation of the Extreme Heat and Cold Emergency Response Plan since its adoption in January, 2008. The Extreme Heat and Cold Response Plan Task Force met on July 22, 2008 to review the After Action Report, the Extreme Heat and Cold Plan and to develop an improvement plan.

The Emergency Management Department will complete a timely revision of the plan. By July 31, 2008 a draft revision of the plan will be distributed to Task Force members. Task Force members will provide feedback on the proposed revisions by August 8, 2008. If necessary a follow-up Task Force Meeting will be held.

The General Manager of EMD sent all city departments an e-mail on June 20, 2008 requesting that they report their actions and recommendations to EMD by Noon on Monday, June 23, 2008 using the following format:

**HEAT EVENT AAR GUIDANCE:**

To develop timely and relevant lessons learned and best practices, EMD facilitated the immediate development of an After Action Report (AAR) for the June 20-22, 2008 Heat Event. Department were requested to submit responses on what worked well and how to sustain it, and what worked poorly and must be improved. The following frame work was provided:

1. AAR input should be separated into:
  - a. Category I: Service Delivery Issues (between Operating Departments and Residents)
  - b. Category II: Planning/Coordination/ Communications Issues (across Operating Departments)
2. Use the following format for each AAR items:
  - a. Issue
  - b. Discussion
  - c. Recommendation
3. In addition to your departments' respective comments/observations, please address the following areas, as applicable:
  - a. "Real-time" information sharing efforts and issues from 06/20-22/2008.
  - b. Usage statistics (or estimates) from cooling facilities.
  - c. Statistics (or estimates) on heat-related EMS service calls.
  - d. Fiscal impact, if any, of providing additional capacity.
  - e. Applicability/practicality of the relevant Master Plan Annex(es).

**II. DEPARTMENT RESPONSES**

**A. Emergency Management Department**

1. **Issue** - Failure of LAFD OCD to Notify Emergency Management Department of National Weather Service Heat Alert/Warning.

**Discussion** - LAFD OCD received a Heat Watch/Warning alert from the NWS on 6/19/2008. OCD notified RACR and Deputy Mayor for Public Safety, but did not notify EMD. EMD learned of the NWS notification when compiling the Daily Brief on 6/20/2008. EMD contact the OCD Floor Captain who confirmed that the NWS alert was received by OCD on 6/19/2008 but did not know who else was notified. I contacted RACR and they said they received notification from OCD on 6/19/2008.

**Recommendation** – EMD Training and Exercise Division provide training to OCD on the Extreme Heat and Cold Emergency Response Plan and OCD's notification requirements.

2. **Issue** – The Extreme Heat and Cold Emergency Response Plan Task Force should be reconvened to review the Plan to address the following areas:

**Discussion** – This is the first activation of the Plan since its adoption in January, 2008.

**Recommendation** – Review the plan and address the following:

- Are the correct departments in the notification tree?
- Should the plan provide for an earlier leaning forward approach by the City rather than waiting for a NWS alert?
- Should the plan be more aggressive in it approach?
- Should the definitions of cooling center activation be better defined?

- Issue** – The Los Angeles County Department of Public Health uses a lower threshold for activation of its extreme weather plan.

**Discussion** – Because the Los Angeles County Department of Public Health uses a lower threshold for activation of its extreme weather plan there appears to be a lack of coordination between the County and the City.

**Recommendation** – The City and County should meet and work to developing a mutual plan for better coordination.

**B. Department of Water and Power**

An extreme heat watch was conducted from June 20-22, 2008. DWP staff was part of the conference call of June 20, 2008 and reported that the Department was currently on an elevated alert level. Updated system reports were sent out on a periodic basis showing the number of customers out and the number of crews performing restoration work.

**Category I:** Service Delivery Issues - No comments

**Category II:** Planning/Coordination/Communications  
Bringing the various City Departments together to give situation updates was good. Following are some comments/observations from this event:

- Issue** - In the conference, there was discussion about cooling centers.

**Recommendation** - It is recommended that a list of cooling centers and addresses be provided.

- Issue** - DWP needs to ensure periodic updates are provided to appropriate individuals. The General Manager of EMD was added to the list.

**Recommendation** - It is recommended that everyone review the distribution list and suggest additional addresses.

- Recommendation** - A brief meeting summary should be sent out after one of these meetings takes place with an attached notification/contacts listing.

- Recommendation** - DWP needs to make sure representation appropriately identifies themselves in a meeting situation.

- Recommendation** - It is recommended that conference notices be given at least 2 hours lead time.

C. **Library**

Category II: Planning/Coordination/Communications issues (across Operating Departments)

1. **Issue** - Are Library Agencies available to serve as cooling centers beyond regular operating hours this weekend?

Interim City Librarian Kris Morita and Assistant General Manager Pat Kiefer participated in morning conference calls on Friday, June 20<sup>th</sup> with staff from the Mayor's Office and the following city departments: EMD, Recreation and Parks and Aging.

**Discussion Points:**

- City Libraries are already designated cooling centers during service hours.
- All 72 city libraries are normally open 10 am to 6 pm on Saturday; the Central Library and 8 regional libraries are normally open 1pm to 5 pm on Sunday.
- GSD Maintenance Division requires advanced notification so that building systems, such as air conditioning and lighting can be reset.
- Employee concerns that must be considered include scheduling issues that have been negotiated through the MOU process.

**Recommendations:**

- If Mayor declared the event an emergency that would mitigate employee concerns.
- Suggested expanded Sunday hours would be 12:30 pm to 6:00 pm.
- GSD should be brought into the discussion to address safety issues that may result from clients refusing to leave the facility at closing.

D. **LAFD**

**Category I: Service Delivery Issues**

N/A

**Category II: Planning/Coordination/Communications Issues**

1. **Issue:** Cooling Centers

It appeared that the Libraries could not easily staff their facilities after hours without a 24 hour advanced notification. This could be problematic on weekends and holidays. I would recommend that the Libraries have on-call personnel that could respond during off-hours to facilitate requests for cooling centers. We could use CERT volunteers to assist the on-call personnel if they could not contact regularly assigned personnel.

**Issue:** Activation of air conditioners after hours

During our conference call, it was pointed out that after hours that the air conditioners in many City cooling facilities (libraries) are on timers and require General Services personnel to be dispatched to over-ride the timers. I would recommend that these facilities be retrofitted with an override switch that can be activated after hours by recalled personnel so that the need for General Service employees to be dispatched to override the timers (and delay activation of the cooling centers) can be eliminated.

2. **"Real-time" information sharing efforts and issues from 06/20-22/2008**

DWP did an excellent job of updating the Fire Dept via email regarding power outages, extent of outage (area effected), and estimated time power would be out. This information was emailed directly to me. I would recommend that this information be directly forwarded to OCD and the affected Division Offices

3. **Usage statistics (or estimates) from cooling facilities**

N/A



**4. Statistics (or estimates) on heat-related EMS service calls**

Average number of incidents created per day--1422

Average number of incidents dispatched per day--1041

Average exposure incidents per day--on cooler days we normally would not have any.

Hydrants--about one per day is average and usually it is a sheared off hydrant. The increase of hydrant calls is assumed to be for hydrants opened by the community so that children could play in the cool water. These hydrants ultimately had to be shut off by the Department.

6/20/08 Total incidents created--1669 Total incidents dispatched--1253 Exposure incidents--23 Hydrants--7	6/21/08 Total incidents created--1804 Total incidents dispatched--1340 Exposure incidents--19 Hydrants--7	6/22/08 Total incidents created--1465 Total incidents dispatched--1123 Exposure incidents--6 Hydrants--3
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**5. Fiscal impact, if any, of providing additional capacity**

OCD hired one additional dispatcher on 6/20/08 (attempted to hire 3 dispatchers, but were unable to do so) as a result of a declared heat emergency by the National Weather Service.

**6. Applicability/practicality of the relevant Master Plan Annex(es)**

Followed procedures as outlined for the Fire Dept in the Master Plan Annex regarding notifications, review of internal plans, and EOC activation (alert members of a potential deployment).

The following Special Notice to field resources:

*JUNE 19, 2008      SPECIAL NOTICE      SUBJECT: EXCESSIVE HEAT WARNING*

*THE NATIONAL WEATHER SERVICE HAS DECLARED AN EXCESSIVE HEAT WARNING FOR FRIDAY, JUNE 20, 2008 WITH A HEAT INDEX OF 105 IN SANTA CLARITA, THE SAN FERNANDO VALLEY, AND THE SANTA MONICA MOUNTAINS. AT THIS LEVEL, SUNSTROKE, HEAT CRAMPS AND HEAT EXHAUSTION ARE POSSIBLE WITH PROLONGED EXPOSURE AND/OR PHYSICAL ACTIVITY.*

*IN PREPARATION FOR THIS HEAT EVENT, THE SUPPLY AND MAINTENANCE DIVISION WILL PROVIDE VEHICLES WITH DRIVERS AND ICE CHESTS OF*

*DRINKS FOR IMMEDIATE DELIVERY IN THE EVENT ON AN EMERGENCY INCIDENT. INCIDENT COMMANDERS SHOULD ANTICIPATE RELIEF ISSUES AND SHOULD CONSIDER PROVIDING ADDITIONAL COMPANIES FOR*

*TIMELY RELIEF FOR FIRE COMPANIES WORKING IN THIS ENVIRONMENT. THE ASSIGNMENT OF A CHIEF OFFICER AS REHAB OFFICER SHOULD ALSO BE CONSIDERED IF CREWS ARE EXPECTED TO ROTATE AT AN INCIDENT.*

*STATION COMMANDERS HOUSING 600 SERIES RESCUES SHALL INSURE THE READINESS OF THESE VEHICLES IN THE EVENT OF THEIR ACTIVATION.*

*BUREAU OF EMERGENCY SERVICES*

*Michael S. Fulmis, Assistant Chief  
Assistant Bureau Commander  
Bureau of Emergency Services  
Los Angeles Fire Department  
(213) 978-3882*

**E. Department of Recreation and Parks**

Believes that the protocol for activation of cooling centers and conducting a conference call was very beneficial.

Comments:

- Real time information was distributed throughout the three (3) day activation, by DWP which gave an overall picture of problems with the power supply and possible need for shelter activations.
- Periodic calls to cooling centers revealed steady use of facilities, by the public, and coverage by media, which assisted in RAP's decision to continue cooling center activations on Sunday June 22<sup>nd</sup>.
- An estimate of fiscal impact was requested by the Mayor's Office, and revealed to the CAO for possible reimbursement. RAP will collect required documentation and coordinate with the CAO to resolve fiscal impact issues.

Recommendation:

- Request a telephonic notification of requested conference call in addition to e-mail notification.

Throughout the three-day activation a total of 103 City residents visited the cooling centers.

Recreation and Parks coordinated with the Animal Services Department to stage and make available, portable kennels at designated cooling centers and to assist with sheltering pets if needed.

**F. Office of the Mayor**

1. Public Information/ Media Outreach:

- A. Proactive Public Education/ Media Outreach  
The Extreme Heat and Cold Weather Emergency Plan Annex (Heat Annex) recommends that the Mayor, in conjunction with DWP, LAFD, Dept of Aging, and Department of Rec & Parks, implement a hot weather public information campaign in May. This did not happen this year.

Recommendations:

- Mayor's office coordinates a campaign, within 30 days, around energy conservation, health information, regular availability of City facilities, and emergency actions.
- Every subsequent May (or the appropriate designated month) EMD contacts Mayor's Communication Team to outline and schedule a proactive event for that year.
- Involved operating departments develop a set of pre-scripted talking points for use as the basis of the yearly campaign.

B. Emergency Public Information

The Mayor did not issue a press release regarding the opening of additional cooling centers until 2:55pm on the day of the heat emergency. This delay was caused by a combination of a late recommendation on whether to open additional resources, plus a lag in identifying which specific facilities would be open. This delay in public outreach caused the City to miss both the morning and mid-day news cycles, potentially limiting the message's reach. Moreover, the Mayor did not issue an updated news release on Saturday announcing Sunday cooling centers.

Given the regularity of weather patterns (i.e., higher temperatures in the valley) and a variety of special needs populations (concentrations of retirement homes, lower income areas, etc.) EMD and operating Departments should develop a set of basic cooling center activation plans (small, medium, and large scale) that pre-identify physically accessible locations and hours of facilities.

Recommendations:

- Final decisions on activation of cooling centers should be made no later than 8am on the first day of opening/ extending hours.
- Locations and times of operations should be pre-scripted for immediate insertion into pre-drafted press releases. Pre-scripted messages should be in multiple languages.
- All media releases regarding cooling centers should be based on the basic activation plans and issued in conjunction with or immediately after the Mayor's press statement.

2. Intra-City Communication/ Coordination

A. Notifications

EMD was proactive in contacting the Mayor's office regarding hot weather forecasts, as well as several other City Departments. However, it is unclear whether Fire Operations Control Division (OCD) performed their notification duties designated in the Heat Plan. Moreover, despite proactive callouts from EMD, it seemed that confirmed contact was not made with some key Departments- including DWP and the Department of Aging.

Recommendations:

- OCD should fulfill their primary notification responsibility, or the plan should be changed to designate EMD as the responsible party.
- The Plan's department contact lists should be updated at least annually, with a designated primary and alternate liaison: these contacts should be operational staff, rather than public relations or media staff.

B. Real-Time Information Sharing

EMD did not convene a conference call of operating departments until several hours into the heat warning, and well after the heat watch. At that conference call, little hard data was available regarding the incidence and distribution of heat casualties, usage of City facilities, or actual and projected strain on the power system. This lack of data made it difficult to quantify need and target resources.

Information sharing with the Mayor's Office during the emergency was relatively timely, with reports coming in directly from EMD, LAPD RACR, and DWP. However, information sharing across Departments seems to have been less timely, particularly DWP outage information to EMD, Rec & Parks, and LAFD. Moreover, there seemed to be no single clearinghouse or collection point for information, with different information in different formats coming from different sources.

Recommendations:

- DWP, LAFD, and Rec & Parks should begin collecting usage data upon issuance of a Heat Warning in order to make more informed choices regarding cooling center activations.
- The initial meeting/ conference call of the Heat Group should occur upon issuance of the Heat Warning, rather than after the actual Heat Watch is declared.
- Real-time operational information should flow into, be compiled by, and be distributed by a single point of contact other than the Mayor's office.
- A standard reporting protocol (metrics, schedule, emergency incidents, etc.) should be established, along with a designated information sharing medium (conference calls, meetings, e-mail, WebEOC, etc.)

**G. Department of Animal Services**

**1. Category I: Service Delivery Issues**

- A. Issue: What does the recreation center do when the public arrives with a pet or service animal?

Discussion: LA Animal Services has established a protocol to handle this situation in an activation. Each recreation/senior center manager will contact the animal care center that is associated with his or her facility. When LAAS is contacted it will provide animal care staff, cages and supplies. On Sunday, June 22 two members of the public came to the Wilkinson Multi-Purpose Center with pets. A lady brought cages for her pets. During the same day one man brought his pet to the center and had no cage. The center had two portable cages that Animal Services had provided during the last activation. These were used to house the one animal outside in the shade. The center also had a water bowl. In both cases there was no need to call the West Valley Animal Care Center.

Recommendation: LA Animal Services recommends that the two cages remain at the Multi-Purpose center. The center manager will store them in a secure manner. If there were no cages there then the man would have had to remain in the heat with his pet until the animal care staff could respond.

**Note: Service animals are permitted in cooling and warming centers and are to remain with their handler. They are not required to be caged.**

**2. Category II. Planning/Coordination/Communications Issues**

- A. Issue: There must be a current contact list of animal care centers that handle animal issues in recreation center service areas.

Discussion: Because of staff changes at RAP and LAAS there has to be a mechanism to provide a current list. Since RAP centers only accommodate the pet-owning public during activation, both for heat and cold events, RAP will contact Animal Services to get a current list during these activations. There must be a coordinated effort with responsible departments. Service animals are permitted in all cooling and warming centers and are to remain with their handler. They are not required to be caged.

Recommendation: That EMD and RAP have initial coordination responsibilities. The Emergency Management Department coordinated a teleconference with responsible parties that provided a great mechanism to coordinate activities. Due to this information sharing LAAS sent an updated contact list to RAP EPC for distribution.

**3. Department Comments:**

- No real-time information sharing issue other than that of providing updated contact lists.
- Only two center visitors had pets. Both were accommodated by RAP.
- N/A for EMS calls.
- There was no fiscal impact.
- Response was in line with the Master Plan Annex.

### **III. IMPROVEMENT PLAN**

<b><u>RECOMMENDATION</u></b>	<b><u>IMPROVEMENT ACTION</u></b>	<b><u>RESPONSIBLE PARTY</u></b>
Prior to September 01, 2008 conduct a campaign about energy conservation, health information, City facilities, and emergency actions with Mayor's Office.	Coordinate with Mayor's Office a campaign around energy conservation, health information, regular availability of City facilities for cooling purposes.	Emergency Management Department (EMD) Community Emergency Management (CEM) Division
Each May conduct an media campaign to outline and schedule a proactive event for the Summer.	Each May conduct an media campaign to outline and schedule a proactive event for the Summer	Mayor's Office and Emergency Management Department Community Emergency Management Division
Each Department should develop a set of pre-scripted talking points for yearly media campaign.	Each Department should develop a set of pre-scripted talking points for yearly media campaign.	EMD, DWP, LAFD, LAPD, Recreation and Parks, Animal Services, Disability, Library and Animal Services
Press releases in multiple languages identifying locations and times of operations for cooling centers should be developed for rapid distribution.	Create pre-drafted press releases in multiple languages identifying locations and times of operations for cooling centers	Mayor's Office, Emergency Management Department, Recreation and Parks, Disability and Library
A single clearinghouse for heat information should be identified.	Create a single clearinghouse for heat related information.	Emergency Management Department
Departments should develop a program to begin collecting usage data in early phases of a heat event to make more informed choices regarding cooling center activations.	Departments will develop a program to begin collecting usage data in early phases of a heat event to make more informed choices regarding cooling center activations.	Department of Water and Power, LAFD, LAPD, Recreation and Parks, Emergency Management Department
A standard reporting protocol along with designated information sharing should be created.	A standard reporting protocol along with designated information sharing will be created using conference calls, meetings, e-mail, WebEOC, etc.	Emergency Management Department
The notification procedure, once a National Weather Service alert has been issued, should be reviewed and revised to be the most efficient.	The notification procedure, once a National Weather Service alert has been issued, will be revised for maximum efficiency.	Emergency Management Department
A phased approach to implementation of Plan.	A phased implementation strategy will be developed.	Emergency Management Department
The term "cooling center activation" needs better definition.	The term "cooling center activation" will be better defined.	Emergency Management Department, Library and Recreation and Parks
The City and County should meet and work to developing a mutual plan for better coordination.	The City and County should meet and work to developing a mutual plan for better coordination.	Emergency Management Department
The City should be divided into regions for more efficient coordination cooling center designations.	Divided City into areas based on NWS areas for better coordination of cooling facilities and so the maximum needs is allocated to where the greatest need is.	Emergency Management Department, Recreation and Parks and Library
Facilities that are physically and programmatically accessible should be identified in any press releases.	Physically and programmatically accessible facilities will be identified and included in all press releases.	Emergency Management Department, Recreation and Parks, Library and Disability
Resources and the need to provide timely assistance and reasonable accommodation need to be addressed.	Resources/procedures for obtaining reasonable accommodation for individuals with disabilities will be developed.	Emergency Management Department, Recreation and Parks, Library and Disability
A basic cooling center activation plan for small, medium, and large-scale events with locations and hours should be developed.	A basic cooling center activation plan for small, medium, and large-scale events with locations and hours will be developed.	Emergency Management Department, Recreation and Parks and Library

## JUNE 2008 EXTREME HEAT EVENT AAR REPORT

<u>Department</u>	<u>June 20, 2008 Conference Calls</u>	<u>Person Submitting Report</u>	<u>AAR or Negative Reply</u>
Aging, Department of			
Airports, Los Angeles World		Richard Witte	Negative Reply
Animal Services, Department of	Richard Deppisch	Richard Deppisch	AAR Submitted
Building & Safety, Department of			
Chief Legislative Analyst			
Children, Youth & Their Family's, Commission For			
City Administrative Office			
City Attorney			
City Clerk			
City Employees' Retirement System		Tom Moutes	Negative Reply
Community Development Department			
Community Redevelopment Agency			
Controller, City			
Convention Center, Los Angeles			
Cultural Affairs Department			
Disability, Department on			
El Pueblo de Los Angeles Historic Monument			
Emergency Management Department	James Featherstone, Anna Burton, Larry Meyerhofer, Steve Dargan	James Featherstone, Anna Burton, Larry Meyerhofer, Steve Dargan	AAR Submitted
Employee Relations Board			
Environmental Affairs, Department of		Wayne Tsuda	Negative Reply
Ethics Commission		Eric Tan	Negative Reply
Finance, Office of		Joy Ory	Negative Reply
Fire Department, Los Angeles City	Mike Fulmis	Mike Fulmis	AAR Submitted
General Services		Val Meloff	Negative Reply
Harbor Department			
Housing Authority			
Housing Department, Los Angeles			
Human Relations Commission			
Information Technology Agency			
Library Department	Kris Morita	Ruby Turner	AAR Submitted
Mayor, City of Los Angeles	Felipe Perez, Paul Hernandez	Felipe Perez, Paul Hernandez	AAR Submitted
Neighborhood Empowerment, Department of		Michael Vitkiewicz	Negative Reply
Pensions, Department of Fire and Police			
Personnel Department		Susan Nakafuji	Negative reply
Planning Department, City			
Police Department, Los Angeles	Scott Kroeber		Negative Reply
Public Works, Board of			
Public Works Contract Administration		John Reamer	Negative Reply
Public Works Engineering			
Public works Management			
Public Works Sanitation			
Public Works Street Lighting			
Public Works Street Services			
Recreation and Parks, Department of	Kevin Regan, Enrique Hernandez, Jane Kolb	Kevin Regan	AAR Submitted
Status of Women, Commission on the			
Transportation, Department of			
Treasury, Department of			
Water and Power, Department of	Joe Ramallo,	Paula DiSano	AAR Submitted
Zoo, Los Angeles			

# WEEK OF JULY 7, 2008 HEAT EVENT

## HEAT EVENT 2008-02

### AFTER ACTION REPORT



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**I. SUMMARY**

On July 7, 2008 the National Weather Service (NWS) issued an urgent weather message which expected hot weather to continue across Southern California through the week. The NWS issued an excessive heat warning mainly across the mountains and desert areas of Los Angeles County. This heat watch was in effect from 11:00am to 8:00pm Tuesday through Thursday. Daytime temperatures were expected to reach 102° to 110° F at many mountain and desert locations.

The Los Angeles County Department of Public Health held a conference call at 3:00pm on July 7, 2008 and decided to issue a Public Health Alert for Hot Temperatures on July 8, 2008.

The Emergency Management Department (EMD) held a conference call on July 8, 2008 at 9:00am to review the situation. The conference call involved representatives from EMD, Library, Department of Water and Power (DWP), LAPD, LAFD, Recreation and Parks, Animal Services and the Mayor's Office.

After review of the NWS predictions, LAFD Division 3 weather and local observations it appeared that the hot weather was fading and that no special actions were necessary from the City other than to monitor the situation closely.

The Department of Public Health held a conference call on July 11, 2008 and terminated the Public Health Alert for Hot Temperatures.

**II. IMPROVEMENT PLAN**

<b><u>IMPROVEMENT RECOMMENDATION</u></b>	<b><u>IMPROVEMENT ACTION</u></b>	<b><u>RESPONSIBLE PARTY</u></b>
In previous heat events, the County Department of Public Health has listed City facilities used as cooling centers with the time of operations.  During the June 20-22 Heat Event the times listed by the County were incorrect as the City extended operating hours.	Request that the County Public Health Department not list hours of operations of City facilities, but rather direct inquiries to <a href="http://www.lacity.org">www.lacity.org</a> or 3-1-1 for more information on City cooling resources.	Emergency Management Department

### III. WEEK OF JULY 07 HEAT EVENT CONFERENCE CALL PARTICIPATION

	<i>July 8, 2008 Conference Calls</i>
Aging, Department of	
Airports, Los Angeles World	
Animal Services, Department of	Kathy Davis
Building & Safety, Department of	
Chief Legislative Analyst	
Children, Youth & Their Family's, Commission For	
City Administrative Office	
City Attorney	
City Clerk	
City Employees' Retirement System	
Community Development Department	
Community Redevelopment Agency	
Controller, City	
Convention Center, Los Angeles	
Cultural Affairs Department	
Disability, Department of	
El Pueblo de Los Angeles Historic Monument	
Emergency Management Department	James Featherstone, Anna Burton, Steve Dargan
Employee Relations Board	
Environmental Affairs, Department of	
Ethics Commission	
Finance, Office of	
Fire Department, Los Angeles City	Mike Mullis, Tim Earnst
General Services	
Harbor Department	
Housing Authority	
Housing Department, Los Angeles	
Human Relations Commission	
Information Technology Agency	
Library Department	
Mayor, City of Los Angeles	Paul Hernandez
Neighborhood Empowerment, Department of	
Pensions, Department of Fire and Police	
Personnel Department	
Planning Department, City	
Police Department, Los Angeles	Richard Roupoli, Lt. Malnowski
Public Works, Board of	
Public Works Contract Administration	
Public Works Engineering	
Public works Management	
Public Works Sanitation	
Public Works Street Lighting	
Public Works Street Services	
Recreation and Parks, Department of	
Status of Women, Commission on the	
Transportation, Department of	
Treasury, Department of	
Water and Power, Department of	Paula Disano
Zoo, Los Angeles	

**CITY OF LOS ANGELES**  
INTER-DEPARTMENTAL CORRESPONDENCE

Date: July 28, 2008

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

From: Larry Meyerhofer, Emergency Preparedness Coordinator II  
Emergency Management Department

Subject: **CITYWIDE LOGISTICS ANNEX**

Recommendation

That the Emergency Management Committee review and approve the Citywide Logistics Annex and forward to the Emergency Operations Board for approval at its next regularly scheduled meeting.

Executive Summary

The Emergency Management Department began work on the Citywide Logistics Annex in December, 2007. The Citywide Logistics Annex Task Force has met five (5) times and reviewed six (6) drafts of the report, culminating in the final draft presented to your Committee.

The Annex is the first phase of a multipart process to provide the City with a dynamic, efficient and effective plan to manage the logistics need of the City. The next phase will involve completion of the Emergency Asset Resource Net (EARN). EARN will resource type city assets based on the NIMS guidelines. It must be recognized that the Citywide Logistics Annex will undergo consistent revision to incorporate lessons learned through training, exercises and real-life activation. These future revisions will be done through a city-wide committee process.

Attachments:

- Citywide Logistics Annex

**CITY OF LOS ANGELES**  
INTER-DEPARTMENTAL CORRESPONDENCE

Date: August 18, 2008

To: Anna Burton, Chair  
Emergency Management Committee

Emergency Management Committee Members

From: Larry Meyerhofer, Emergency Preparedness Coordinator II  
Emergency Management Department

Subject: **EXTREME HEAT AND COLD EMERGENCY ANNEX REVISION**

Recommendation

That the Emergency Management Committee review and approve the Revised Extreme Heat and Cold Emergency Annex and forward to the Emergency Operations Board for approval at its next regularly scheduled meeting.

Executive Summary

Southern California experienced high temperatures from June 20-22, 2008 and the Week of July 7, 2008 requiring the activation of the Heat Section of the City Extreme Heat and Cold Emergency Plan. This was the first activation of the Plan since its adoption by the Emergency Operations Board in January, 2008. The After Action Reports completed identified areas of improvement, which were addressed by the Extreme Heat and Cold Emergency Planning Task Force. The Plan has been revised to incorporate those improvements.

Attachments:

- Extreme Heat and Cold Emergency Annex

**CITY OF LOS ANGELES**  
INTER-DEPARTMENTAL CORRESPONDENCE

Date: August 27, 2008

To: Anna Burton, Chair  
Emergency Management Committee

Emergency Management Committee Members

From: Chris Ipsen, Emergency Preparedness Coordinator II  
Emergency Management Department

Subject: **EARTHQUAKE CAUCUS EXERCISE AFTER ACTION REPORT**

**RECOMMENDATION**

That the Emergency Management Committee approve the Earthquake Caucus Tabletop Exercise After Action Report and forward to the Emergency Operations Board for approval at its next regularly scheduled meeting.

**EXECUTIVE SUMMARY**

The Earthquake Tabletop Exercise was held at the Omni Hotel in Los Angeles on July 15, 2008 from 8:30 a.m. to 12:30 p.m. One hundred department general managers, assistant general managers and department emergency preparedness coordinators participated in this exercise; the scenario was a catastrophic earthquake on the Southern San Andreas Fault.

There existed a need to identify gaps in individual departments' existing plans for responding to a catastrophic earthquake and a need to develop realistic expectations of other departments' responses to the disaster. Therefore, this exercise was developed to determine whether all City Departments have an Emergency Plan that can adequately address the scope, complexity, duration, and novelty of a magnitude 7.8 earthquakes or similar critical incident, either natural or man-made, and to prepare for California's Golden Guardian exercise in November.

**FISCAL IMPACT STATEMENT**

Approval of this report will have no impact on the City's General Fund.

Attachment

**CITY OF LOS ANGELES**  
INTER-DEPARTMENTAL CORRESPONDENCE

Date: August 27, 2008

To: Anna Burton, Chair  
Emergency Management Committee

Emergency Management Committee Members

From: Rob Freeman, Operations Division Chief  
Emergency Management Department

Subject: **JULY 29, 2008 CHINO HILLS EARTHQUAKE EMERGENCY  
OPERATIONS CENTER (EOC) ACTIVATION AFTER ACTION /  
CORRECTIVE ACTION REPORT**

Recommendation

That the Emergency Management Committee (EMC) approve and forward to the Emergency Operations Board (EOB) for approval the attached After-Action/Corrective-Action report regarding the July 29, 2008 Chino Hills Earthquake Emergency Operations Center (EOC) Activation.

Executive Summary

Pursuant to terms of the City's Emergency Operations Master Plan and Procedures (Master Plan), the City's Emergency Management Department (EMD) is responsible for preparing an After-Action / Corrective Action Report for each activation of the City's EOC. At the request of the Los Angeles Fire Department, the Mayor's Office, the Los Angeles Police Department and EMD, the City's EOC was activated on July 29, 2008 in order to assess damage and impact to the City of the magnitude 5.4 Chino Hills Earthquake. The EOC provided multi-agency coordination of information and available resources. The attached After-Action/Corrective Action report provides an overview of the activation including specific recommendations for improvements in procedures.

The Emergency Management Department (EMD) is designated as the lead agency for preparation of such reports. EMD requested and received individual reports from each of the affected EOC response agencies. The attached report represents a summarization of those comments and recommendations. EMD will be the lead agency for implementing and tracking the recommended corrective actions in accordance with requirements of the National Incident Management System (NIMS).

Questions regarding this report can be directed to me at [rob.freeman@lacity.org](mailto:rob.freeman@lacity.org) or 213 978-0590.

Attachment

- DRAFT -



**After Action/Corrective Action Report  
July 29, 2008  
Chino Hills Earthquake  
EOC Activation**

**August 28, 2008**



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## **I. Executive Summary**

### **A. Statement of Purpose**

Homeland security preparedness involves a cycle of outreach, planning, capability development, training, exercising, actual responses to events both planned and unplanned, evaluation, and improvement. The Emergency Management Department (EMD) is responsible for preparing a formal After Action Report/Corrective Action Report (AAR/CAR) following all activations of the City's Emergency Operations Center (EOC) in accordance with the National Incident Management System (NIMS). AAR/CARs are intended to assist the City of Los Angeles Emergency Operations Organization (EOO) analyze its EOC activation, staffing and management processes in order to document the following:

- Practices to sustain and built upon
- Practices to improve
- Recommended corrective actions and improvement plan

The AAR/CAR should be viewed as 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 along with an assessment of required resources. Agencies must weigh the cost of implementation 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**

Chino Hills Earthquake

### **C. Event Date(s)**

July 29, 2008

### **D. Event Location**

Earthquake epicenter located in Chino Hills, CA. City of Los Angeles EOC activated (200 N. Main Street, P-4 Level, Los Angeles, CA 90012)

### **E. EOC Activation Duration**

3 hours, 40 minutes; EOC activated from 12:20 pm – 4:00 pm

## **F EOC Activation Lead Agency**

Los Angeles Fire Department (LAFD)

## **G. EOC Activation Level**

II (Level I, plus additional agencies as requested by EOC Director)

## **H. EOC Activation Participating Agencies**

- City Administrative Officer (CAO)
- Emergency Management Department (EMD)
- Los Angeles Fire Department (LAFD)
- Los Angeles Police Department (LAPD)
- Department of General Services (GSD)
- Information Technology Agency (ITA)
- Office of the Mayor
- Department of Public Works (PW)
- Department of Recreation and Parks (RAP)
- Department of Transportation (DOT)
- Department of Water and Power (DWP)

## **I. EOC Activation Chronology**

07/29/2008

11:42 Earthquake occurs  
11:45 EMD activates "LA Citywatch" process in EOC  
11:50 Mayor's Office, LAFD and LAPD staff report to EOC  
11:55 Initial situation briefing  
12:10 Decision made to activate EOC at Level II  
12:15 EMD, LAFD and LAPD confirm agencies required to respond to EOC  
12:20 EMD requests ITA 3-1-1 Call Center to notify EOC responders  
12:25 ITA 3-1-1 Call Center begins notification process  
12:30 Responders begin reporting to EOC  
12:35 ITA 3-1-1 Call Center concludes notification process  
12:40 Second situation briefing; media release data prepared  
12:50 EOC responders post situation status data into WebEOC system  
13:00 Responders continue to report to EOC; PIOs prepare Acting Mayor for 13:30 media briefing  
13:20 All requested EOC response agencies have reported to EOC  
13:25 EMD, LAFD and LAPD begin formal EOC management process  
13:30 Acting Mayor holds media briefing  
13:45 EOC Management Section holds first formal situation status and strategy meeting  
14:00 EOC Sections meet and begin specific processes; departments report on damage assessment and operational status into WebEOC

15:00 EOC Management Section, Command Staff and General Staff hold situation status and objectives meeting. Given the limited reports of damage and minimal impact of the earthquake on the City, decision is made to deactivate the EOC at 16:00 hours  
15:30 EOC Sections conclude processes and posting of data into WebEOC  
16:00 EOC deactivated

## **J. Synopsis**

The following is a narrative of significant events regarding activation of the EOC. Areas of concern that require improvement and specific recommendations for corrective action are included in Part II and III of this report.

At 11:42 a.m. on July 29, 2008, a magnitude 5.4 earthquake occurred in Chino Hills, CA. At 11:45 am, EMD activated its "LA Citywatch" program to collect and analyze information from City response agencies. After further discussion with the Mayor's Office and the Los Angeles City Fire Department (LAD), the decision was made to activate the City's EOC at a Level II at 12:20 pm. While the earthquake caused minimal damage and disruption to the City of Los Angeles, the EOC was activated in order to coordinate damage assessment and impact to the City as well as the development and release of emergency public information.

Both the Mayor and President of the City Council were out of town when this earthquake occurred. Pursuant to provisions of the City Charter, Council President Pro Tempore Wendy Gruel was the Acting Mayor. In addition to the designated personnel identified within the City's Emergency Operations Master Plan and Procedures (Master Plan) for specific management support and emergency public information EOC response roles, additional staff from the Office of the Mayor and Acting Mayor self-responded. This amplified number of EOC personnel caused some confusion regarding the role of the Mayor's Office during the initial phase of this event.

The presence of non-requested staff caused confusion about who was in charge of the EOC management process. This resulted in a forty five minute delay of staff initiating approved EOC protocols. Given the low consequence of the earthquake to the City, this delay had a minor impact on EOC operations. However, had the earthquake been more severe or impacted the City more directly, this delay could have seriously impacted the EOC's ability to begin its standard operating procedures of action planning and response coordination.

EMD worked with ITA's 3-1-1 Call Center to notify City departments to respond to the EOC. The Call Center performed its function effectively. EMD identified some areas for improvement in our formatting and processing of initial activation information to 3-1-1. Most department responders reported to the EOC within thirty minutes of the notification. Some responders encountered problems accessing the P-4 level of City Hall East via stairwell doors. Two departments (LADWP and LADOT) took more than 45 minutes to respond which resulted in the absence of their reports in the initial

briefing. EMD identified additional agencies needed in the EOC for response and coordinated directly with them (CAO, Recreation and Parks). The activation also pointed out the need to request response from additional agencies with damage assessment functions (Bureau of Engineering, Board of Public Works, Department of Building and Safety, and Housing Department) even in cases where damage to the City appears minimal.

Within one hour of the activation, responders were in place and all sections of the EOC were fully operational. While responders were able to post situation status information into WebEOC, some experienced difficulties due to technical problems as well as unfamiliarity with the application. Several responders were unfamiliar with their specific section or branch responsibilities pointing out the need for additional training. Within two hours of activation, EOC management processes were in operation and a formal situation status and strategy meeting was conducted by the Management Section, Command and General Staff.

EOC Management was called upon to provide situation update to the Acting Mayor for use in a 1:30 pm press briefing. With only an hour to collect and analyze data, this information was preliminary in nature. Future activations will benefit from more rapid reporting to and analysis of information by the Planning and Intelligence Section. Additionally, the EOC Planning and Intelligence Section deferred some of its duties regarding analysis and reporting of situation status information to the Operations Section which functioned more proactively and effectively in this area. Additional training is required to clarify these roles and responsibilities between sections.

Emergency public information was a major issue in this activation. Public information officers from the Mayor's Office, LAPD and LAFD responded. The identification of leadership within the Information and Public Affairs Section needs to be clarified. The Master Plan currently identifies the Office of the Mayor as the Section Coordinator. It is critically important that all agencies with personnel involved in emergency and crisis communication work collaboratively in emergency preparedness and response situations. Additional training is required to clarify these roles and responsibilities.

Based on media accounts and first hand reports, there was some confusion regarding the City's Building Emergency Education Program (BEEP). The Building Emergency Coordinator in City Hall notified occupants of appropriate response measures. However, no notification through the public address system in City Hall East was made. Employees in several Civic Center buildings spontaneously evacuated. Further review of this situation is recommended to determine why established and tested systems and protocols were not utilized or followed.

Departments that responded to the EOC posted situation status information to WebEOC. Departments not required to physically respond must be reminded of the need to post situation status information in the system even if their operations are normal.

A final situation status and objectives meeting was held at 3:00 pm where it was determined that based on the minimal impact to the City, the EOC could be deactivated at 4:00 pm. Staff were advised to conclude their activities. EMD staff remained in the center until 5:00 pm.

## **II. Findings**

### **(A) Practices to Sustain**

- Activation decision was made collaboratively between EMD, LAFD, LAPD and the Mayor's Office
- The majority of departments requested to respond to the EOC provided staff in a timely fashion.
- EMD's new EOC organizational and planning protocols were implemented and provided improved direction on the "EOC Process."
- The EOC Operations Section provided the Planning and Intelligence Section and the EOC Director with good agency operational situation status.
- LAPD, LAFD, Public Works and Building and Safety conducted damage assessment in accordance with the City's Emergency Operations Master Plan and Procedures (Master Plan)

### **(B) Areas Requiring Improvement**

- EMD did not provide ITA 3-1-1 Call Center with complete documentation when requesting EOC activation call out.
- Self deployment of staff to the EOC impeded the EOC Director's ability to establish control of the EOC and execute approved processes.
- EMD did not provide Department of General Services (GSD) Office of Public Safety (OPS) with sufficient direction on EOC security needs which resulted in ineffective responder check-in. EOC security protocols need to be reviewed.
- Departmental response to the EOC after notification by the 3-1-1 Call Center was not completed within a reasonable time.
- Some EOC responders did not have security card clearance and access to CHE P-4 stairwell doors. With elevators inoperable for a period of time this impeded their ability to respond via stairwells.
- Many EOC responders experienced problems with communications systems, specifically cellular telephones and the Wireless Priority System (WPS)
- Many EOC responders were not familiar with the new EOC process, their specific section/branch/unit duties, or use of the WebEOC information management system.
- Existing WebEOC situation status boards need to be further refined and developed in order to achieve effective overall situational awareness.
- WebEOC has no built in capability for charting the EOC's organization based on responder log-in. Organization chart creation was ineffective.
- Agencies not requested to respond to the EOC still need to provide the EOC with situation status reports on their operations.

- EOC Sections would benefit from a better understanding of their specific missions and the working relationship with one another.
- Established emergency public information protocols need to be reviewed and updated as necessary.
- The following agencies should be required to respond to any Level II or Level III earthquake scenario activation (Bureau of Engineering, Board of Public Works, Department of Building and Safety, Housing Department, Department of Recreation and Parks).
- The Board of Public Works should be notified and required to respond to any activation where one or more Public Works bureaus are requested to respond.
- The Building Emergency Education Program (BEEP) did not provide for public address announcements in City Hall East though they were made in City Hall. Protocols for base-line use and employee notification should be reviewed.
- EMD should develop a template for EOC activation in earthquake scenarios that establishes a minimum recommend standard for activation level and agencies required to respond.

### **III. Conclusion**

Activation of the EOC for this event proved to be of great value to the City's efforts to review, revise and improve management processes, responder training and overall work flow in the center. The Chino Hills Earthquake had a relatively minor impact on the City of Los Angeles, its operations, facilities, staff and systems. Yet activation of the EOC gave us an ideal "low consequence" event to deploy the center and gauge our effectiveness. This proved to be especially valuable in light of recent revisions to our "EOC Process," and the ongoing need to improve, deliver and measure training.

The activation revealed several key issues for continued focus and improvement from activation notification protocols to responder qualifications and understanding of their role(s) in the EOC, and the ways in which we share information and situational awareness during emergencies. And while most of these issues fall under the jurisdiction of EMD as facilities manager for the EOC, all departments with response roles need to examine their operational readiness in terms of EOC training, exercising, communications and resources.

Below is a list of specific recommended improvements/corrective actions. Questions regarding the recommendations can be directed to Rob Freeman at 213 978-0590 or [rob.freeman@lacity.org](mailto:rob.freeman@lacity.org). EMD staff will provide monthly reports to the Emergency Management Committee (EMC) on the status of implementation of corrective actions.

#### IV. 07/29/2008 Chino Hills Earthquake EOC Activation Improvement Plan - Recommended Corrective Actions

No	Required Improvement	Corrective Action	Lead Agency	Timetable	Resources Required
1	EMD must provide ITA 3-1-1 Call Center with complete documentation when requesting EOC activation call out.	Review and revise current documentation procedures and format for the call out to insure completeness and accuracy.	EMD	30 days	Existing EMD and ITA staff
2	Mayor's Office staff should follow approved EOC response plan and management processes	Provide Mayor's Office staff with executive level EOC responder training.	EMD	30 days	Existing EMD and Mayor's Office staff. Revised EOC management curriculum
3	EMD must provide Department of General Services (GSD) Office of Public Safety (OPS) with sufficient direction on EOC security during activations. EOC security protocols need to be reviewed.	EMD to meet with GSD OPS to review and revise as necessary all relevant EOC activation security protocols; includes Citywide Master Plan and GSD Department Emergency Plan	EMD	60 days	Existing EMD and GSD staff
4	Ensure departments requested to respond to EOC activations do so in a timely manner	Absent catastrophic circumstances, departments requested to respond to the EOC during regular business hours are expected to report in person or communicate their status within 30 minutes of notification.	EMD	30 days	Existing EMD and EOO staff
5	Ensure EOC responders can access the facility via stairwell doors.	Provide EOC responders with card key security access to CHE P-4 stairwell doors.	EMD	60 days	Existing EMD and GSD staff
6	Ensure EOC responders are able to communicate with the Center during emergencies.	Review performance of key communications systems during the earthquake, specifically cellular telephone providers and the Wireless Priority System (WPS)	EMD/ITA	90 days	Existing EMD and ITA staff
7	Ensure EOC responders are familiar with the new EOC process, specific section/branch/unit duties, and use of the WebEOC information management system.	Provide additional EOC responder training that focuses on the new processes, specific duties and WebEOC	EMD	30 days	Existing EMD and ITA staff
8	Existing WebEOC situation status boards need to be further refined and developed in order to achieve more effective overall situational awareness.	Develop new WebEOC status board capabilities and make necessary improvements to existing ones.	EMD/ITA	60 days	Existing EMD and ITA staff
9	Improve EOC organization chart creation capabilities	Customize WebEOC to chart the EOC organization based on responder log-in.	EMD/ITA	60 days	Existing EMD and ITA staff
10	Agencies not requested to respond still need to provide the EOC with situation status reports on their operations.	WebEOC needs to be more fully used by agencies. Provide additional user training and system awareness.	EMD/ITA	30 days	Existing EMD and ITA staff
11	Ensure responders at EOC Sections better understand their specific missions and the working relationship with one another.	Provide additional Section specific EOC responder training	EMD	30 days	Existing EOC staff
12	Established emergency public information Master Plan protocols were not followed.	Role and specific duties of Mayor's Office staff need to be reviewed.	EMD	60 days	Existing EMD and Mayor's Office staff

**07/29/2008 Chino Hills Earthquake EOC Activation Improvement Plan - Recommended Corrective Actions**

No	Required Improvement	Corrective Action	Lead Agency	Timetable	Resources Required
13	The Board of Public Works should be notified and required to respond to any activation where one or more Public Works bureaus are requested to respond.	Revise EOC notification procedures to require automatic notification of Board of Public Works when one or more bureaus are requested to respond	EMD	30 days	Existing EMD staff.
14	Ensure Building Emergency Education Program (BEEP) public address announcements are made in all facilities with such systems	Review specific problems that occurred in City Hall East and report to EMC on why public address system was not used in this event.	GSD	30 days	Existing GSD staff.
15	The City needs a template for minimum recommended EOC activation level and agency representation in earthquake scenarios	Develop a specific template for minimum recommended EOC activation level and agency representation in earthquake scenarios	EMD	30 days	Existing EMD staff