AGENDA
EMERGENCY MANAGEMENT COMMITTEE
Wednesday, June 2, 2010, 9:00 a.m.
Training 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 – Anna Burton
- Community Preparedness – Larry Meyerhofer
- Human Resources – Arnie Surmenian
- Information Technology – Joyce Edson
- Logistics – Joon Lee
- Operations – Rob Freeman
- Planning – Eric Baumgardner
- Shelter and Welfare – Kevin Regan
- Training / Exercises– Quentin Frazier
- Others

III.   **EOC Recall Exercise After Action/Corrective Action Report** – Rob Freeman

IV.   **Old / New Business**

V.   **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 send an email to cecilia.law@lacity.org or contact Cecilia Law at (213) 484-4895.

- DRAFT -

After Action/Corrective Action Report
March 17, 2010
EOC Recall Exercise

May 26, 2010

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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 After Action Report/Corrective Action Reports (AAR/CAR) following all activations of the City's Emergency Operations Center (EOC).   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 build upon
- Practices to improve
- Recommended corrective actions and improvement plan

The AAR/CAR should be viewed as a summary of activities and actions taken during the activation and includes 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

EOC Recall Exercise

C.   Event Date(s)

March 17, 2010

D.   Event Location

City of Los Angeles Emergency Operations Center
500 E. Temple Street
Los Angeles, CA 90012

E.   EOC Activation Duration

One-half day. EOC was activated at 0715 hours, Wednesday, March 17, 2010 and deactivated at 1100 hours, Wednesday, March 17, 2010.

F   EOC Activation Lead Agency

Emergency Management Department (EMD)

G.   EOC Activation Level

Level III, full activation of the EOC

H.   EOC Activation Participating Agencies

- Department of Airports (LAWA)
- Animal Services Department
- Department of Building and Safety (DBS)
- Chief Legislative Analyst (CLA)
- City Administrative Officer (CAO)
- Office of the City Attorney
- Community Development Department (CDD)
- Community Redevelopment Agency (CRA)
- Department on Disability (DOD)
- Emergency Management Department (EMD)
- Department of Finance
- Fire Department (LAFD)
- Department of General Services (GSD)
- Housing Authority
- Housing Department
- Information Technology Agency (ITA)
- Office of the Mayor
- Personnel Department
- Police Department (LAPD)
- Port of Los Angeles (Harbor Department)
- Department of Public Works – Bureau of Contract Administration
- Department of Public Works – Bureau of Engineering
- Department of Public Works – Bureau of Sanitation
- Department of Public Works – Bureau of Street Lighting
- Department of Public Works – Bureau of Street Services
- Department of Recreation and Parks
- Department of Transportation (DOT)
- Department of Water and Power (DWP)
- American Red Cross
- Los Angeles Unified School District (LAUSD)
- Southern California Gas Company

I.   EOC Activation Chronology

At 0715 hours on Wednesday, March 17, 2010, the Emergency Management Department (EMD) activated the EOC at Level III for a "recall" exercise. The purpose of the exercise was to test activation of the City's new EOC and the recall of responders from various Cities and outside agencies to their assigned work positions in the center. The exercise included testing procedures for EOC responder notification, response, security check-in, and initial briefing and start-up tasks. These processes were completed by 1030 hours; the EOC was then deactivated and the exercise concluded. Staff from EMD also conducted a "hot wash" review of the exercise. The following is a basic chronology of events:

0715	EOC activated, EMD Duty Team initiates activation protocol
0718	EMD Duty Team notifies GSD Office of Public Safety to initiate EOC activation security protocol
0720	EMD Duty Team notifies ITA 3-1-1 Call Center to initiate responder call out protocol
0726	ITA 3-1-1 Call Center begins responder call out process
0730	EMD Duty Team establishes responder check-in and briefing stations
0741	First EOC responders report; EMD Duty Team begin check-in process
0806	ITA 3-1-1 Call Center completes responder call out process
0824	ITA 3-1-1 Call Center begins "information only" call process
0845	ITA 3-1- 1 Call Center completes "information only" call process
0900	EMD Duty Team conducts initial responder briefing
0915	EOC responders report to Main Coordination Room (MCR) to begin start-up tasks
0918	All requested EOC responders have reported
1015	EOC responders start-up tasks completed in MCR; EMD staff address questions and begin demobilization including distribution and collection of exercise evaluations
1030	Demobilization completed, exercise concludes
1100	EMD staff conducts hot wash

J.   Synopsis

The March 17, 2010 Recall Exercise provided the City with an opportunity to assess its basic activation and start-up processes and protocols for the new Emergency Operations Center (EOC). This was the first Level III (full staffing) exercise conducted in the new EOC.

The exercise provided an opportunity to demonstrate and test the procedures and protocols associated with the readiness of the EOC facility, its communications equipment and the notification and recall of responders associated with activation. The following objectives were established for the exercise:

1.   Implement the EOC activation decision and notification process through the EMD Duty Officer and Duty Team
2.   Implement ITA's 3-1-1 Call Center's EOC activation notification call out process

3. Test EOC responder agencies ability to contact their EOC responders and have them report to the new EOC
4. Execute EMD's Duty Team EOC deployment processes including notification of GSD OPS (security roles) and Personnel Department
5. Execute GSD OPS EOC activation security process
6. Execute EOC activation parking plan
7. Execute EMD EOC responder check-in and briefing process
8. Execute EMD EOC responder staffing plan (departmental)
9. Execute initial EOC ICS staffing at Level III
10. Direct checked-in EOC responders to assigned position in MCR
11. Task EOC responders with the following:
    a. Complete check-in process and report to assigned work location
    b. Attend initial EMD briefing
    c. Check in with Section Coordinator or Branch Director
    d. Check EOC work area and supplies
    e. Test phone system (call office)
    f. Test data system (email and WebEOC log in)
    g. Complete WebEOC Duty Log per written instructions
    h. Section Coordinators/Branch Directors deploy POD AV system per written instructions
    i. Log out of WebEOC, deactivate AV system
    j. Complete exercise evaluation form
    k. Complete check-out process in Media Center
    l. Exit EOC

Most of the procedures evaluated relate to EMD's role as manager/coordinator of the EOC; others relate to roles performed by GSD OPS and ITA. EMD notified ITA 3-1-1 Call Center and provided a detailed activation order listing departments required to respond and their specific EOC role(s). The order also listed departments to be notified for "information only – no response required" purposes.

More than thirty (30) City departments, bureaus and outside agencies participated in the exercise. For the responder agencies, the exercise provided an opportunity to receive notification of EOC activation, practice their internal notification procedures, dispatch responder(s) to the EOC, check-in and perform a set of basic start-up tasks under EMD direction. The goal was to provide all responder agencies with familiarization of the EOC facility, parking, and how responders begin work following an activation.

A full, Level III activation staffing plan was executed during this exercise. EMD developed an EOC organizational structure based on established Incident Command System (ICS) procedures. The following Section, Branches and Units were staffed:

Management Section
> Director, Deputy Directors, Public Information Officer, Liaison Officer, Emergency Management

Operations Section
> Coordinator, Deputy Coordinator
> Law Branch Director, Evacuation Unit, RACR Unit

Fire Branch Director, Suppression and Rescue Unit, USAR Unit, HAZMAT Unit, EMD Unit

Transportation Branch Director, Traffic Planning Unit, ATSAC Unit

Public Works Branch Director, Engineering Unit, Sanitation Unit, Street Services Unit, Street Lighting Unit, Contract Admin Unit

Utilities Branch Director, Water Systems Unit, Power Systems Unit, Gas Unit

Mass Care Branch Director, Shelter Unit, LAUSD Unit, Red Cross Unit, Disability Unit, Animal Services Unit, Aging Unit, Housing Unit

Damage Assessment Branch Director, Building and Safety Unit, Housing Unit, Engineering Unit

Planning Section

Coordinator, Deputy Coordinator

Situation Status Unit, Resource Status Unit, Documentation Unit, Recovery and Reconstruction Unit, GIS Unit

Logistics Section

Coordinator, Deputy Coordinator

Ground Support Unit, Supply Unit, Facilities Unit, Information Technology Unit, Personnel Unit

Finance and Administration Section

Section Coordinator

Cost Tracking Unit, Claims Unit, Legal Unit

II.   Findings

Exercise participants were asked to complete an evaluation. Their responses and comments made during the hot wash were used to generate this list of suggested practices to sustain and suggested areas requiring improvement.

(A)   Recommended Practices to Sustain

1. The current EOC ICS organization structure is an improvement over the previous structure used in the old EOC.
2. The "Call Out" process provided agencies with specific EOC response roles
3. The current EMD check-in and security processes are an improvement over the previous procedures used in the old EOC
4. Departments had an opportunity to review and practice their internal call-out procedures
5. Departments had an opportunity to become more familiar with their EOC work locations and responsibilities

(B)   Recommended Areas Requiring Improvement

1. Departments must continue to review and update their EOC call out lists; EMD will insure ITA 3-1-1 Call Center has up to date information. (One department reported problems with the call out process.)
2. Provide more detailed instructions on use of the EOC phone system
3. Provide a PDF version of the EOC phone directory

4. Provide Operations Section Coordinator and Deputy Coordinator unique vests or badging to enhance position recognition
5. Provide water to exercise participants
6. Review EMD sign-in process; streamline the security, check-in and briefing protocols
7. Provide sanitizer wipes for audio headsets
8. Reorient MCR map to show media wall at top
9. Provide additional instructions on accessing non-EOC email systems from MCR pods
10. Provide additional training on specific roles and responsibilities of positions

III.   Conclusion

The March 17, 2010 recall exercise was valuable for the new City EOC, responders and EMD staff. It provided the opportunity to test the procedures and protocols associated with activating and staffing the EOC, especially the security and responder briefing process. This exercise was designed as part one of a three part series of EOC exercises. The second phase will be a more elaborate recall exercise with detailed scenario specific functions for responders to perform. The final will be a functional, level III exercise as part of the City's participation in the 2010 Golden Phoenix Los Angeles County Operational Area exercise. Responders came away from this first exercise with an improved understanding of how to respond to the EOC. EMD staff identified areas for improvement that will be worked on in preparation for the phase two exercise.

IV. March 17, 2010 EOC Recall Exercise Improvement Plan - Recommended Corrective Actions

No	Required Improvement	Corrective Action	Lead Agency	Timetable	Resources Required
1	Review and update EOC call out lists for currency	EMD will insure ITA 3-1-1 Call Center has up to date information.	EMD	30 days	Existing EMD and ITA staff
2	Provide more detailed instructions on use of the phone system	Revise EOC Quick Start Guide to include phone system instruction	EMD	30 days	Existing EMD and ITA staff
3	Provide a PDF version of the EOC phone directory	Develop on-line PDF phone directory accessible on PC desktops	EMD	60 days	Existing EMD and ITA staff
4	Provide clearer identification of Operations Section Coordinator and Deputy Coordinator	Mark position vests with color coded placard	EMD	30 days	Existing EMD and ITA staff
5	Provide water to exercise participants	Provide bottled water or dispensers in MCR	EMD	60 days	Existing EMD and ITA staff
6	Review EMD sign-in process; streamline the security, check-in and briefing protocols	Refine current sign-in process, prepare revised protocols to insure greater efficiency	EMD	60 days	Existing EMD and ITA staff
7	Provide sanitizer wipes for audio headsets	Procure wipes	EMD	60 days	Existing EMD and ITA staff
8	Reorient MCR map to show media wall at top	Revise map accordingly	EMD	30 days	Existing EMD and ITA staff
9	Provide additional instructions on accessing personal email from MCR pods	Revise EOC Quick Start Guide to include personal email access instructions	EMD	60 days	Existing EMD and ITA staff
10	Provide additional training on specific roles and responsibilities of positions	Continue development and implementation of EOC section specific training	EMD	60 days	Existing EMD and ITA staff