

**AGENDA**  
**EMERGENCY MANAGEMENT COMMITTEE**  
**Tuesday, July 3, 2012, 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 – Anna Burton
- Human Resources – Arnie Surmenian
- Information Technology – Greg Steinmehl
- Logistics – Eric Robles
- Operations – Rob Freeman
- Planning – Eric Baumgardner
- Shelter and Welfare – Albert Torres
- Training / Exercises– Quentin Frazier
- Others

**III. May Day EOC Activation After 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 subscribe via this link <http://emergency.lacity.org/ABOUTEMD/Subscription/index.htm>.

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

Date: June 22, 2012

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

From: Rob Freeman, Operations Division Chief  
Emergency Management Department

Subject: **MAY DAY 2012 EMERGENCY OPERATIONS CENTER (EOC)  
ACTIVATION AFTER ACTION REPORT/CORRECTIVE ACTION  
REPORT**

Recommendation

That the Emergency Management Committee (EMC) approve the attached 2012 May Day Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Report (AAR/CAR) and forward to the Emergency Operations Board (EOB) for approval.

Executive Summary

As part of the City's 2012 May Day pre-event planning efforts, a decision was made to activate the EOC, at Level II BRAVO (Law Enforcement Lead), in order to support field activities and coordinate situational information and resources. This occurred on May 1, 2012, 0800 hours through 2000 hours.

Pursuant to the City Emergency Operations Master Plan and Procedures (Master Plan), the Emergency Management Department (EMD) is designated as the lead agency for preparation of such reports. EMD requested and received reports from each of the affected EOC response agencies. The attached After-Action/Corrective Action report provides an overview of the May 1, 2012 activation, including specific recommendations for improvement. EMD will be the lead agency for implementing and tracking the recommended corrective actions.

Questions regarding this report can be directed to [rob.freeman@lacity.org](mailto:rob.freeman@lacity.org) or 213 484-4804.

Attachment

- DRAFT -



# After Action Report/Corrective Action Report 2012 May Day EOC Activation

June 12, 2012



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## **I. Executive Summary**

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

Pursuant to the City Emergency Operations Master Plan and Procedures, 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). AAR/CARs 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
- Improvement plan with recommended corrective actions, responsibilities and timelines

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 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**

2012 May Day Emergency Operations Center (EOC) Activation

### **C. Event Date**

May 1, 2012

### **D. Event Location**

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

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

One Day: The EOC was activated at 0800 hours on Tuesday, May 1, 2012 and deactivated at 2000 hours Tuesday, May 1, 2012.

### **F. EOC Activation Lead Agency**

Los Angeles Police Department (LAPD)

## **G. EOC Activation Level**

Level II BRAVO (Law Enforcement Lead)

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

- American Red Cross (ARC)
- City Administrative Officer (CAO)
- City Attorney's Office
- Department on Disability (DoD)
- Department of Public Works Bureau of Engineering (PW/BOE)
- Department of Public Works Bureau of Sanitation (PW/SAN)
- Department of Public Works Bureau of Street Services (PW/BOSS)
- Department of Recreation and Parks (RAP)
- Department of Transportation (LADOT)
- Department of Water and Power (LADWP)
- Emergency Management Department (EMD)
- General Services Department (GSD)
- Information Technology Agency (ITA)
- Los Angeles County Office of Emergency Management (LAC OEM)
- Los Angeles County Sheriff (LASD)
- Los Angeles Fire Department (LAFD)
- Los Angeles Police Department (LAPD)
- Los Angeles Unified School District (LAUSD)
- Office of the Mayor
- Metropolitan Transit Authority (MTA)
- Ventura County Sheriff's Office of Emergency Management

## **I. EOC Activation Chronology**

The EOC was activated as a planned measure to provide effective Citywide coordination of information and resources for the 2012 May Day Event. EMD consulted with LAPD, LAFD and the Mayor's Office during the pre-event planning and a joint decision was made to activate the EOC to Level II BRAVO (Law Enforcement Lead). The EOC was activated to provide support to field response agencies and to ensure effective coordination and management of Citywide response should the event escalate. Specifically, there was concern regarding the following intelligence reports:

- May Day is an annual day of celebration for the labor movement internationally
- Estimates that approximately 60,000 people would gather in downtown Los Angeles
- Protest activities planned throughout Los Angeles
- Disruption of major traffic arteries
- Demonstrations on key political issues
- Demonstrations and marches to disrupt passenger traffic at LAX
- Disruption of downtown businesses and streets

- More than 10,000 immigrant rights activists expected to participate in 2012 May Day events

The planned activation of the EOC took place at 0800 hours on May 1, 2012, with pre-determined National Incident Management System (NIMS) positions staffed by City agencies. All five (5) NIMS functional EOC sections were activated: Management, Operations, Planning and Intelligence, Logistics and Finance and Administration.

The Operations Section activated the following Branches: Law, Fire, Mass Care, Public Works, Transportation, and Utilities.

The Planning and Intelligence Section coordinated a scheduled series of management and coordination meetings using processes developed by EMD. This included regular situation briefings and status updates regarding key issues and venues. Meetings were held as follows:

**0900 hours – Initial Management and Coordination Staff Meeting**

The EOC Director and Deputy Directors briefed Management and Coordination staff on the scope of activities for day/Operational Period and received the “Director’s Intent.” The meeting also provided an opportunity for the Director and Deputy Directors to modify EOC Standing Objectives and add event specific objectives

**1130 hours – Situation Update Meeting**

This was an informal meeting for the Planning and Intelligence Section to give a brief update on the event situation.

**1300 hours – Coordination Meeting**

This was a more formal meeting where the Planning and Intelligence Section gave Management an update on the current situation. The Operations Section provided an overview of current priority support missions and anticipated challenges. Each Section Coordinator reported on their situation and any conflicts that required resolution. Management reviewed and approved the coordination effort proposed by the Operations Section.

Operations Branches reported the following:

Law Enforcement

- 50-60 protestors on the move from the “West Wind” event
- 50 protestors on the move from the “South Wind” event (Florence and Normandy)
- 300+ protestors coming from the “North Wind” event (San Fernando Valley)
- 40-50 protestors form the “East Wind” Event (Caesar Chavez and Atlantic)
- No arrests
- Sheriff’s Office monitoring smaller demonstrations

### Fire/EMS

- Normal activity, no challenges, prepared to deploy for event

### Transportation

- LADOT ready to deploy to Olympic and Temple as needed
- ATSAC camera support requested and provided
- Transportation Plan developed and disseminated
- Some planning conflicts between LAPD, LAFD and MTA
- No hard timeline for marchers actions available
- Airport marchers left to unknown location
- Progressive street closures underway

### Public Works

- Bureau of Sanitation and Bureau of Street Services field crews on stand-by
- 150 barricades and 100 traffic cones delivered to LAPD Unified Command Post

### Utilities

- No issues to report regarding power, water or gas services
- Two (2) area power outages reported at 0930, not tied to May Day Event

### Mass Care

- Recreation and Parks, Red Cross and other support agencies on stand-by

### Management - Public Information Officer

- EMD released an informational bulletin to City staff regarding the May Day Event
- Traffic information posted on City website
- General public information posted on EMD Facebook and Twitter sites
- Media Advisory regarding street closures released in advance of event

## **1500 hours – Situation Update Meeting**

A follow-up meeting was held allowing the Planning and Intelligence Section to give Management a brief update on the event situation.

Law Enforcement Branch reported three arrests had been made by LASO at North Hollywood Orange Line platform. Planned arrests made at LAX (Century and Avion)

Finance and Administration Section reported on deployment numbers and costs for field response personnel.

## **1700 hours – Planning Meeting**

This was another formal meeting during which the Planning and Intelligence Section gave a more detailed situation status briefing. The Operations Section provided an update on the scope of anticipated efforts for the remainder of the Operations Period and discussed the possibility of continuing the activation to another Operational Period. Management reviewed staffing needs.



## **1830 hours – Demobilization Meeting**

Discussion to deactivate the EOC at 2000 hours.

## **II. Synopsis**

May Day has become a nationally recognized day by the labor and immigration movements. This year, Immigration rights advocates collaborated with the Occupy movement to coordinate nationwide activities, calling for a general strike known as “Day Without the 99 Percent.” Planned protests, marches, and rallies, modeled partly on the 2006 immigration protests across the country, were scheduled throughout most cities. The goal of the initiative was aimed at disrupting commuting systems and the workday.

In Los Angeles, 2012 Occupy Los Angeles organized around a “4 Winds” event, made up of people, bikes, and cars proceeding through the urban areas of Los Angeles. The physical movement of the protest crowds was scheduled along four (4) routes.

1. West Wind Protest: Running from the Pacific Ocean to the center of downtown Los Angeles
2. East Wind Protest: Running from East LA to downtown Los Angeles
3. South Wind Protest: Running from Cal State University Dominguez Hills, through Compton and Watts, ending near LA Trade Technical College
4. North Wind Protest: Running from Saticoy/Van Nuys in the San Fernando Valley to the Valley Civic Center

## **A. Major Developments**

The EOC was activated at 0800 hours to provide support to the Unified Command Post at Dodger Stadium. The decision to activate the EOC was made jointly by EMD and LAPD in coordination with the Mayor’s Office and LAFD. LAPD served as Director of the EOC, with EMD and LAFD providing Deputy Directors. This model mirrored and supported the Unified Command organization established in the field.

The following EOC sections were staffed: Management, Operations, Planning & Intelligence, Logistics and Finance & Administration. EOC Branches within the Operations Section were established for Law, Fire, Mass Care, Public Works, Transportation, and Utilities. The EOC Liaison Officer integrated the outside Agency representation from LAC OEM.

The Management Section provided overall leadership of the EOC organization and the process of management by objectives. The current EOC operational process enabled the Management Section to develop more effective action plans than in previous activations, however, many responders were still unfamiliar with these processes. Management coordinated the EOC’s emergency Public Information process as well as liaison with other jurisdictions including the County of Los Angeles and State of California Emergency Management Agency.

The Planning & Intelligence Section collected, analyzed and disseminated information from field, Department Operations Center (DOC), EOC and media sources. The Section maintained

situational awareness, coordinating the assembling of section situation reports, setting meeting agendas and facilitating all meetings conducted in the Management Room.

The Operations Section consisted of Branches as already defined. The Branch activities focused primarily on monitoring the status of the May Day marches, rallies, and protests, providing resource support to the field if needed, providing information on the status of the City's traffic situation and street closures, and monitoring the overall City footprint for other threats, disruptions, or impacts to City services.

Once the May Day activities shut down along the four (4) routes, and the UCP communicated initiation of demobilization planning, the decision was made to scale back the EOC to Level I City Watch with EMD Duty Team staffing only at 1630 hours. EOC demobilization of the other City departments was completed by 1700 hours.

At 2000 hours, the City of Los Angeles Emergency Operations Center deactivated for the May Day 2012 planned events. The EOC transitioned its operations to EMD Duty Officer status.

## **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

## **C. EOC Objectives**

The EOC utilized pre-developed Standing Objectives, and developed event specific objectives during the planning and meeting cycle.

## **III. Findings**

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

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

#### **1. Level II EOC Coordination Planning Process**

Subsequent to the December 7, 2011, annual exercise, EMD's EOC Task Force developed an updated coordination planning process for use in Level II activations. The process differs somewhat from the more formal one used in sustained Level III activations and incorporates use of scheduled situation briefings and updates with set structure and agendas. A written coordination plan for future shifts was not developed; standing objectives were used and refined as needed during briefings and coordination meetings.

Responders from several agencies reported the effectiveness of this new process, specifically the meeting agendas, written concept of operations and effective meeting coordination by the

Planning and Intelligence Section Coordinator (LAPD), Deputy Coordinator (EMD) and EOC Coordinator (EMD). Management reported they were comfortable with the process and the way in which the Planning and Intelligence Section and EOC Coordinator ran meetings. In previous exercises and events, Management provided ad hoc direction for meetings that was sometimes at odds with EMD established EOC processes. Use of the new Level II process alleviated this.

## 2. EOC Responder Check-in Process

EMD used an updated EOC responder check-in process that included use of new technology and intern/volunteer staff support. Both of these new practices proved to be effective. Responders reported that the check-in was efficient and effective.

## 3. Pre-Event Planning

As a known event, the 2012 May Day EOC activation was incorporated into the City's overall event planning process led by LAPD. EMD advised LAPD on the recommended EOC activation level and specific NIMS/ICS positions to be staffed. EMD worked in advance with City agencies to confirm their EOC position assignments and identify staff that would fill the positions. This advanced planning process worked well and ensured that agencies were informed of their roles and responsibilities allowing them to make specific staffing assignments accordingly. The result was responders were more familiar with their position responsibilities than in previous exercises and events. Responders reported this as an advance compared to previous activations. EMD also utilized the automated EOC responder notification system (CIA) which worked effectively.

## 4. Situational Awareness

Responders reported improvements in overall EOC situational awareness compared to past exercises and events. This was attributed to a better defined Level II EOC Process and improved communication between Management, the Planning and Intelligence Section, the Operations Section and its Branches. The Planning and Intelligence Section provided regular, efficient situation status briefings and updates using the new Level II concept of operations and meeting structure. The result was Management was well informed about the evolving event and branch level developments.

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

The following areas were reported as requiring improvement.

#### 1. Continued Enhancement of Level II Process

While the new Level II process worked well during the May Day activation, there is a need for enhancements and improvements. Specific recommendations include the following.

- a. Ensure that the Operations Section has an accurate "big picture" of the situation that encompasses all branches and developments.
- b. Identify technology upgrades that support the Level II process.

- c. Insure that the EOC Coordinator, Operations Section Coordinator and Planning and Intelligence Section Coordinator provide effective support between Management and specific branches and units regarding direct inquiries and assignments.
- d. The Planning and Intelligence Section needs to prioritize tasks and missions.
- e. Strengthen the demobilization process.

2. Review/Improve the EOC Responder Feeding Policy

The overall EOC responder feeding policy and process needs to be reviewed and updated. The current process is informal and subject to ad hoc decisions and non-standard execution. EMD and GSD should be tasked to review the current process and develop a more effective, thorough policy to ensure efficiency.

3. Enhance Integration of Airports (LAWA) and Port of LA (POLA)

In-person agency representatives from LAWA and POLA are generally requested for Level III EOC activations. For the 2012 May Day Level II event, neither LAWA nor POLA representatives were requested to respond to the City EOC. Both agencies had major field response roles at their facilities and activated their DOCs. In retrospect, agency representatives should have been requested for the City EOC. We recommend that LAWA and POLA representatives be requested as part of the Level II process, especially for events and incidents that impact their operations and facilities.

4. Enhance EOC Responder Check-in Process

Overall, the responder check-in process for the 2012 May Day activation was effective. Suggestions were made, however, for additional enhancements and improvements.

- a. Continue implementation of new technology for check-in;
- b. Identify increased support role for GSD Office of Public Safety staff; and,
- c. Review the possibility of staging all responder check-in activities in the EOC Lobby versus the Training Room

**IV. Conclusion**

The 2012 May Day event provided an important opportunity for use of new process for Level II EOC activations. Many of these proved to be major step forward compared to previous processes and experiences in prior exercises and events. There continues to be room for continued enhancement and improvement of the Level II process; most of our EOC activations are at this level. Overall, this was the most effective and efficient activation of the EOC since 2009. EMD's EOC Task Force should continue its leadership role in crafting and refining operating processes and procedures and is tasked with developing and tracking most of the recommended corrective actions.

**V. 05/01/2012 May Day EOC Activation Corrective Action Plan**

<b>No.</b>	<b>Required Improvement</b>	<b>Corrective Action</b>	<b>Lead Agency</b>	<b>Timetable</b>	<b>Resources Required</b>
1	Continue Enhancement of the Level II EOC Process	Task EMD EOC Task Force with development of additional guidelines and support documents	EMD	90 days	Existing EMD resources
2	Review/Improve the EOC Responder Feeding Policy	Task EMD and GSD with review of EOC feeding policy and drafting recommendations for improvement	EMD and GSD	90 days	Existing EMD and GSD resources
3	Enhance Integration of Airports (LAWA) and Port of LA (POLA)	Insure agency responders for LAWA and POLA are considered for all Level II events	EMD, LAWA and POLA	30 days	Existing EMD resources
4	Enhance EOC Responder Check-in Process	Review current process, continue procedural and technical improvements	EMD	60 days	Existing EMD resources