

AGENDA
City of Los Angeles
EMERGENCY OPERATIONS BOARD

REGULAR MEETING

Tuesday, November 15, 2016
2:00 P.M.
Media Center Conference Room
Emergency Operations Center
500 E. Temple Street, Los Angeles, CA 90012

Members of the public are invited to address the Emergency Operations Board on any item on the agenda prior to action by the Board on that specific item. Members of the public may also address the Board on any matter within the subject matter jurisdiction of the Board. The Board will entertain such comments during the Public Comment Period. Public comment will be limited to two (2) minutes per individual for each item addressed, unless there are more than ten (10) comment cards for each item, in which case the public comment will be limited to one (1) minute per individual. The aforementioned limitation may be waived by the Chair of the Board.

(NOTE: Pursuant to Government Code Section 54954.3(b) the legislative body of a local agency may adopt reasonable regulations, including, but not limited to, regulations limiting the total amount of time allocated for public testimony on particular issues and for each individual speaker.)

Members of the public who wish to address the Board are urged to complete a Speaker Card and submit it to the Executive Assistant prior to commencement of the public meeting. The cards are available at the sign in table at the meeting or the Emergency Management Department public counter, Room 1533, City Hall. However, should a member of the public feel the need to address a matter while the meeting is in progress, a card may be obtained from the Executive Assistant to the Board, who will submit the completed card to the Chair of the Board prior to final consideration of the matter.

It is requested that individuals who require the services of a translator contact the Board Secretary no later than the day preceding the meeting. Whenever possible, a translator will be provided.

Sign language interpreters, assistive listening devices, or other auxiliary aids and/or services may be provided upon request. To ensure availability, you are advised to make your request at least 72 hours prior to the meeting you wish to attend.

NOTE: The meeting is tape-recorded and the tape is kept for 30 days.

A. Declaration of Quorum; Introductions; Approval of July 19, 2016 Minutes

B. Action Items

A. 2016 Defense Support of Civil Authorities Senior Leaders Seminar and Table Top Exercise After Action Report/Improvement Plan – Rob Freeman

Recommendation

That the Emergency Operations Board, as recommended by the Emergency Management Committee (EMC), approve the attached City of Los Angeles Defense Support of Civil Authorities (DSCA) Senior Leaders Seminar (SLS) and Table Top Exercise (TTX) After Action Report/Improvement Plan (AAR/IP) and forward to the Mayor for transmittal to the City Council.

B. 2016 Operation Mic Drop Communications Table Top Exercise After Action Report/ Improvement Plan – Rob Freeman

Recommendation

That the Emergency Operations Board, as recommended by the Emergency Management Committee (EMC), approve the attached Operation Mic Drop Communications Table Top Exercise After Action Report/ Improvement Plan (AAR/IP) and forward to the Mayor for transmittal to the City Council.

C. Information Items

A. Evolving Terrorism Threat /Intelligence/Investigative/and Tactical Response – Michael Downing

B. Active Shooter Program – Mona Curry/Kyle Campbell

C. January 25, 2017 EOC Executive Exercise – Rob Freeman

D. 2017 Annual Emergency Management Workshop – Rob Freeman

E. Other Announcement – Board Members

D. Presentations (as requested)

E. Public Comment Period

F. Adjournment

Upon request, sign language interpretation, real-time translation services, agenda materials in alternative formats, and other accommodations are available to the public for City-sponsored meetings and events. All requests for reasonable accommodations must be made at least three working days (72-hours) in advance of the scheduled meeting date. For additional information, contact the Emergency Management Department at (213) 485-2121.

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE



Date: November 2, 2016

To: Charlie Beck, Chair
Emergency Operations Board

Emergency Operations Board Members

From: Anna Burton, Executive Assistant
Emergency Operations Board

Subject: **CITY OF LOS ANGELES 2016 DEFENSE SUPPORT OF CIVIL
AUTHORITIES SENIOR LEADERS SEMINAR AND TABLE TOP EXERCISE
AFTER ACTION REPORT/IMPROVEMENT PLAN**

Recommendation

That the Emergency Operations Board, as recommended by the Emergency Management Committee (EMC), approve the attached City of Los Angeles Defense Support of Civil Authorities (DSCA) Senior Leaders Seminar (SLS) and Table Top Exercise (TTX) After Action Report/Improvement Plan (AAR/IP) and forward to the Mayor for transmittal to the City Council.

Summary

On August 30 and 31, 2016, the City of Los Angeles along with regional, military, and private sector partners conducted the DSCA SLS and TTX in conjunction with 2016 Los Angeles Fleet Week. The SLS was developed as an educational opportunity for attendees to better understand catastrophic disaster response capabilities at the local, State, Federal, and military levels. Building on the Seminar, the TTX brought together stakeholders into ten different functional areas to discuss key areas of concern. Participants discussed their organizational roles and responsibilities in a catastrophic disaster with regional impacts, and learned more about partner capabilities for their specific area of expertise.

The SLS had over 225 participants, and the TTX had more than 125 attendees. Feedback from participants was resoundingly positive on both days, with participants citing networking opportunities and relationship building, enhanced understanding of Military resources and capabilities, and communication between agency representatives as some of the key strengths. Numerous opportunities for improvement were also identified, as detailed in the attached AAR/IP. The AAR/IP analyzes exercise results, identifies strengths to be maintained and built upon, identifies potential areas for further improvement, and supports development of corrective actions.

The attached AAR/IP provides a summary of the activities, identifies involved departments and agencies, and details recommendations for similar exercises.

With approval by the EOB, EMD will forward to the Mayor for approval and transmittal to the City Council. EMD will track areas recommended for improvement and, as appropriate, report back through the Emergency Operations Organization.

Attachment – City of Los Angeles 2016 Defense Support of Civil Authorities Senior Leaders Seminar and Table Top Exercise After Action Report/Improvement Plan

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE



Date: October 24, 2016

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

From: Rob Freeman, Operations Division Chief
Emergency Management Department

Subject: **CITY OF LOS ANGELES 2016 DEFENSE SUPPORT OF CIVIL AUTHORITIES
SENIOR LEADERS SEMINAR AND TABLE TOP EXERCISE AFTER ACTION
REPORT/IMPROVEMENT PLAN**

Recommendation

That the Emergency Management Committee (EMC) approve the attached City of Los Angeles Defense Support of Civil Authorities (DSCA) Senior Leaders Seminar (SLS) and Table Top Exercise (TTX) After Action Report/Improvement Plan (AAR/IP) and forward it to the Emergency Operations Board (EOB) for approval.

Summary

On August 30 and 31, 2016, the City of Los Angeles along with regional, Military, and private sector partners conducted the DSCA SLS and TTX in conjunction with Fleet Week. The SLS was developed as an educational opportunity for attendees to better understand catastrophic disaster response capabilities at the local, State, Federal, and Military levels. Building on the Seminar, the TTX brought together stakeholders into ten different functional areas to discuss key areas of concern. Participants discussed their organizational roles and responsibilities in a catastrophic disaster with regional impacts, and learned more about partner capabilities for their specific area of expertise.

The SLS had over 225 participants, and the TTX had over 125. Feedback from participants was resoundingly positive on both days, with participants citing networking opportunities and relationship building, enhanced understanding of Military resources and capabilities, and communication between agency representatives as some of the key strengths. Numerous opportunities for improvement were also identified, as detailed in the attached AAR/IP. The AAR/IP analyzes exercise results, identifies strengths to be maintained and built upon, identifies potential areas for further improvement, and supports development of corrective actions.

Attachment – City of Los Angeles 2016 Defense Support of Civil Authorities Senior Leaders Seminar and Table Top Exercise After Action Report/Improvement Plan

**Defense Support of Civil Authorities
Senior Leaders Seminar and Table Top Exercise
August 30-31, 2016
After Action Report/Improvement Plan
November 2, 2016**

City of Los Angeles
Emergency Management Department



EXERCISE OVERVIEW

Exercise Name	Defense Support of Civil Authorities Senior Leaders Seminar and Table Top Exercise		
Exercise Dates	<table border="0"> <tr> <td>August 30, 2016 8:00 AM – 4:00 PM</td> <td>August 31, 2016 8:00 AM – 1:00 PM</td> </tr> </table>	August 30, 2016 8:00 AM – 4:00 PM	August 31, 2016 8:00 AM – 1:00 PM
August 30, 2016 8:00 AM – 4:00 PM	August 31, 2016 8:00 AM – 1:00 PM		
Scope	<p>In conjunction with the first-ever Los Angeles Fleet Week, the City of Los Angeles hosted a one-day Defense Support of Civil Authorities (DSCA) Senior Leaders Seminar (SLS). The Seminar brought together representatives from the State, Federal Government, and Military to discuss the DSCA program, processes, and resources in cases of catastrophic disaster response.</p> <p>The following day, representatives returned for a half-day Table Top Exercise (TTX) where participants were divided into ten different functional tables to discuss response coordination following a catastrophic earthquake in Southern California. Representatives were divided, based on expertise, into Policy/Management, Transportation, Safety/Damage Assessment, Law Enforcement/Security, Fire/Emergency Medical, Public Works, Utilities, Logistics, and Mass Care & Shelter.</p>		
Mission Area(s)	Response, Recovery		
Core Capabilities	<ul style="list-style-type: none"> • Operational Coordination • Critical Transportation • Infrastructure Systems • Mass Care Services • Mass Search and Rescue Operations • On-Scene Security, Protection, and Law Enforcement • Operational Communications 		
Objectives	<ul style="list-style-type: none"> • Assess the ability to achieve a coordinated response effort among local, state, federal, and Military agencies and identify existing gaps. • Demonstrate knowledge and understanding of City roles and responsibilities and available Military and federal resources during response and recovery following a catastrophic earthquake. • Identify at what Incident Command System (ICS) organizational level Military and federal support will be organized and directed. • Identify what core capabilities Military and federal resources can support the City of Los Angeles and the region with following a catastrophic earthquake. 		

Threat or Hazard	Catastrophic earthquake
Scenario	A magnitude 7.2 earthquake has erupted on the Palos Verdes Fault, resulting in tremendous disruption to lifeline infrastructure from San Pedro to Torrance and throughout the region. The earthquake has resulted in 5,242 casualties, multiple fires, isolation of the Palos Verdes peninsula and the Port Complex, bridge collapses, and myriad other impacts.
Sponsor	This exercise was conducted by the City of Los Angeles Emergency Management Department, in conjunction with participating organizations and with sponsorship funding provided by the Port of Los Angeles, LA Fleet Week Foundation, and a number of industry stakeholders.
Participating Organizations	Departments and agencies at the Local, County, State, Federal, and Military levels. A full list of participating organizations can be found in Appendix B.
Point of Contact	Rob Freeman - City of Los Angeles Emergency Management Department Rob.Freeman@lacity.org 213-484-4804

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EXECUTIVE SUMMARY

Surrounding Labor Day Weekend 2016, the Port of Los Angeles (POLA) and the City of Los Angeles hosted the inaugural Los Angeles Fleet Week. To capitalize on this event, the City of Los Angeles Emergency Management Department (EMD) worked with internal and external stakeholders to host the Defense Support of Civil Authorities (DSCA) Senior Leaders Seminar and Tabletop Exercise.

The Senior Leaders Seminar (SLS) was held on August 30, 2016, and brought together City senior executives and emergency managers together with partners and representatives from the County, State, Federal Emergency Management Agency (FEMA), Marine Corps, Navy, Coast Guard, Army Corps of Engineers, California National Guard, and Maritime Administration. Representatives presented to the audience on their organization's role in responding to and supporting local jurisdictions following a major catastrophic disaster. The SLS provided an opportunity for emergency managers and Military personnel to learn about capabilities, expectations, the applicability and concepts of DSCA, and to network with counterparts from across all levels of response.

On August 31, 2016, a Table Top Exercise (TTX) was conducted. This TTX allowed City, County, State, Military, and Federal partners to work together in function-specific tables to discuss and assess where our strengths and areas for improvement are with regards to working together and integrating disaster response efforts across all levels. The exercise used a catastrophic earthquake scenario, with the United States Geological Survey (USGS) providing a description of what impacts could be expected on Southern California during a devastating earthquake.

The SLS and TTX allowed all participants to better understand the resources available through DSCA and the processes in place to properly request and utilize DSCA resources. The SLS and TTX also helped to foster relationships between local, State, Federal, and Military stakeholders.

Major Strengths

The major strengths identified during this exercise are as follows:

- Participants identified the SLS as extremely useful and informative.
- Participants were able to quickly identify their department's or agency's roles, responsibilities, and capabilities during a catastrophic disaster.
- Participants were able to identify how resource requests and information would flow across all levels, from the City, to the County, to the State, etc.
- Participants overwhelmingly stated that the SLS and TTX provided a great opportunity for individuals to meet their counterparts at different levels of response and that future DSCA programs would continue to be beneficial.

Participants were engaged throughout both days, and used the opportunity to network, learn

more about the capabilities of our Military partners, and identify ways in which we can all work together following a catastrophic disaster.

Primary Areas for Improvement

Throughout the exercise, several opportunities for improvement were identified. The primary areas for improvement, including recommendations, are as follows:

- The need for more consistent meetings, workshops, exercises, or other venues with which emergency management stakeholders across all levels of response can come together to foster relationships and better enhance our understanding of capabilities.
- The City would benefit from having anticipated or common mission taskings that would be needed after a catastrophic disaster pre-identified and potentially pre-scripted.
- The SLS presentations would benefit from handouts or greater interaction within the presentation.
- Several areas for improvement were identified with regards to logistical set-up of and running of the events.

While participants tended to have a strong understanding of their organization's capabilities and the capabilities of the partners they frequently work with, there is latitude for improvement on relationships between partners 'several layers removed' from one another. Participants recognized these gaps and expressed interest in more opportunities for meeting with and working with partners and stakeholders across all levels of response.

Overall, the DSCA activities were extremely successful learning opportunities for all who attended, and the SLS and TTX brought together players with integral catastrophic disaster response roles and responsibilities to discuss key issues following a major incident. A number of areas for improvement were identified, however the events showed a high level of engagement and enthusiasm among all participants in improving capabilities and expanding relationships.

EXERCISE DESIGN SUMMARY

The SLS and TTX were developed in response to requests from the Office of the Mayor in order to leverage the inaugural Los Angeles Fleet Week and to enhance relationships with our Military partners.

The Exercise Design Team (EDT) was comprised of representatives from more than a dozen different organizations and departments (see Appendix B for a full list of participants) to determine exercise scope, objectives, and participation. The EDT selected the following objectives to be tested in the exercise:

1. Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
2. Demonstrate knowledge and understanding of City roles and responsibilities and available Military and Federal resources during response and recovery following a catastrophic earthquake.
3. Identify at what ICS organizational level Military and Federal support will be organized and directed.
4. Identify what core capabilities Military and Federal resources can support the City of Los Angeles and the region with following a catastrophic earthquake.

Scenario Summary

A magnitude 7.2 earthquake has erupted on the Palos Verdes Fault, resulting in tremendous disruption to lifeline infrastructure from San Pedro to Torrance and throughout the region. The earthquake has resulted in 5,242 casualties, multiple fires, isolation of the Palos Verdes peninsula and the Port Complex, bridge collapses, and myriad other impacts.

ANALYSIS BY FUNCTION

Policy/Management

Because of extreme interest, the TTX had two (2) policy/management tables. The facilitators at each table were representatives from the Emergency Management Department. Players at these tables represented the City of Los Angeles Emergency Management Department, Office of the Mayor, Fire Department, Police Department, the County of Los Angeles Office of Emergency Management, U.S. Marine Corps, U.S. Coast Guard, U.S. Geological Survey, and the U.S. Navy. Players were asked questions concerning how information and situational awareness flow during a catastrophic disaster, how resources move and are prioritized, how Military personnel and assets are integrated into local response, how public messaging will be coordinated, how financial tracking and reimbursement is coordinated, and demobilization, among other questions and discussions. Overall, players were able to accurately describe their agency's roles and responsibilities during a catastrophic earthquake, and quickly describe how information and resource requests would flow through each level of government. Aiding resource requests, FEMA Region IX has pre-scripted mission taskings for DSCA. While these mission taskings won't necessarily cover everything, they can help facilitate resource requests. Additionally the National Guard has pre-scripted support teams can be ready to move immediately following a catastrophic disaster. Importantly, local government agencies can request a Liaison Officer to the EOC, and can work directly with them on the language and movement of resource requests. Local government EOCs can also request Public Affairs Officers from Military branches as well. Command structure for Military assets would be determined by North Comms, and the Joint Field Office would be run by the Federal Coordinating Officer.

Strengths

Players clearly understood their roles and responsibilities, were intimately familiar with the Standardized Emergency Management System (SEMS) and National Incident Management System NIMS processes, understood how different agencies and jurisdictions could and would work together, and saw a great deal of interoperability between agencies and jurisdictions. The SLS expanded understanding of DSCA specifically, and the availability of Military to support local jurisdictions is huge. Players felt that pre-existing relationships are a significant strength.

Areas for Improvement

Players learned that the National Guard and Military branches could send Liaison Officers to the County and City EOCs if requested. This would significantly help response efforts. Players also stated that the City and County should develop plans or Standard Operating Procedures SOPs relating to how DSCA will be requested and accessed in the first 72 hours following a catastrophic incident. Players stated that most gaps and challenges should be further addressed and/or discussed in exercises, particularly concern over coordinated public messaging and CONOPS, as well as to further build organizational relationships. The processes and protocols for determining prioritization of material and personnel resources across the region during a catastrophic incident were also unclear to the table and may require further discussions and/or trainings. Players also recognized the usefulness of having pre-scripted resource order

templates and/or mission taskings that the City knows they will likely need during a catastrophic incident in order to speed up the resource request process. The City could also benefit from reviewing SOPs that apply to resource requests, and from enhancing working relationships between the City and County to avoid the misuse of resources. Lastly players recognized that a heightened understanding of the costs associated with using DSCA resources would be beneficial to the City and regional partners.

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Transportation

Facilitators at the Transportation table were representatives from the Emergency Management Department and Los Angeles World Airports. Players at the Transportation table represented the City of Los Angeles Emergency Management Department, Department of Transportation, Los Angeles World Airports, Port of Los Angeles, U.S. Coast Guard, U.S. Navy, and U.S. Geological Survey. Discussion points for the Transportation table included how requests for assistance would be made, what resources are available to support transportation needs and transportation infrastructure, and what transportation infrastructure must be in place in order for assets to move into the region.

Strengths

The SLS and TTX provided a great opportunity for stakeholders to meet and discuss key issues. For many at the table, this was the first time they had met with counterparts from other represented organizations. Participants were very open about known shortcomings and gaps, which added to the dialogue and ability to identify ways to collaborate. Players were able to accurately describe the roles and responsibilities at each level of government, and Military partners were able to explain to the group how they would be coordinated and how they would work with the Incident Commander or Unified Command in an incident. Participants recommended quarterly or yearly meetings for regional transportation stakeholders.

Areas for Improvement

Players felt that some key and common mission taskings/requests should be pre-identified by the City before a disaster in order to streamline requests and movements following an incident. The players also stated that the City would benefit from an enhanced understanding of what can/cannot be requested from Military partners. Other weaknesses identified by the group included a lack of transportation and critical infrastructure mapping, and that maps that are developed by organizations are not always shared by all stakeholders. The group also identified that a lack of planning and coordination for major access points could quickly become a problem during a major disaster.



Safety/Damage Assessment

Facilitators at the Safety/Damage Assessment table were representatives from the Emergency Management Department. Players at the Safety/Damage Assessment table represented the City of Los Angeles Emergency Management Department, Department of Building and Safety, Housing and Community Investment Department, Los Angeles County Department of Public Works, California National Guard, California Office of Emergency Services, U.S. Army Corps of Engineers, U.S. Coast Guard, and the U.S. Navy. Players at the table had a strong knowledge and understanding of their department's/agency's roles and responsibilities. Representatives understood how their department would coordinate and contribute, however there were some stated gaps when it came to coordinating with external partners and stakeholders. Identifying further opportunities to train and exercise together will help to integrate responders across every level.

Strengths

The Department of Building and Safety had a strong understanding of the City protocols and processes for situational assessment responsibilities. Additionally the Statewide standards and standard trainings assist significantly in helping to ensure different organizations are using the same protocols. All players understood how resource requests would work through the ICS organizational levels and chain of command.

Areas for Improvement

Participants agreed that working together more frequently would strengthen relationships and give one another a better understanding of how each of the organizations would operate in a catastrophic disaster. The TTX also showed that integrating County, State, and Federal resources at the local level with local resources could be a major challenge in a real world incident, and that field exercises at the local-level could improve this capability. Additionally while available resources to support safety and damage assessments were discussed at the table, and players walked away with a greater understanding, participants expressed that better knowing the available resources would help in order for organizations to assist one another following a catastrophic incident.



Law Enforcement/Security

The facilitators at the Law Enforcement (LE)/Security table were representatives from the Los Angeles Police Department and the Los Angeles Port Police. Players at the Law Enforcement/Security table represented the City of Los Angeles Police Department, Port of Los Angeles Port Police, Los Angeles County Sheriff's Department, California National Guard, U.S. Coast Guard, and U.S. Geological Survey. The LE table what resources might be available to support catastrophic response efforts, how LE resources can and cannot be used within Los Angeles, how assistance is prioritized, and how Military assets would integrate with local LE, among other topics. Overall the table did extraordinarily well, and players and participants clearly understood their roles and responsibilities and how to work with other organizations represented at the table.

StrengthsThe greater Los Angeles area is resource rich and regularly tested when it comes to working across jurisdictional lines. As such, many of the players had worked together before and/or their organizations regularly work together on real-world incidents utilizing coordinated responses and mutual aid. Players recognized that because their personnel are well-versed in SEMS and regularly use SEMS, that there is no need to invent new systems or protocols to work together following a disaster. Another strength that was identified in the discussion was that LAPD has defined mission taskings that were validated by the California National Guard and U.S. Coast Guard. Military has very clearly defined missions. However these mission tasking should be reviewed to ensure they are current and to see whether there should be additional mission taskings. In particular, mass fatality mission tasking should be assessed. Lastly key discussion points emphasized submitting clear mission tasking to CalOES via the SEMS process. The LE table understood that LAPD or the City would not request the Military, rather would submit the resource request with a clear mission tasking. LA County and then CalOES would assess and determine the appropriate fulfilling resource. The table understood that requests are not made to the Military by the locals. The exception would be that the USCG has the Federal authority already in LA related to their functions.

Areas for Improvement

While LE agencies routinely work together, the players identified that coordination above the field level, (executive/management level) would likely not be as streamlined as those positions do not as regularly and routinely work together. Additionally information management was identified as a major area for improvement. Getting information, and especially intelligence, across different LE agencies in a timely and accurate manner could present major challenges after an incident. Lastly logistical support of LE personnel could be a major challenge during or after a catastrophic incident that might impeded our ability to respond to a situation. Lastly in the future, other departments should be included (i.e., POLA Police, LAWA PD, and LASPD) to further clarify and discuss how they coordinate with the LA City EOC.

Fire/EMS

The Fire/EMS table was facilitated by representatives from the Emergency Management Department, and players at the Fire/EMS table represented the City of Los Angeles Fire Department, Los Angeles County Fire Department, Los Angeles County Department of Health Services, California Office of Emergency Services, U.S. Coast Guard, U.S. Navy, U.S. Marine Corps, and the U.S. Geological Survey. The group responses to the questions focused their discussion on local jurisdiction fire/EMS responsibilities and the range of support capabilities the Military can provide, and recognition of the critical core missions and the Military's supportive role in these missions under the direction of the City/County ICS structure.

Strengths

It was clear that both local, state, and the Military knew their respective roles in regards to jurisdictional authority and mission support, i.e. USAR, fire suppression, EMS, etc. The Military representatives did a great job outlining in detail, the range of specific Military assets/teams they can dedicate to each specific mission and the approximate timeframes the City/County could expect to see resources arrive into the area.

Areas for Improvement

In California and actually across the nation, in the SEMS resource ordering process we are familiar with, when a requesting jurisdiction puts in a request for USAR support assistance, they pre-determine the resource capability (resource typing). The Military representatives in the group explained that in the Military they are deployed for civil support through a general functional MA. The deployed Military resource determines the assigned personnel skill level, number of individuals, type of equipment, and what capabilities they will assign to the mission. In the discussion it also came up that the Military have different definitions for of some widely used emergency management terminology. Not having a shared, standardized terminology will create challenges when putting together MAs that ensure assistance with the right Military resources.

The Military agencies recommended local fire/EMS agencies prepare pre-scripted MA packages written to the Military missions across the operations they know they need during a catastrophic incident. They refer to this as "Blue Arrow". The City needs to be specific and knowledgeable in the appropriate MA language when requesting Military resources. Further discussion on understanding and developing the ability to accurately draft resource requests for Military assets is needed.

Additionally it was not clear in the discussions on how the interface would work when a Military deployed resource arrives in the area for integration in the local response or recovery operations. Recommendation is this area needs further discussion to establish a clear understanding of all aspects of the integration decision process from deployment through embedding into the local ICS organization.

Public Works/Debris Management

The Public Works table was facilitated by representatives from the Emergency Management Department, and players at the Public Works/Debris Management table represented the City of Los Angeles Public Works Department (Street Services Bureau, Sanitation Bureau, and Bureau of Engineering), Los Angeles County Department of Public Works, California National Guard, U.S. Army Corps of Engineers, U.S. Navy, and U.S. Marine Corps. The Public Works table focused their discussion on issues concerning debris management and debris removal, as following a catastrophic earthquake this could very quickly become a secondary disaster if not rapidly addressed.

Strengths

All players understood their roles and responsibilities in relation to SEMS, and the SEMS processes and structure works well for public works concerns following a disaster. Additionally, the Public Works Mutual Aid Agreement in place in the State of California is a major strength for both LADWP and our local and regional partners. The City and County also have stand-by debris removal and debris clearance contracts that would benefit the City and the region.

Areas for Improvement

One key area for clarification was the movement of debris off of private properties. Private property owners cannot move debris into the public right-of-way unless policy makers allow it (without that approval it is illegal dumping), and LADWP and other public works agencies do not go and remove debris from private property. Clarification of how this would work in a catastrophic incident and how policy makers would approve moving debris onto the public right-of-way should be further discussed and clarified.

Additionally, Military personnel did not know that City heavy equipment is fueled by alternative fuels such as CNG. A recommendation for improvement is to conduct a fuel exercise with the City, County, and private-sector stakeholders to discuss impacts on fuel following a catastrophic disaster.

Lastly a key concern during a major earthquake would be the identification of and use of debris collection sites. Los Angeles is not known for its vast availability of open space, and further discussions and planning is needed to better understand where debris can be moved following an earthquake.

Utilities/Water & Power

The Utilities table was facilitated by representatives from the Emergency Management Department, and players at the Utilities table represented the City of Los Angeles Department of Water and Power, the California Office of Emergency Services (CalOES), the California National Guard, and the U.S. Army Corps of Engineers. Discussion points at the Utilities table focused on water and power, in particular how these services would be restored following a catastrophic earthquake. How local, State, Federal, and Military resources and support would be coordinated with local response was also discussed, as well as how this support would be prioritized.

Strengths

Participants recognized that there are a great deal of redundancies and resources already in place in the Los Angeles region—such as LADWP service yards in different districts spanning from the harbor to the valleys to provide restoration services quickly and efficiently. Between LADWP, EMD, CalOES, and the U.S. Army Corps of Engineers (USACE) there are also many resources that may be requested. The USACE has also already partnered with the City to utilize an Emergency Power Facility Assessment Tool that allows agencies to pre-determine power generation needs at critical facilities in order to make accurate resource requests, helping to standardize and streamline the assessment and request process. Participants also acknowledged that the SLS helped to clarify which Military entities and resources are available and appropriate to work with during which types of incidents and how to make the request.

Areas for Improvement

Several areas for improvement were observed during the TTX,,chief among them was that utilities representatives need a better understanding of their counterparts in other organizations and enhance those relationships prior to an incident. Long-term maintenance and strengthening of these professional relationships will help improve response capabilities and coordination.



Logistics/Communications Interoperability

The Logistics table was facilitated by representatives from the Emergency Management Department and Department of General Services, and players at the Logistics table represented the City of Los Angeles Department of General Services, Information Technology Agency, Fire Department, Los Angeles County Office of Emergency Management, County Internal Services Department, California National Guard, California Office of Emergency Services, U.S. Navy, U.S. Coast Guard, and U.S. Marine Corps. The Logistics table focused questions on communications equipment interoperability; namely, what resources are available to support communications systems and how the various stakeholder organizations can and will communicate with one another following a catastrophic earthquake.

Strengths

All participating organizations had extensive contingencies in place for emergency operations communications. Additionally the group identified that assistance would come quickly in the event of a catastrophic incident. In the event of a widespread power outage, backup systems would be brought in and installed to ensure communication is reestablished quickly. Once these backup systems are in place, redundancy will be built into the system for any future outages. Lastly, participants felt that the EOCs at every level work, and can work together well through interoperability.

Areas for Improvement

The group recognized that there would be a great deal of trouble in re-establishing maritime security and communications following a major earthquake. Additionally a lack of backup power sources would quickly render many communications systems unusable, and the identification of backup power sources would be critical to ensure continued communications. Lastly, many facilities with critical communications roles are in remote areas or cross roads and bridges that may very likely be impacted by the earthquake, making the facilities unreachable or difficult to reach.

There were some at the table who had a Logistics role in their agency, but not in that of communications. And since the exercise focused solely on communications, they felt inadequately prepared to speak about their agency's response to the scenario.

Mass Care & Shelter

The Mass Care & Shelter table was facilitated by representatives from the Emergency Management Department, and players at the Mass Care table represented the City of Los Angeles Department on Disability, Recreation and Parks, Housing and Community Investment, the American Red Cross, the California National Guard, and the U.S. Navy. Discussions focused on mass sheltering and other mass care concerns, particularly with resources, prioritization, and management. One major challenge was immediately clear at the Mass Care table: civilian and Military partners use the term 'mass care' very differently (on the civilian side to mean sheltering, feeding, and other welfare, on the Military side to mean mass medical care). As such, some players were mis-assigned to the table, presenting some challenges to dialogue.

Strengths

The TTX helped players to better clarify roles and responsibilities, and helped to bring all players into an understanding of different terminology. The group learned more about Military response processes, and the capabilities of all represented organizations. The table discussed that the National Guard has the ability to do security, deliver food, cook/serve, deliver fuel, water, and assist in mass casualty response. The Army Corps of Engineers, California National Guard, Navy Corps (including the Navy Corps Construction Battalions), and the Marine Corps could all provide mass care support. Additionally the TTX showed that the relationship between CalOES and FEMA and then the Military is strong, providing a strong foundation on which the City can incorporate into.

Areas for Improvement

As stated earlier, one key gap was the use of different terms between Civilian and Military representatives. Further trainings, exercises, and opportunities for interaction between the two will help to clarify different terms and functions among all participants. The City should also look into what the Naval Construction Forces' (NCF) Construction Battalions can do with regards to temporary housing. No local governmental entity actually has funding or property sitting somewhere for Temporary housing. And this will be of the highest priority after the initial few days after a disaster have passed. Thousands of residents (a portion will be homeowners; and likely, a larger portion will be renters/tenants) will be seeking a transition from Shelters to something else. All temporary housing possibilities should be "on the table." The participants also felt that greater discussion about the role of the EOC in mass sheltering and the role of the Mass Care Branch within the EOC would be beneficial, as the TTX displayed a lack of coordination and challenges in setting priorities.

One major gap that was identified was that Military partners, and especially the California National Guard who would like be one of the first resources sent to assist, need training on assisting and working with people with disabilities and others with access and functional needs.

CONCLUSION

The Senior Leaders Seminar and Table Top Exercise provided a wonderful opportunity for City and regional partners to interact with Military counterparts and strengthen relationships that will be key during catastrophic disaster response in Southern California. Leveraging future Fleet Weeks to bring together emergency managers from the City, County, State, Federal Government, and Military will allow for Los Angeles and the Southern California region to be better prepared to respond to catastrophic incidents regardless of when they might strike.

The Emergency Management Department thanks our partners from throughout the City, region, and country who came together to support and contribute to the Senior Leaders Seminar and Table Top Exercise. This experience was invaluable to the City of Los Angeles and our emergency responders and managers.

APPENDIX A: IMPROVEMENT PLAN

Issue/Area for Improvement	Corrective Action	Capability Element ¹	Priority	Primary Responsible Organization	Responsible Unit/Division /Personnel	Start Date	Completion Date
The City should continue to enhance understanding of DSCA and strengthen relationships through identifying opportunities to train and exercise more frequently with Regional and Military partners.	Work with LA County OEM to determine the feasibility of conducting specifically requested exercises (mass medical care, State Medical and Health Disaster Response System, Emergency Medical Services Authority, fuel, public information, the EOC/EO Boards).	Exercise	Medium	EMD	Operations	November 2016	March 2017
	Work with the Department on Disability to identify trainings for Military partners, in particular the California National Guard, on assisting and working with people with disabilities and others with access and functional needs when supporting local jurisdictions.	Training	Medium	EMD, DoD	Special Projects	November 2016	May 2017
	Continue to host DSCA trainings and exercises	Training, Exercise	High	EMD	Operations	August 2016	Ongoing
Identify opportunities for regional pre-	Work with regional and Military partners to pre-identify key response locations or areas of concern, including	Planning	Medium	EMD	Operations	January 2017	December 2017

¹ Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

Issue/Area for Improvement	Corrective Action	Capability Element ¹	Priority	Primary Responsible Organization	Responsible Unit/Division /Personnel	Start Date	Completion Date
planning and coordination	base camps for response personnel and debris collection sites						
	Encourage City and County partners to hold regular transportation sector meetings for regional stakeholders	Planning, Organization	Medium	EMD	Management	August 2016	Ongoing
	Encourage City and County partners to hold regular LE sector meetings to discuss disaster response coordination	Planning, Organization	Medium	EMD	Management	August 2016	Ongoing
	Develop a DSCA 'cheat sheet' and/or flow chart to help EOC personnel in the immediate aftermath of a catastrophic disaster	Planning	Medium	EMD	Operations	January 2017	July 2017
	Work with County OEM to develop plans or SOPs relating to DSCA requests and use in the first 72 hours following an incident	Planning	Medium	EMD	Operations	January 2017	January 2018
	Continue working with County OEM to increase the interoperability of systems and enhance our ability to share information	Planning, Organization	High	EMD	Operations	August 2016	Ongoing
	Enhance resource request capabilities	Review City SOPs and plans that pertain to resource requests and update them to reflect lessons learned from the SLS and TTX	Planning	High	EMD	Operations	November 2016
Pre-identify likely mission taskings/resource requests that		Planning, Organization,	High	EMD	Operations	January 2017	December 2017

Issue/Area for Improvement	Corrective Action	Capability Element ¹	Priority	Primary Responsible Organization	Responsible Unit/Division /Personnel	Start Date	Completion Date
	<p>the City will need during a catastrophic disaster. These pre-scripted mutual assistance packages written to the Military missions will help streamline the resource request process. Further discussion on understanding and developing the ability to accurately draft resource requests for Military assets is needed.</p>						
	<p>Identify additional trainings that may enhance City understanding of what resources can and cannot be requested and/or fulfilled by the Military</p>	Training	Medium	EMD	Operations	January 2017	July 2017
	<p>Review LAPD mission taskings to ensure they are current and to see whether there should be additional mission taskings. In particular, mass fatality mission tasking should be assessed.</p>	Planning	Medium	LAPD	EOB	November 2016	May 2017

APPENDIX B: PARTICIPATING ORGANIZATIONS

Participating Organizations	
Federal	
Defense Coordinating Office	United States Marine Corps
Federal Emergency Management Agency	United States Navy
United States Army	United States Army Corps of Engineers
United States Coast Guard	United States Department of Transportation
State	
CalOES	California Utilities Emergency Association
California National Guard	
Regional/County/Nonprofit	
American Red Cross	LA County Fire
LA County Department of Health Services	LA County Internal Services Department
LA County Department of Health Services – Emergency Medical Services	LA County Office of Emergency Management
LA County Department of Public Health	LA County Public Works
LA County Sheriff's Department	San Francisco Fleet Week
City of Los Angeles	
Building and Safety	Fire
Disability	Police
General Services	Los Angeles World Airports
Transportation	Office of the Mayor
Water and Power	Port of Los Angeles
Emergency Management	Port Police
Housing and Community Investment	Public Works
Information Technology Agency	Recreation and Parks

APPENDIX C: SLS FEEDBACK

<p>Number of Respondents</p>	<p>64</p>
<p>% Who had participated in prior DSCA trainings</p>	<p>41% of respondents had attended Senior Leader Seminar 59% of respondents had previous DSCA Training 1% of respondents did not answer</p>
<p>% of respondents who felt this SLS clarified roles and responsibilities</p>	<p>69% of respondents indicated this SLS clarified roles and responsibilities 16% of respondents indicated this SLS somewhat helped clarify roles and responsibilities 14% of respondents indicated this SLS did not clarify roles and responsibilities 2% of respondents did not answer</p>
<p>Summary of further training, exercise and document suggestions</p>	<ul style="list-style-type: none"> • Electronic copy of Power point presentation and documents (15%) • Table Top Exercises to better understand processes (15%) • An annual DSCA exercise in Los Angeles like in other cities i.e. San Francisco (9%) • Follow path of a DSCA request for resources (6%) • More real-time exercises (6%)
<p>Summary of Key Strengths</p>	<ul style="list-style-type: none"> • Keynote speakers had a wealth of knowledge, inspirational, and engaging (33%) • Networking opportunities (28%) • Housekeeping, amenities, accommodations and food (15%) • High caliber of presenters, decision makers with executive overview (11%) • Diverse audience, awesome gathering of talent and experience (11%) <p>Greater knowledge of civilian, Military partnerships, Military assets, and operations</p>
<p>Summary of Areas Needing Improvement</p>	<p>Include more representatives from the City and County of Los Angeles (21%) Fewer power points/presentation heavy (19%) Glossary for Military and technical terms and acronyms (17%) Need more handouts and power point presentations (14%) Too much unscheduled down time/unscheduled breaks/AV downtime (14%)</p> <ul style="list-style-type: none"> • Need high-level flow charts (7%) • Need to improve parking coordination (5%)

FEEDBACK DETAILS

The feedback details contained here include an analysis and consolidation of the feedback received on all 64 Participant Feedback Forms. All comments were not included verbatim in this analysis; however, all comments were considered and consolidated into representative and like feedback entries. Specific and detailed comments were included as appropriate. Illegible comments were not included. Comments that received multiple responses were noted with a percentage indicating the percentage of the total respondents that made a similar comment.

FURTHER TRAINING, EXERCISE AND DOCUMENTATION SUGGESTIONS

Note: 86% (55) of Participant Feedback Forms included responses to this portion

Exercise/Training Suggestions

- Table Top Exercises to better understand processes (15%)
- Annual DSCA exercise in Los Angeles i.e. San Francisco (9%)
- Follow path of a DSCA request for resources (6%)
- More real-time exercises (6%)
- Ongoing exercises with different scenarios to push different agency ideas
- Training to illustrate partnerships
- Training on local coordination plans
- Increased coordination amongst departments
- Training on City role, plans, organizations, communication flow, and capability
- Combine DSCA training with Ardent Sentry, Vigilant Guard, etc. to save resources
- Share agency calendars to coordinate and collaborate training
- Exercise where the local government makes a request for resources and receive feedback from the Military
- Expand VOAD involvement and other NGOs in the exercise
- Training on the mission tasking process
- Training on financial reimbursement for assets
- Categorize and summarize by player, rules and responsibilities for the City of Los Angeles
- Catalog resources of other levels of government so that the city knows what it could possibly access

Documentation Suggestions

- Electronic copy of Power point presentation and documents (15%)
- Diagram on how departments interact and coordinate
- State plans (SCCERP)

- DOD DSCA guidance
- Sharing of playbooks, plans, and exercise documents
- City of Los Angeles DSCA smart booklet

KEY STRENGTHS

Strengths related to DSCA SLS

- Networking opportunities (28%)
- DOD involvement, direction, and involvement (9%)
- General overview of Military support elements, resources and capabilities (6%)
- Better understand the roles, responsibilities and capabilities of the Military in a disaster (4%)
- Coordination and collaboration between the various branches of the Military and the local government
- Overview of past events and how operators and planning has improved
- Interagency perspective
- Better insight on emergency threat conditions
- Better understanding of available resources
- Better understanding of the interdependencies of various agencies
- Identifying disasters for different approaches
- Greater knowledge of civilian, Military partnerships, Military assets, and operations
- Concise summary of local mutual aid assistance

Strengths related to SLS planning, logistics and facility

- Keynote speakers had a wealth of knowledge, inspirational, and engaging (33%)
- Housekeeping, amenities, accommodations and food (15%)
- High caliber of presenters, decision makers with executive overview (11%)
- Diverse audience, awesome gathering of talent and experience (11%)
- Great location (11%)
- DSCA presentations wonderful, to the point, and well informed (9%)
- Appropriate speakers (7%)
- Well organized (7%)
- Great attendance, lots of enthusiasm (6%)
- Guidebook of Military vehicles and their resource capability (4%)
- Good information (4%)
- Staff was welcoming and motivated (4%)
- Interagency participation
- Good to see collection of organizations and the LA city family in the same room
- DSCA capability presentations
- Description of roles

- Uniformity of message
- Good flow
- Meeting key people in charge and discussing roles
- Confidence building
- Value of developing and strengthening trust

KEY AREAS FOR IMPROVEMENT

Areas of Improvement related to DSCA SLS

- Include more representatives from the City and County of Los Angeles (21%)
- Less power points/presentation heavy (19%)
- Need networking/contact sheet for the participants
- Glossary for Military and technical terms and acronyms (17%)
- Need more handouts and power point presentations (14%)
- Need high-level flow charts (7%)
- Need to incorporate a “real life” DSCA event as an example (5%)
- More visibility on Port Ops and reoccurring plans
- Better audience participation
- Too much information in a short time span
- Need more information on how to combine city processes

Areas of Improvement related to SLS planning, logistics and facility

- Too much unscheduled down time/unscheduled breaks/ AV downtime (14%)
- Need to improve parking coordination (5%)
- Room temperatures was too cold
- Not enough breaks
- Future exercises that allow “Getting into the Weeds”
- Poor sound quality at the back of the room/need monitor for the back of the room
- Provide a more detailed schedule
- Host the SLS aboard a ship vs. shore facility
- Needed to focus on next year’s topics
- The facilitator needs to do a better job in encouraging questions

Assessment Factor		Strongly Disagree			Strongly Agree		# of respondents
		1	2	3	4	5	
1.	The seminar was well structured and well organized.	0%	3%	0%	23%	73%	64
2.	The seminar provided a good opportunity to learn about the roles and responsibilities of government departments and agencies at entry level following a catastrophic incident in Southern California.	0%	3%	5%	30%	63%	63
3.	After this seminar, I believe that Los Angeles is better prepared to coordinate with regional, State, Federal and Military partners following a catastrophic incident.	0%	2%	17%	38%	44%	64
4.	Participation in the seminar was appropriate	0%	0%	3%	27%	70%	64
5.	I would recommend future workshops, seminars, or exercises concerning DSCA be held in the future in Los Angeles.	0%	0%	5%	19%	77%	64
6.	Yearly interaction with Military partners would be beneficial to the City's ability to respond to a catastrophic disaster.	0%	0%	0%	5%	95%	64

APPENDIX D: TTX FEEDBACK

Number of Respondents	65
% Who had participated in prior DSCA trainings	67% of respondents had attended Senior Leader Seminar 29% of respondents had previous DSCA Training 4% of respondents did not answer
% of respondents who felt this TTX clarified roles and responsibilities	83% of respondents indicated this TTX clarified roles and responsibilities 12% of respondents indicated this TTX did not clarify roles and responsibilities 5% of respondents did not answer
% of respondents who felt this TTX enhanced understanding of resource request processes	88% of respondents indicated this TTX enhanced understanding 3% of respondents indicated this TTX did not enhance understanding 9% of respondents did not answer
Summary of further training, exercise and document suggestions	Functional Exercise (66%) Increase knowledge of Military capability (17%) Increase City/County collaboration (9%) Additional TTX (7%) Presentations by FEMA (5%) Create pre-scripted resource request documents
Summary of Key Strengths	Networking opportunities (32%) Communication between agency representatives (13%) Expanded knowledge of other agencies roles and capabilities (13%) Good mix of agencies represented (7%)
Summary of Areas Needing Improvement	Include more agency representatives (13%) Increase communication interoperability (7%) Expand on DSCA ordering process (5%) Clarity relating to terminology used by Military

FEEDBACK DETAILS

The feedback details contained here include an analysis and consolidation of the feedback received on all 65 Participant Feedback Forms. All comments were not included verbatim in this analysis; however, all comments were considered and consolidated into representative and like feedback entries. Specific and detailed comments were included as appropriate. Illegible comments were not included. Comments that received multiple responses were noted with a percentage indicating the percentage of the total respondents that made a similar comment.

FURTHER TRAINING, EXERCISE AND DOCUMENTATION SUGGESTIONS

Note: 89% (58) of Participant Feedback Forms included responses to this portion

Exercise/Training Suggestions

- Full-Scale or Functional Exercise involving local and DOD resources. (66%)
- Ability to observe Military exercises or attend Military trainings to increase knowledge of capabilities (17%)
- Increase City and County collaboration and exercise frequency (9%)
- Additional Table Top Exercises to better understand processes (7%)
- Presentations by FEMA to better understand use and how to execute requests (5%)
- Recovery exercise
- Networking opportunities.
- Senior leader exercise with leaders from all departments
- Process driven scenario based exercise
- Develop ConOps working groups
- Presentations by all players to increase knowledge of roles and capabilities, as well as increase networking opportunities
- Explore WebEOC interoperability
- Mission Assignment writing seminar
- Identifying transportation and access routes for Military
- Load civilian equipment on ships and exercise unloading to simulate use of DSCA
- Annual Fleet Week TTX and seminars
- Exercise or training that increases understanding of the role of Public Information Officers

Documentation Suggestions

- DHS Interoperability Field Operations Guide.
- Documentation on request process (How does request get from EOC to Military?)
- Contact Roster
- Decision making flow chart
- Local, State and Federal SOPs made available

- Mission tasking resource requests
- Common template (i.e. Excel Spreadsheet) that easily identifies the name, size and capability of resources
- Pre-identified mission orders

KEY STRENGTHS

Strengths related to DSCA TTX

- Networking opportunities (32%)
- Communication between agency representatives (13%)
- Expanded knowledge of other agencies roles and capabilities (13%)
- Identified roles of each agency (6%)
- Broad expertise amongst representatives
- Use of SEMS/NIMS processes
- DOD got a better understanding of the problems LA will face
- Identified gaps in the DSCA process
- Better understanding of process for requesting and mobilizing support
- Scenario was well done and facilitated TTX
- Pre-scripted FEMA mission assignments
- CBP drone asset availability
- “Chain of Command” for ordering resources
- Agency representatives are well versed in their agencies policies, priorities and resources

Strengths related to TTX planning, logistics and facility

- Good mix of agencies represented (7%)
- Presentations and speakers were great and helped increase knowledge of participants (5%)
- Group facilitator was very helpful
- Inclusion of a table scribe was helpful
- Professionally organized
- Stuck to agenda well
- Strong coffee
- Well organized and planned

KEY AREAS FOR IMPROVEMENT

Areas of Improvement related to DSCA TTX

- Include more representatives from all agencies (13%)
- Increase communication interoperability (7%)
- Expand on the expectations of local government in the DSCA requesting process (5%)
- More involvement of CalOES
- Greater facilitation along the way
- Scenario did not present impact on communities beyond peninsula
- SOPs needed
- Need better understanding of capabilities
- Boots on the ground training
- Inclusion of Disaster Response Plans
- Develop checklists for critical completion items
- Include more from the FEMA perspective
- Need for follow-up exercises
- Identify ways to fill in knowledge and experience gaps due to rapid turnover and lack of real world experience for some representatives
- Increase pre-scripted mission requests
- Need for communication and media exercise
- Expand on timelines for DSCA ordering and order fulfillment
- Create more disciplined structure for interacting with Military
- Focus on all Military branches, not just Navy/Marines
- Better identify preparedness planning gaps and schedule them into future exercises
- Clarify terminology and bridge gap between the use of Military vs. civilian terms
- Include examples of how other regions have prepared and exercised

Areas of Improvement related to TTX planning, logistics and facility

- Execute more exercises related to DSCA (17%)
- Include break out rooms (12%)
- Too loud in the room (6%)
- Increase interaction with other tables
- Allow a separate area for group discussion
- Remain focused on topic
- Include more tables
- Include bigger tables
- Layout room so discussions can be heard easier
- Choose location that allows for equipment “show and tell”
- Include more Military personnel
- Allow 10-15 minutes for brainstorming prior to start of TTX
- Increase Coast Guard participation
- More time to better process large amounts of information
- Focus more on region, not just City of LA
- Include LA County representatives and other region players

Assessment Factor		Strongly Disagree			Strongly Agree		# of respondents
		1	2	3	4	5	
1.	The exercise was well structured and well organized.	0%	0%	3%	44%	48%	59
2.	The exercise provided a good opportunity to learn about the roles and responsibilities of government departments and agencies at entry level following a catastrophic incident in Southern California.	0%	0%	5%	27%	63%	59
3.	After this exercise, I believe that Los Angeles is better prepared to coordinate with regional, State, Federal and Military partners following a catastrophic incident.	0%	0%	18%	40%	37%	57
4.	Participation in the exercise was appropriate for someone in my position due to my current job responsibilities.	0%	0%	1%	20%	74%	58
5.	I would recommend future workshops, seminars, or exercises concerning DSCA be held in the future in Los Angeles.	0%	0%	0%	16%	80%	56

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE



Date: November 2, 2016

To: Charlie Beck, Chair
Emergency Operations Board

Emergency Operations Board Members

From: Anna Burton, Executive Assistant
Emergency Operations Board

Subject: **OPERATION MIC DROP COMMUNICATIONS TABLE TOP EXERCISE AFTER ACTION REPORT/ IMPROVEMENT PLAN**

Recommendation

That the Emergency Operations Board (EOB), as recommended by the Emergency Management Committee (EMC), approve the attached Operation Mic Drop Communications Table Top Exercise After Action Report/ Improvement Plan (AAR/IP) and forward to the Mayor for transmittal to the City Council.

Summary

On July 21, 2016, the City of Los Angeles conducted Operation Mic Drop: a Public Information Officer Table Top Exercise. This exercise was designed and developed at the request of the Emergency Management Department (EMD). Citing the need for improved Joint Information Center (JIC) operations and clearer processes for the PIO function in the Emergency Operations Center, the City PIOs were convened to exercise their role in a major incident with City-wide impacts. An exercise design team designed the table top exercise using a windstorm with cascading impacts as the scenario which provided value to a broad selection of City PIOs.

The exercise itself included PIOs from eight different departments. Two modules took players through numerous questions intended to spark discussion and determine roles, responsibilities, and processes for a City of Los Angeles JIC. The AAR/IP analyzes exercise results, identifies strengths to be maintained and built upon, identifies potential areas for further improvement, and supports development of corrective actions.

With approval by the EOB, EMD will forward to the Mayor for approval and transmittal to the City Council. EMD will track areas recommended for improvement and, as appropriate, report back through the Emergency Operations Organization.

Attachment – City of Los Angeles 2016 Operation Mic Drop Public Information Officer Table Top Exercise After Action Report/Improvement Plan

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE



Date: September 19, 2016

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

From: Rob Freeman, Operations Division Chief
Emergency Management Department

Subject: **CITY OF LOS ANGELES 2016 PUBLIC INFORMATION OFFICER TABLE TOP EXERCISE AFTER ACTION REPORT/IMPROVEMENT PLAN**

Recommendation

That the Emergency Management Committee (EMC) approve the attached City of Los Angeles 2016 Public Information Officer (PIO) Table Top Exercise (TTX) After Action Report/Improvement Plan (AAR/IP) and forward it to the Emergency Operations Board (EOB) for approval.

Summary

On July 21, 2016, the City of Los Angeles conducted Operation Mic Drop: a Public Information Officer Table Top Exercise. This exercise was designed and developed at the request of the Emergency Management Department (EMD) Communications Division. Citing the need for improved Joint Information Center (JIC) operations and clearer processes for the PIO function in the Emergency Operations Center, the City PIOs were convened to exercise their role in a major incident with City-wide impacts.

This exercise was developed with input from six different City departments through the exercise design team (EDT). The EDT determined that the best initial test of PIO functions during a major incident would be through a TTX, and decided upon a windstorm with cascading impacts as the scenario so as to be able to include PIOs from a broad selection of City departments.

The exercise itself had 16 players from eight different departments, with eight exercise staff members and five observers. Two modules took players through numerous questions intended to spark discussion and determine roles, responsibilities, and processes for a City of Los Angeles JIC. Several strengths and areas for improvement were identified. The AAR/IP analyzes exercise results, identifies strengths to be maintained and built upon, identifies potential areas for further improvement, and supports development of corrective actions.

Attachment – City of Los Angeles 2016 Operation Mic Drop Public Information Officer Table Top Exercise After Action Report/Improvement Plan

**Operation Mic Drop
Public Information Officer Table Top Exercise
July 21, 2016
After Action Report/Improvement Plan
September 2016**

City of Los Angeles
Emergency Management Department



EXERCISE OVERVIEW

Exercise Name	Operation Mic Drop: Public Information Officer Table Top Exercise
Exercise Dates	July 21, 2016 8:00 AM – 12:00 PM
Scope	This exercise was a three hour table top exercise at the City’s Emergency Operations Center (EOC), 500 E. Temple Street, Los Angeles, CA 90012. Exercise play was limited to City of Los Angeles Public Information Officers or those who would act in a public information capacity during an EOC activation, or who would staff a City Joint Information Center (JIC).
Mission Area(s)	Response
Core Capabilities	Public Information and Warning
Objectives	<ol style="list-style-type: none"> 1. Demonstrate an understanding of the Emergency Public Information Annex, including the organization of a Joint Information Center and the process of messaging approval in the Emergency Operations Center. 2. Adequately provide emergency information to the public, including persons with disabilities and others with access and functional needs, before, during, and after an incident. 3. Demonstrate the process used to identify public information needs of the affected area and methods of disseminating information during an incident.
Threat or Hazard	A major windstorm with cascading effects.
Scenario	A major windstorm in July 2016 has caused significant impacts throughout the City, including power outages for 110,000 people in the Valley, wildfires in both Griffith Park and Temescal Canyon/Will Rogers parks, and is impacting the ability of airplanes to land at airports. It is anticipated that wind gusts of up to 45 miles per hour will continue for the next 36 hours, while temperatures will peak at a high of 105 in the Valley, and only cool to 94 overnight. Mandatory evacuations have been ordered in association with the wildfires. It is anticipated that power will not be fully restored for at least three days.

Sponsor

This exercise is sponsored and conducted by the City of Los Angeles Emergency Management Department, in conjunction with participating organizations.

Participating Organizations

This exercise was being conducted at the local level, and involved participants from the City of Los Angeles

- Office of the Mayor
- Emergency Management Department
- Fire Department
- Police Department
- Department of Water and Power
- Los Angeles World Airports
- Department of Transportation
- Department of Recreation and Parks
- Department of Public Works
- Department on Disability

As well as participants from the County of Los Angeles Office of Emergency Management.

Point of Contact

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EXECUTIVE SUMMARY

On July 21, 2016, the City of Los Angeles conducted Operation Mic Drop: a Public Information Officer (PIO) Table Top Exercise (TTX). This exercise was designed and developed at the request of the Emergency Management Department (EMD) Communications Division. Citing the need for improved Joint Information Center (JIC) operations and clearer processes for the PIO function in the Emergency Operations Center, the City PIOs were convened to exercise their role in a major incident with City-wide impacts.

This exercise was developed with input from six different City departments through the exercise design team (EDT). The EDT determined that the best initial test of PIO functions during a major incident would be through a TTX, and decided upon a windstorm with cascading impacts as the scenario so as to be able to include PIOs from a broad selection of City departments.

The exercise itself had 16 players from eight different departments, with eight exercise staff members and five observers. Two modules took players through numerous questions intended to spark discussion and determine roles, responsibilities, and processes for a City of Los Angeles JIC. Several strengths and areas for improvement were identified. The purpose of this report is to analyze exercise results, identify strengths to be maintained and built upon, identify potential areas for further improvement, and support development of corrective actions.

Major Strengths

The major strengths identified during this exercise are as follows:

- Participants quickly identified and set appropriate priorities given the situation, and accurately recognized the first steps that would need to be taken by PIOs responding to the EOC.
- Players understood the importance of rapidly disseminating accurate information to the public, and were cognizant of the need for aggressive social media use during this type of incident.
- Players related that the exercise was an excellent opportunity to bring PIOs together and that the conversations were extremely useful in clarifying response roles.

Participants were engaged throughout the exercise, and understood that they would be a vital conduit between the EOC and the public. Players also knew that they could also serve as a conduit for information between their departments and the JIC. Participants were very adaptable, and very quickly found ways to work around gaps, weaknesses, and unknowns.

Primary Areas for Improvement

Throughout the exercise, several opportunities for improvement were identified. The primary areas for improvement, including recommendations, are as follows:

- The need to develop a JIC plan, or JIC guidelines, including descriptions of roles and responsibilities and a scalable organization structure.
- The need to develop a social media/digital plan for incidents of all sizes.
- PIOs should regularly meet to discuss roles and responsibilities both during incidents and in steady-state circumstances.

The exercise showed gaps in documentation and understanding of PIO functions within the EOC, as well as how a JIC would be structured and organized. Additionally, the approval process for messaging, and how this approval process may vary based on the type and scope of an incident, was unclear to players involved and will require more clarity in future plans or guidelines developed. Participants showed an interest in potentially developing 'boilerplate' or pre-scripted language specific to certain hazards of incidents. Participants recognized these gaps and expressed interest in more robust guidelines and training surrounding the PIO role in the EOC.

Overall, Operation Mic Drop was an extremely successful exercise, in that it brought together players with integral public messaging roles and responsibilities to discuss key issues following a major incident or disaster. A number of areas for improvement were identified, however the exercise showed a high level of engagement and enthusiasm in City PIOs that will serve the City well in improving capabilities.

EXERCISE DESIGN SUMMARY

This exercise was developed in response to requests from the Emergency Management Department – Communications Division following several exercises and real-world incidents that highlighted the need for greater understanding of the PIO function in the EOC and the need for PIOs to be able to better respond to incidents that may impact multiple departments across the City.

The Exercise Design Team met three times ahead of the exercise to determine objectives and participation. The EDT selected the following objectives to be tested in the exercise:

1. Demonstrate an understanding of the Emergency Public Information Annex, including the organization of a Joint Information Center and the process of messaging approval in the Emergency Operations Center.
2. Adequately provide emergency information to the public, including persons with disabilities and others with access and functional needs, before, during, and after an incident.
3. Demonstrate the process used to identify public information needs of the affected area and methods of disseminating information during an incident.

Scenario Summary

To adequately test the objectives and to spur participation from a large number of City departments (ultimately eight departments were represented as players in the exercise), a wind storm with cascading impacts across the City was used. The exercise was divided into two modules, with the first module occurring the morning of the wind storm, and the second module simulating the afternoon of a wind storm where cascading effects have increased. Impacts of the wind storm included fires, power outages, fatalities, and major travel impacts by both land and sea.

ANALYSIS OF OBJECTIVES

Demonstrate an understanding of the Emergency Public Information Annex, including the organization of a Joint Information Center and the process of messaging approval in the Emergency Operations Center.

Many participants expressed that they were unfamiliar with or had not read the Emergency Public Information Annex. However many participants expressed that they were familiar with the concept of a Joint Information Center and its usefulness following a major incident or disaster. Some participants were aware that the EPI Annex states that all messaging must be approved by the EOC Director, and expressed that usually the EOC Director will defer to the Lead PIO to approve all messaging. The exercise showed that there should be greater awareness of the EPI Annex and the nature of a JIC as established within the EOC. Several areas for improvement were identified, as detailed in the Improvement Plan.

Adequately provide emergency information to the public, including persons with disabilities and others with access and functional needs, before, during, and after an incident

Players were quick to identify that messaging should be transmitted and distributed quickly through multiple means, including both traditional and social media, as well as other sources (311, NotifyLA, bullhorns, door-to-door in evacuation areas, etc.). All participating PIOs took seriously the role of public information before and during major incidents, and understood the importance of keeping the public informed as constantly as possible. Players vocalized the importance of ensuring messaging was accessible, though the processes for ensuring accessibility were unclear to many participants. Players also quickly identified the need to request Spanish and American Sign Language translators for the JIC. It was unclear what the process would be for requesting translators to assist with messaging in languages other than American Sign Language. Several areas for improvement were identified, as detailed in the Improvement Plan.

Demonstrate the process used to identify public information needs of the affected area and methods of disseminating information during an incident.

Players demonstrated great knowledge and understanding of the public information needs during incidents of the type reflected in the scenario. Players worked together to identify these information needs and stated who they would get that information from. Players also recognized multiple means by which this information could be disseminated to the public rapidly. There were, however, some indications that players may over-rely on EOC responders giving information to PIOs, rather than PIOs proactively seeking out the specific information they need from appropriate EOC responders. Improvement of PIOs understanding of EOC operations and positions was identified as a need, as well as the need to brief EOC responders and particular EOC positions on what information they should push to PIOs. Other areas for improvement were also identified, as detailed in the Improvement Plan.

CONCLUSION

Operation Mic Drop was a useful exercise that showed great collaboration between PIOs and fostered a greater awareness and understanding of public information processes when the City's EOC is activated. Participating PIOs proved themselves to be knowledgeable about public information needs, concerns, and priorities during a major incident, and were quick to recognize areas for improvement and identify ways to enhance understanding and capabilities. Noted areas for improvement are detailed in the Improvement Plan, and will help to improve Los Angeles's ability to communicate with and inform the public before, during, and after a major incident.

The Emergency Management Department thanks City departments and personnel who contributed to this exercise through the Exercise Planning Team, or as Controllers, Evaluators, or Players during the exercise.

DRAFT

APPENDIX A: IMPROVEMENT PLAN

Objective	Issue/Area for Improvement	Corrective Action	Capability Element ¹	Priority	Primary Responsible Organization	Responsible Unit/Division /Personnel	Start Date	Completion Date
Objective 1: Demonstrate an understanding of the Emergency Public Information Annex, including the organization of a Joint Information Center and the process of messaging approval in the Emergency Operations Center.	There is a need for better-established guidelines and organization of PIO function and JIC roles and responsibilities.	Develop a JIC structure and/or organization chart that can be scalable for all incident sizes.	Organization	High	EMD	Communications Division	September 2016	December 2016
		Develop position descriptions and/or position checklists for PIO functions/positions in the EOC.	Organization	Medium	EMD	Communications Division	September 2016	June 2017
		Develop a Joint Information Center plan or policies/procedures guidance document. This document shall include guidelines on when a JIC structure will be used and how consistent messaging will be coordinated. The policies/procedures should also detail how PIOs coordinate when an incident occurs but the	Planning, Organization	High	EMD	Communications Division	September 2016	June 2017

¹ Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

Objective	Issue/Area for Improvement	Corrective Action	Capability Element ¹	Priority	Primary Responsible Organization	Responsible Unit/Division /Personnel	Start Date	Completion Date
		JIC is not activated.						
	There is a need for better-established guidelines and organization of PIO function and JIC roles and responsibilities.	Develop a City-wide PIO roster, including all personnel with PIO functions, not exclusively those who may respond to the EOC.	Planning	High	Officer of the Mayor	Communications	August 2016	October 2016
		Determine capacity for and schedule regular City PIO meetings or trainings in order to foster relationships. Continue to have exercises specifically for PIOs.	Planning, Exercise	Medium	Office of the Mayor/EMD	Communications Division	September 2016	Ongoing
		Determine role of Office of the Mayor within the JIC.	Organization	Medium	Officer of the Mayor/EMD	Communications	October 2016	June 2017
		Develop out information regarding 'virtual JIC' coordination; for example, how a JIC would be coordinated if a physical JIC location was not established.	Organization	Medium	EMD	Communications Division	September 2016	March 2017
		Develop guidelines on what type of information each department may be expected to contribute to the PIO function in the EOC.	Organization, Planning	Medium	EMD	Communications Division	September 2016	June 2017
		Establish recommendations for who can/cannot talk to	Organization, Planning	Low	Office of the Mayor	Communications	October 2016	June 2017

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AAR/IP

Objective	Issue/Area for Improvement	Corrective Action	Capability Element ¹	Priority	Primary Responsible Organization	Responsible Unit/Division /Personnel	Start Date	Completion Date
		the media, both in steady-state operations and during an incident or emergency.						
		Develop a schedule template or basic guidelines outlining the timeline of PIO activities, including meetings, updates, press releases, etc.	Organization, Planning	Low	EMD	Communications Division	January 2017	June 2017
	There is a need for greater understanding of PIO and JIC functions in the EOC	Identify applicable or relevant trainings for PIOs who may be assigned to the EOC, and work with EMD Training & Exercises Unit to schedule and advertise these trainings.	Training	Medium	EMD	Communications Division	August 2016	Ongoing
		Develop and host a specific EOC training directed at PIOs. Host regularly so as to train newly hired PIOs.	Training	Medium	EMD	Communications Division / Operations Division	October 2016	April 2017
		Identify opportunities to train with or exercise with the LA County JIC.	Training	Medium	EMD	Communications Division	August 2016	Ongoing
Objective 2: Adequately provide emergency information to	There is a need to use all available means to amplify public messaging during a major incident.	Identify means with which to quickly translate public messages into different languages with minimal advanced notice.	Organization, Equipment	Medium	EMD	Communications Division	June 2017	June 2018

Objective	Issue/Area for Improvement	Corrective Action	Capability Element ¹	Priority	Primary Responsible Organization	Responsible Unit/Division /Personnel	Start Date	Completion Date
the public, including persons with disabilities and others with access and functional needs, before, during, and after an incident.		Develop a glossary of key emergency management/disaster terms translated into other languages.	Organization, Planning	Low	EMD	Communications Division	January 2017	June 2017
		Identify ways to coordinate public messaging with elected officials in LA (i.e. City Council members).	Organization, Planning	Low	Office of the Mayor	Communications	September 2016	June 2017
	There is room for improvement in PIOs level of comfort with ensuring all messaging is accessible.	Determine ways in which PIOs can be trained on DAFN issues related to public information and identify training opportunities for PIOs so that there is a redundancy in capabilities.	Training	Medium	EMD/DoD	Communications	November 2016	March 2017
	The City can enhance PIO function capabilities and collaboration so as to enhance response capabilities in a major incident.	Develop City-wide social media/digital policy during incidents/emergencies/EOC activations.	Planning, Organization	Medium	Office of the Mayor/EMD	Communications	August 2016	June 2017
		Determine the number of PIOs each department should have capable of fulfilling PIO functions in the EOC or JIC following a disaster.	Organization, Planning	Low	EMD	Communications Division / Operations Division	August 2016	June 2018

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AAR/IP

Objective	Issue/Area for Improvement	Corrective Action	Capability Element ¹	Priority	Primary Responsible Organization	Responsible Unit/Division /Personnel	Start Date	Completion Date
Objective 3: Demonstrate the process used to identify public information needs of the affected area and methods of disseminating information during an incident.	The City can enhance PIO function capabilities and collaboration so as to enhance response capabilities in a major incident.	Distribute recommendations and lessons learned that stem from real-world incidents in the future through the Media Task Force.	Organization, Training	High	EMD	Communications Division	August 2016	Ongoing
	The City should better articulate social media/digital plans, policies, and procedures	Establish a social media working group.	Organization, Planning	Medium	Office of the Mayor	Communications	August 2016	December 2016
		Work with the EMD Operations Division to determine the role of social media monitoring within the EOC and the coordination between the PIO function and the Management and Planning & Intelligence Sections.	Organization	High	EMD	Communications Division / Operations Division	October 2016	October 2017