

AGENDA
City of Los Angeles
EMERGENCY OPERATIONS BOARD

REGULAR MEETING

Tuesday, November 17, 2015
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.

I. Declaration of Quorum; Introductions; Approval of May 18, 2015 Minutes

II. Action Items

A. Da Vinci Apartment Fire Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan – Rob Freeman

Recommendation

That the Emergency Operations Board, as recommended by the Emergency Management Committee approve and forward to the Mayor for transmittal to the City Council, the Da Vinci Apartment Fire EOC Activation After Action Report/Corrective Action Plan (AAR/CAP).

B. 2015 Los Angeles Marathon EOC Activation After Action Report/Corrective Action Plan – Carol Parks

Recommendation

That the Emergency Operations Board, as recommended by the Emergency Management Committee, approve and forward to the Mayor for transmittal to the City Council, the 2015 Los Angeles Marathon EOC Activation AAR/CAP.

C. Armenian Genocide Centennial March For Justice Emergency Operations Center Activation After Action Report/Corrective Action Plan – Carol Parks

Recommendation

That the Emergency Operations Board, as recommended by the Emergency Management Committee, approve and forward to the Mayor for transmittal to the City Council, the Armenian Genocide Centennial March for Justice EOC Activation AAR/CAP.

III. Information Items

A. El Niño – Rob Freeman

B. 2015 Annual EOC Exercise – Rob Freeman

C. Mayor Eric Garcetti Executive Directive No. 14 – Anna Burton

D. Cyber Security Tabletop Exercise, February 2016 – Michelle Riebeling

E. Other Announcement – Board Members

IV. Presentations (as requested)

V. Public Comment Period

VI. Adjournment

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE



Date: July 13, 2015

To: Charlie Beck, Chair
Emergency Operations Board

Emergency Operations Board Members

From: Anna Burton, Executive Assistant
Emergency Operations Board

A handwritten signature in cursive script that reads "Anna Burton".

Subject: **DA VINCI APARTMENT FIRE EMERGENCY OPERATIONS CENTER
ACTIVATION AFTER ACTION REPORT/CORRECTIVE ACTION PLAN**

Recommendation

That the Emergency Operations Board, as recommended by the Emergency Management Committee, approve and forward to the Mayor for transmittal to the City Council, the Da Vinci Apartment Fire Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan.

Executive Summary

The EOC was activated to Level I from 0830 to 1730 hours on December 8, 2014, as a result of a fire that occurred at 0130 between the 400 -900 blocks of South Freemont Street, located at the Da Vinci apartments in Downtown Los Angeles. The Los Angeles Fire Department (LAFD) responded to the fire and extinguished the blaze. The fire impacted ten (10) City Departments that were located at the Figueroa Plaza Buildings (201 and 221 N. Figueroa St.), directly across the street from the Da Vinci apartments. The EOC was activated to provide support to field response agencies and to ensure effective coordination and assistance with possession recovery efforts and department staff relocations.

The attached report provides a summary of the activation, identifies involved departments and agencies, and details the recommendations for future activations of the EOC. EMD will track areas recommended for improvement and, as appropriate, report back through the Emergency Operations Board.

Attachment – Da Vinci Apartment Fire Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan.

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE



Date: June 24, 2015

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

From: Larry Meyerhofer, Community Emergency Management Division Chief
Emergency Management Department

Subject: **DA VINCI APARTMENT FIRE
EMERGENCY OPERATIONS CENTER (EOC) ACTIVATION
AFTER ACTION REPORT/CORRECTIVE ACTION PLAN**

Recommendation

That the Emergency Management Committee (EMC) approve the attached Da Vinci Apartment Fire Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan (AAR/CAP) and forward to the Emergency Operations Board (EOB) for approval.

Summary

The EOC was activated to Level I from 0830 to 1730 hours on December 8, 2014, as a result of a fire that occurred at 1:30 a.m. between the 400-900 blocks of South Fremont Street, located at the Da Vinci apartments that were under construction, in Downtown Los Angeles. The Los Angeles Fire Department (LAFD) responded to the fire and extinguished the blaze by daylight in the early morning hours. The fire impacted ten (10) City Departments that were located at the Figueroa Plaza Buildings (201 and 221 N. Figueroa Street), directly across the street from the Da Vinci apartments. The EOC was activated to Level I to provide support to field response agencies and to ensure effective coordination and assistance with possession recovery efforts and department staff relocations.

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

Attachment

- DRAFT -



After Action Report/Corrective Action Plan
Da Vinci Apartment Fire – Dec. 8, 2014
EOC Activation

May 18, 2015



TABLE OF CONTENTS

I.	Executive Summary	2
A.	Statement of Purpose	2
B.	Incident Name	2
C.	incident Date.....	2
D.	Incident Location	2
E.	EOC Activation Duration	2
F.	EOC Activation Lead Agency	2
G.	EOC Activation Level	2
H.	EOC Activation Participating Agencies	3
I.	EOC Activation Chronology	3
II.	Synopsis.....	5
A.	Major Developments	6
B.	Core Capabilities	6
C.	EOC Objectives.....	7
III.	Findings	7
A	Practices to Sustain	7
B.	Areas Requiring Improvement.....	8
IV.	Conclusion	8
V.	Improvement Plan Matrix.....	9

Executive Summary

A. Statement of Purpose

The Emergency Management Department (EMD) is responsible for preparing a formal After Action Report/Corrective Action Plan (AAR/CAP) following all activations of the City's Emergency Operations Center (EOC). AAR/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 recommendations 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. Agencies may also need to identify short-term solutions along with a future long-term solution. Each agency should review the recommendations and determine the most appropriate action and time needed for implementation.

B. Incident Name

Da Vinci Apartment Fire Emergency Operations Center (EOC) Activation

C. Incident Date

December 8, 2014

D. Incident Location

400-900 Block, South Fremont Street, Los Angeles, CA 90012

E. EOC Activation Duration

One (1) day: The EOC was activated at 0830 hours on Monday, Dec 8, 2014, and deactivated at 1730 hours Monday, Dec. 8, 2014.

F. EOC Activation Lead Agency

Emergency Management Department (EMD)

G. EOC Activation Level

Level I (EMD Lead)

H. EOC Activation Participating Agencies

Emergency Management Department (EMD)

I. Unified Command Post Agencies

LAFD, LAPD, EMD, GSD, DOT

J. EOC Activation Chronology

At approximately 0130 hours on December 8, 2014, the City of Los Angeles Fire Department (LAFD) responded to an apartment construction fire between the 400-900 blocks of South Fremont Street, located in Los Angeles. A Unified Command Post (UCP) was established at Fire Station #3, 108 N. Fremont Ave, directly across the street from the fire itself. The fire was extinguished the same day, before sunrise early in the morning. LAFD continued monitoring the impacted area for flare ups throughout the day.

The fire impacted ten (10) City departments located at Figueroa Plaza, directly across the street. The EOC assisted with the relocation of staff from the impacted City Departments. In addition, LAFD, the Department of General Services (GSD), the Department of Transportation (DOT), and the EOC (EMD) coordinated possession recovery efforts at two (2) buildings at Figueroa Plaza at 201 and 221 N. Figueroa Street. LAFD escorted approved department representatives allowing them to enter their offices to retrieve critical files or laptops in order to continue essential City functions.

The Los Angeles County Public Health Administration Building at 314 N. Figueroa Street was also impacted by the fire. Los Angeles County Office of Emergency Management (OEM) relocated county employees to 241 N. Figueroa Street. (LA County Public Health Department Operations Center (DOC)).

EMD staffed the EOC and the Unified Command Post with LAFD, LAPD and DOT.

The ten (10) City Departments that were located at Figueroa Plaza impacted by the fire were:

- Department of Aging
- Animal Services Department
- Department of Cultural Affairs
- Department on Disabilities (DOD)
- Department of Transportation
- Department of Building and Safety
- Department of Public Works (PW)
- LA Fire Department
- LA Police Department
- Department of Recreation and Parks (RAP)

The activation of the EOC took place from 0830 hours to 1730 hours on December 8, 2014. Based on recommendations of LAFD, the EOC was activated at a Level I, which requires staffing by an EMD Duty Officer and Duty Team. Other City response and support agencies performed field response and UCP duties.

EMD's Duty Team staffed the following EOC positions:

- EOC Director
- Planning and Intelligence Section Coordinator
- Public Information Officer
- EMD Duty Officer

Significant events during the activation were as follows:

0830 hours - EOC Level I Activation

Activated the EOC to Level I at the request of the EMD Duty Officer following discussions with LAFD, EMD General Manager, and other impacted departments to assist with department staff relocation, possession recovery operations, and department continuity of operations issues.

0930 hours – EOC Activation Conference Call

A City-wide conference call was coordinated by EMD and chaired by Jim Featherstone, EMD General Manager. The following departments were present on the first conference call and all additional calls that took place for four (4) additional days following the activation:

- EMD
- Office of the Mayor
- LAPD
- LAFD
- GSD
- RAP
- City Clerk
- Animal Services
- City Administrative Officer (CAO)
- DOD
- Aging
- Public Works – Bureaus of Engineering & Sanitation
- Building and Safety
- Department of Cultural Affairs
- City Planning Department
- CBRE (CB Richard Ellis - Building Management Company)
- Chief Legislative Analyst (CLA)
- Information Technology Agency (ITA)
- DOT

Issues discussed included possession recovery specifics, displaced City employee relocations, creating an authorized personnel possession recovery list, media releases, EMD Bulletins for City departments, and other related recovery matters.

1230 hours – Unified Command Post Objective Meeting (Fire Station #3)

Meeting was lead by LAFD at UCP. Meeting took approximately 30 minutes to establish incident objectives.

1300 hours – Unified Command Post Incident Action Plan Meeting

An Incident Action Plan meeting was lead by LAFD, Chief Phil Fligiel. Employee possession recovery was the major issue. In addition, rain was in the forecast on Friday, Dec. 12, 2014, further complicating possession recovery efforts because of blown out windows on both high-rise buildings at Figueroa Plaza.

1600 hours – Conference Call

GSD lead a conference call discussion regarding long-term building recovery construction operations from damage caused from the extreme heat (windows blown) and water damage caused from building fire sprinkler activation inside the facility.

1730 hrs – EOC Deactivation

The EOC deactivated at 1730 hrs and transitioned to EMD Duty Officer status only.

II. Synopsis

The EOC was activated at 0830 hours in response to the Da Vinci Apartment Fire between 400-900 blocks of South Fremont Street and to provide support to the Unified Command Post (UCP) at LAFD Fire Station #3. Ten (10) City departments were directly impacted at 201 and 221 N. Figueroa Street with employee's displaced and essential public services disrupted. The decision to activate the EOC was made jointly by the EMD Duty Officer, EMD management, LAFD, and LAPD in coordination with the Office of the Mayor.

An immediate City-wide conference call chaired by EMD with approximately 19 City department representatives occurred at 0930 hrs and continued each morning, daily, for four (4) additional days through Friday, December 12, 2014. The EOC assisted the LAFD, DOT, GSD and LAPD at the UCP with possession recovery coordination and displaced employee assistance. EMD activated several temporary workstations in the EOC for displaced City employees.

EMD Bulletins regarding the status of the response and recovery operation were developed and distributed daily, December 8 through December 12, 2014.

The Level I EOC activation was staffed by EMD personnel from Duty Teams. Level I activation requires (at minimum) staffing of the EOC Director, Planning and Intelligence Section Coordinator, the Public Information Officer, and the UCP Liaison Positions. EMD personnel maintained regular communications with all ten (10) departments that were impacted by the fire. EMD chaired and conducted a City-wide conference call at 0930 hours and participated in a GSD lead afternoon conference call regarding building operations and recovery issues. The

major issue impacting the EOC was City employee relocation assistance displaced from 201 and 221 N. Figueroa Street buildings at Figueroa Plaza. The other major issue was possession recovery coordination for departments to retrieve vital equipment and files in order to continue providing essential City services to the public. LAFD, EMD and GSD lead the effort by developing a list of authorized department personnel that would have access to retrieve critical information, files and computer hard drives. Staff would be escorted by LAFD in order for City departments to continue core operations. In addition, EMD set up temporary workstations in the Media Room of the EOC to offer those departments that did not have a relocation office for displaced staff available.

Lastly, stormy weather was forecasted in the immediate days to follow risking further water damage to critical files and data. Building recovery operations included window boarding, water damage remediation, and electrical power restoration before the storm arrived. Conference calls continued daily through Friday, December 12, 2014, to coordinate recovery operations and staff relocation assistance.

A. Major Developments

One major development which occurred during the recovery operation was the forecast of rain in the two days following the fire. This would have a significant impact on the high rise buildings since most of the windows in 201 and 221 Figueroa Plaza buildings were blown out from the heat of the fire. Forecasted rain could further damage computer equipment and critical files if windows were not boarded up in an expedited manner. GSD worked diligently to address the issue with construction forces. In addition, water damage remediation from the building fire sprinklers being activated was needed. Building carpets, furniture, equipment and files were impacted. Possession recovery teams consisting of City employees escorted by LAFD would have to work fast to prevent additional damage to equipment and files. City employee authorization lists were developed at the EOC and provided on site. Credentialing requirements were implemented by GSD and LAFD at the site for security assurance.

B. Core Capabilities

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

- Intelligence and Information Gathering and Sharing
- EOC Management and Coordination Planning
- Staffing Liaison Officer position in the UCP
- Possession Recovery Coordination
- Implementation of 10 City Department Continuity of Operations Plans (COOP)
- Set up and implementation of work stations in the EOC Media Center for displaced City employees

C. EOC Objectives

Gather and disseminate fire/event information, assist with possession recovery coordination, assist impacted City departments with displaced employees, and provide support with all other recovery related issues.

Management Objectives

- Ensure information sharing is established and maintained between the EOC, any activated Department Operations Centers (DOCs), and the Los Angeles County EOC.
- Provide support to the UCP to assist with response and recovery efforts.
- Gather information and intelligence from appropriate resources
- Monitor the response and recovery efforts and be ready to advise City leadership if the EOC activation needs have to be increased
- Conduct City-wide response and recovery coordination

Coordination Objectives

- Maintain situational awareness on the response and recovery activities and any impacts to the City.
- Monitor media reports and coordinate public information related to impacts to streets and public counters that affect the public
- Provide City-wide response and recovery coordination through conference calls to all affected City departments and City support agencies
- Facilitate policy direction as needed
- Coordinate/share information with the UCP, activated DOCs and other applicable jurisdiction EOCs
- Provide resource support to the UCP if requested
- Keep City executives and elected officials informed of any significant event related incidents

III. Findings

A. Practices to Sustain

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

1. Level I EOC Activation Policies and Procedures

EMD has developed a set of policies and procedures for Level I activations of the EOC. During Level I activations, the EOC is staffed by an EMD Duty Officer and Duty Team members. A system of primary and back-up Duty Officers and Duty Teams ensures sufficient depth of coverage for key positions such as EOC Director, Planning and Intelligence Section Coordinator, Situation Status Unit Leader, Public Information Officer (PIO), and the EMD Duty Officer. Typical Level I staffing requires these five (5) positions to be filled.

The model relies on liaison with representatives from other operating departments and effective communication with activated DOCs for situational awareness and resource coordination.

Should the event or incident escalate, the activation level can be increased to II or III, which requires staffing of various positions by other departments. Most of the recent EOC activations have been at Level I using this model which has proven to be efficient and cost effective. It is recommended that these policies and procedures be sustained.

2. EMD Staffing of UCP Liaison Officer Position

EMD has a standing practice of staffing the UCP Liaison Officer position for significant disasters/events. This position ensures effective interagency coordination and cooperation, especially between the established Unified Command agencies (e.g., LAPD, LAFD, DOT) and City support agencies such as the GSD, the Department of Water and Power, the Bureau of Street Services, etc. This practice is especially valuable for Level 1 EOC activations where the Liaison Officer also provides the EOC with regular informational briefings to ensure good situational awareness and a “common operating picture” with the Unified Command.

B. Areas Requiring Improvement

The following areas were reported as requiring improvement.

1. City Departments need to ensure they maintain updated Continuity of Operations Plans (COOP)

Numerous City departments COOP Plans were out-of-date. Ten (10) departments that were located at the Figueroa Plaza buildings were significantly impacted from the Da Vinci Fire because of displaced City employees, disrupted City services, and critical equipment and data/files on the verge of being compromised. A number of Department COOP Plans identified alternate work site locations that no longer existed or were no longer available. Because of this, EMD coordinated and activated temporary workstations in the EOC Media Room for department employees that were displaced and had no alternate work site to go to.

Various departments had damage to computer servers and computer hard-drives. Critical data/files needed to be salvaged to continue core department responsibilities. Departments need to update this section of their COOP Plans and identify a means to backing up critical data/files so that relocation efforts work seamlessly in order to continue to administer core department services.

IV. Conclusion

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

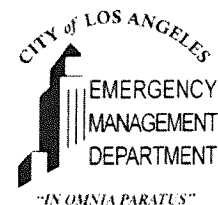
Department COOP Plans are vital and City department plans need to be up-to date in order to be effective. Alternate work site locations and sufficient data file backup and redundancy are two critical areas that were clearly affected in this instance. A department’s resiliency is directly

related to the effectiveness of its continuity capability. A department's continuity capability, its ability to perform its essential functions continuously, rests upon key components, which are in turn built on the foundation of continuity planning and program management. In order for a department to carry out its essential responsibilities, COOP Plans must be kept current and policies contained in it must be implemented.

The following matrix identifies specific recommended corrective actions.

#	Required Improvement	Corrective Action	Lead Agency	Timetable	Resources Required
1	City departments need to update and revise their Continuity of Operations Plans (COOP) so that alternate work sites are up-to-date and data backup measures are in place	Request Mayors Office to require City departments to update their Continuity of Operations Plans (COOP).	Mayor's Office/ EMD Planning Section	180 days	Key department representatives as needed

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE



Date: July 13, 2015

To: Charlie Beck, Chair
Emergency Operations Board

Emergency Operations Board Members

From: Anna Burton, Executive Assistant
Emergency Operations Board

A handwritten signature in cursive script, appearing to read 'Anna Burton', written over the printed name of the sender.

Subject: **2015 LOS ANGELES MARATHON EMERGENCY OPERATIONS CENTER
ACTIVATION AFTER ACTION REPORT/CORRECTIVE ACTION PLAN**

Recommendation

That the Emergency Operations Board, as recommended by the Emergency Management Committee, approve and forward to the Mayor for transmittal to the City Council, the 2015 Los Angeles Marathon Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan.

Executive Summary

The EOC was activated to provide effective citywide coordination of information and to support the Unified Command Post and Multi-Agency Coordination Center for the Sunday, March 15, 2015, Los Angeles Marathon. EMD consulted with the Los Angeles Police Department, the Los Angeles Fire Department and the Office of the Mayor prior to the event and determined that a Level I activation was warranted.

The attached report provides a summary of the activation, identifies involved departments and agencies, and details the recommendations for future activations of the EOC. EMD will track areas recommended for improvement and, as appropriate, report back through the Emergency Operations Board.

Attachment – 2015 Los Angeles Marathon Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE



Date: June 24, 2015

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

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

Subject: **2015 LOS ANGELES MARATHON EMERGENCY OPERATIONS
CENTER ACTIVATION AFTER ACTION REPORT/CORRECTIVE
ACTION PLAN**

Recommendation

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

Summary

The EOC was activated to provide effective citywide coordination of information and to support the Unified Command Post and Multi-Agency Coordination Center for the Sunday, March 15, 2015, Los Angeles Marathon. This annual event brings hundreds of athletes and spectators from all over the world.

EMD consulted with the Los Angeles Police Department, the Los Angeles Fire Department and the Office of the Mayor prior to the LA Marathon and determined that at a minimum, this event would warrant an EOC Level I activation. The EOC was activated to provide support to field response agencies and to ensure effective Citywide coordination and response in the event of significant race related incidents or other unrelated activities occurring in the City during the hours of the LA Marathon.

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

Attachment

- DRAFT -



After Action Report/Corrective Action Plan
2015 LOS ANGELES MARATHON
EOC Activation

March 15, 2015



TABLE OF CONTENTS

I.	Executive Summary	2
A.	Statement of Purpose.....	2
B.	Event Name	2
C.	Event Date	2
D.	Event Location	2
E.	EOC Activation Duration	2
F.	EOC Activation Lead Agency	2
G.	EOC Activation Level	2
H.	EOC Activation Participating Agency	3
I.	EOC Activation Chronology.....	3
II.	Synopsis.....	4
A.	Major Developments	4
B.	Core Capabilities	5
C.	EOC Objectives.....	5
III.	Findings	6
A.	Practices to Sustain.....	6
B.	Areas Requiring Improvement.....	7
IV.	Conclusion	7
V.	Improvement Plan Matrix.....	7

I. Executive Summary

A. Statement of Purpose

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

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

The AAR/CAP should be viewed as 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

2015 LA Marathon

C. Event Dates

Sunday, March 15, 2015

D. Event Location

Citywide

E. EOC Activation Duration

0500 – 1700 hours

F. EOC Activation Lead Agency

EMD

G. EOC Activation Level

Level I (EMD Lead)

H. EOC Activation Participating Agency

EMD

I. EOC Activation Chronology

The EOC was activated to ensure information sharing was maintained between the EOC and the Unified Command Post, Multi-Agency Coordination Center (MACC), and any activated Department Operations Centers (DOCs); to provide support to the UCP in the event emergency services were needed and to gather information and intelligence from appropriate resources. Based on discussions with the Los Angeles Police Department (LAPD), the Los Angeles Fire Department (LAFD) and the Office of the Mayor prior to the LA Marathon; there was an EOC Level I (EMD Lead) activation to support field response agencies and the Unified Command Posts (UCPs). The following factors weighed into this decision:

- To ensure the safe movement of event attendees.
- Provide crowd management, and if necessary, crowd control measures.
- Deploy law enforcement resources to deter criminal activity.
- Provide Basic and Advance Life Support treatment and transportation.

The activation of the EOC occurred at 0500 hours on March 15, 2015. The EOC was activated at Level 1. The EOC was deactivated for this event at 1700 hours on March 15, 2015. Staffing for this activation included the EMD Duty Officer and Duty Team. Other City response and support agencies performed field response, MACC and UCP duties.

EMD's Duty Team staffed the following EOC positions:

- EOC Director
- Planning and Intelligence Section Coordinator
- Public Information Officer

The Planning and Intelligence Section used an Event Action Plan that was developed by the Unified Command staff. The Unified Command staff consisted of LAFD, LAPD and DOT. EMD staff attended all planning meetings for this event.

Initial Briefing and Coordination Meetings

The Planning and Intelligence Section Coordinator briefed the EOC responders on the advance EOC Coordination Plan and the anticipated schedule of events. EMD also staffed the Liaison Officer position at the UCP located in the LAFD Metro Fire Communications Center (500 E. Temple Street). This Liaison Officer provided the EOC with regular status briefings based on their attendance at UCP and MACC briefings and planning meetings.

Planning Meetings

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

Coordination Meetings

The Planning and Intelligence Section Coordinator provided an updated situation report and confirmed status of the established objectives. The EOC coordinated with the LAFD DOC to monitor life safety issues. The EMD Liaison Officer position in the UCP also provided the EOC with regular situation status updates on the event.

Final Coordination and EOC Demobilization Meeting

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

No significant incidents or unusual occurrences were reported. Final EOC 909 report was approved and released on March 15th at 1700 hours.

II. Synopsis

The EOC was activated on Sunday, March 15, 2015, at 0500 hours, and was de-activated at 1700 hours, to provide support to the UCP and the MACC located at the City of Los Angeles EOC (500 E. Temple Street). The decision to activate the EOC was made by EMD and supported by LAPD, LAFD and the Office of the Mayor.

This Level I activation was staffed by EMD personnel. Level I activation level requires (at minimum) staffing of the EOC Director, Planning and Intelligence Section Coordinator, Situations Status Unit Leader, Documentation Unit Leader, and Public Information Officer positions. EMD personnel maintained regular communications with LAPD's DOC, the MACC and the UCP. EMD assigned a Liaison Officer to work at the UCP. These representatives attended all UCP briefings and provided the EOC with regular situation status reports which were utilized to prepare EOC situation updates for City-wide use.

The EOC monitored the activities of the runners and attendees associated with LA Marathon. This monitoring included mitigating traffic, providing basic and/or advanced life support treatment and transportation. The EOC was not tasked to provide any significant resources or services. All logistical needs were met through the UCP.

A. Major Developments

The EOC Director and Planning and Intelligence Section Coordinator provided overall leadership of the EOC organization and the process of management by objectives. EMD developed advanced EOC coordination objectives as described in Section II above. These objectives were consistent with and supported field level advanced event plan objectives developed by the Unified Command. The EMD Public Information Officer coordinated the EOC's emergency public information process with the UCP.

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

Planning and Intelligence focused specifically on the safety of the LA Marathon runners/ attendees, the City's traffic situation and monitoring the overall City footprint for any threats, disruptions, or impacts to City services. This monitoring included using social media outlets and other information related to the event.

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

B. Core Capabilities

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

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

C. EOC Objectives

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

Management Objectives

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

Coordination Objectives

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

III. Findings

A. Practices to Sustain

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

1. Level I EOC Activation Policies and Procedures

EMD has developed a set of policies and procedures for EOC Level I activations. During Level I activations, the EOC is staffed by an EMD Duty Officer and Duty Team members. A system of primary and back-up Duty Officers and Duty Teams ensures sufficient depth of coverage for key positions such as EOC Director, Planning and Intelligence Section Coordinator and Situation Status Unit Leader as well as support positions such as Documentation Unit Leader, Management Staff Support and Public Information Officer. Typical Level I staffing requires that these six (6) positions are filled.

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

2. Advanced Event EOC Coordination Planning Process

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

3. EMD Staffing of UCP Liaison Officer Position

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

B. Areas Requiring Improvement

The following area was reported as requiring improvement.

Further Development of the EOC 909 Situation Report Process

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

The EOC 909 was provided electronically to key City agencies and decision makers. EMD should evaluate expanding the scope of distribution and areas for overall improvement.

IV. Conclusion

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

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

V. LA Marathon EOC Activation Corrective Action Plan (Improvement Plan Matrix)

The following matrix identifies specific recommended corrective action.

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

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE



Date: November 10, 2015

To: Charlie Beck, Chair
Emergency Operations Board

Emergency Operations Board Members

From: Anna Burton, Executive Assistant
Emergency Operations Board

A handwritten signature in black ink that reads "Anna Burton". The signature is written in a cursive style and is positioned over the printed name and title of the sender.

Subject: **ARMENIAN GENOCIDE CENTENNIAL MARCH FOR JUSTICE (ARMENIAN MARCH) EMERGENCY OPERATIONS CENTER ACTIVATION AFTER ACTION REPORT/CORRECTIVE ACTION PLAN**

Recommendation

That the Emergency Operations Board, as recommended by the Emergency Management Committee, approve and forward to the Mayor for transmittal to the City Council, the attached Armenian Genocide Centennial March for Justice (Armenian March) Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan (AAR/CAP).

Executive Summary

The EOC was activated to provide effective Citywide coordination of information and to support the Unified Command Post for the Friday, April 24, 2015, Armenian March. This event brought thousands of marchers from California and all over the world.

EMD consulted with the Los Angeles Police Department, the Los Angeles Fire Department and the Office of the Mayor prior to the Armenian March and determined that at a minimum, this event would warrant an EOC Level I activation. The EOC was activated to provide support to field response agencies and to ensure effective Citywide coordination and response in the event of significant race related incidents or other unrelated activities occurring in the City during the hours of the march.

The attached AAR/CAP provides a summary of the activation, identifies involved departments and agencies, and details the recommendations for future activations of the EOC. This report was approved by the Emergency Management Committee at its November 4, 2015, meeting. 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 – Armenian Genocide Centennial March for Justice (Armenian March) Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan.

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE



Date: October 27, 2015

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

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

Subject: **ARMENIAN GENOCIDE CENTENNIAL MARCH FOR JUSTICE
EMERGENCY OPERATIONS CENTER ACTIVATION AFTER ACTION
REPORT/CORRECTIVE ACTION PLAN**

Recommendation

That the Emergency Management Committee (EMC) approve the attached Armenian Genocide Centennial March for Justice (Armenian March) Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan (AAR/CAP) and forward to the Emergency Operations Board (EOB) for approval.

Summary

The EOC was activated to provide effective Citywide coordination of information and to support the Unified Command Post for the Friday, April 24, 2015, Armenian March. This event brought thousands of marchers from California and all over the world.

EMD consulted with the Los Angeles Police Department, the Los Angeles Fire Department and the Office of the Mayor prior to the Armenian March and determined that at a minimum, this event would warrant an EOC Level I activation. The EOC was activated to provide support to field response agencies and to ensure effective Citywide coordination and response in the event of significant race related incidents or other unrelated activities occurring in the City during the hours of the march.

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

Attachment

- DRAFT -



After Action Report/Corrective Action Plan
**2015 ARMENIAN GENOCIDE CENTENNIAL
MARCH FOR JUSTICE**
EOC Activation

APRIL 24, 2015



TABLE OF CONTENTS

I.	Executive Summary	2
A.	Statement of Purpose.....	2
B.	Event Name	2
C.	Event Date	2
D.	Event Location	2
E.	EOC Activation Duration	2
F.	EOC Activation Lead Agency	2
G.	EOC Activation Level	2
H.	EOC Activation Participating Agency	3
I.	EOC Activation Chronology.....	3
II.	Synopsis.....	4
A.	Major Developments	4
B.	Core Capabilities.....	5
C.	EOC Objectives.....	5
III.	Findings	6
A.	Practices to Sustain.....	6
B.	Areas Requiring Improvement.....	7
IV.	Conclusion	7
V.	Improvement Plan Matrix.....	8

I. Executive Summary

A. Statement of Purpose

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

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

The AAR/CAP should be viewed as 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

Armenian Genocide Centennial March for Justice (Armenian March)

C. Event Dates

Friday, April 24, 2015

D. Event Location

Citywide

E. EOC Activation Duration

0822 – 1800 hours

F. EOC Activation Lead Agency

EMD

G. EOC Activation Level

Level I (EMD Lead)

H. EOC Activation Participating Agency

EMD

I. EOC Activation Chronology

The EOC was activated to ensure information sharing was maintained between the EOC and the Unified Command Post (UCP) to provide support to the UCP in the event emergency services were needed and to gather information and intelligence from appropriate resources. Based on discussions with the Los Angeles Police Department (LAPD), the Los Angeles Fire Department (LAFD) and the Office of the Mayor prior to the Armenian March; there was an EOC Level I (EMD led) activation to support field response agencies and the UCP. The following factors weighed into this decision:

- Ensure the safe movement of event attendees.
- Provide crowd management, and if necessary, crowd control measures.
- Deploy law enforcement resources to deter criminal activity.
- Provide Basic and Advance Life Support treatment and transportation.

The activation of the EOC occurred at 0822 hours on April 24, 2015. The EOC was activated at Level I. The EOC was deactivated for this event at 1800 hours on April 24, 2015. Staffing for this activation included the EMD Duty Officer and Duty Team. Other City response and support agencies performed field response, and UCP duties.

EMD's Duty Team staffed the following EOC positions:

- EOC Director
- Planning and Intelligence Section Coordinator
- Public Information Officer
- Unified Command Post Liaison

Initial Briefing and Coordination Meetings

The Planning and Intelligence Section Coordinator briefed the EOC responders on the EOC Coordination Plan and the anticipated schedule of events. EMD also staffed the Liaison Officer position at the UCP located at the LAPD Hollywood Police Station, Community Room (1358 N. Wilcox Avenue). The Liaison Officer provided the EOC with regular status briefings based on their attendance at UCP briefings and planning meetings.

Planning Meetings

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

Coordination Meetings

The Planning and Intelligence Section Coordinator provided an updated situation report and confirmed status of the established objectives. The EOC coordinated with the LAFD Department Operations Center (DOC) to monitor life safety issues. The EMD Liaison Officer position in the UCP also provided the EOC with regular situation status updates on the event such as crowd size and traffic issues.

Final Coordination and EOC Demobilization Meeting

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

No significant incidents or unusual occurrences were reported from the March. LAPD sought assistance from the EMD Duty Officer with the NotifyLA system for an unrelated incident in the San Fernando Valley. The EMD Duty Officer was able to provide the assistance as requested from LAPD. Final EOC 909 report was approved and released on April 24th at 1800 hours.

II. Synopsis

The EOC was activated on Friday, April 24, 2015, at 0822 hours, and was de-activated at 1800 hours, to provide support to the UCP located at the Hollywood Police Station, Community Room (1358 N. Wilcox Avenue). The decision to activate the EOC was made by EMD and supported by LAPD, LAFD, DOT, and the Office of the Mayor.

This Level I activation was staffed by EMD personnel. Level I activation level requires (at minimum) staffing of the EOC Director, Planning and Intelligence Section Coordinator, Situations Status Unit Leader, Documentation Unit Leader, and Public Information Officer positions. EMD personnel maintained regular communications with LAFD's DOC, and the UCP. EMD assigned a Liaison Officer to work at the UCP. The EMD Liaison Officer attended all UCP briefings and provided the EOC with regular situation status reports which were utilized to prepare EOC situation updates for Citywide use.

The EOC monitored the activities of the marchers and attendees associated with Armenian Genocide Centennial March for Justice. The monitoring actions included mitigating traffic, protestors, providing basic and/or advanced life support treatment and transportation. The EOC was not tasked to provide any significant resources or services. All logistical needs were met through the UCP.

A. Major Developments

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

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

Planning and Intelligence focused specifically on the safety of the Armenian March participants, protestors, the City's traffic situation, and monitoring of the overall City footprint for any threats, disruptions, or impacts to City services. This monitoring included using social media outlets and other information related to the event.

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

B. Core Capabilities

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

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

C. EOC Objectives

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

Management Objectives

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

Coordination Objectives

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

III. Findings

A. Practices to Sustain

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

1. Level I EOC Activation Policies and Procedures

EMD has developed a set of policies and procedures for EOC Level I activations. During Level I activations, the EOC is staffed by an EMD Duty Officer and Duty Team members. A system of primary and back-up Duty Officers and Duty Teams ensures sufficient depth of coverage for key positions such as EOC Director, Planning and Intelligence Section Coordinator and Situation Status Unit Leader as well as support positions such as Documentation Unit Leader, Management Staff Support and Public Information Officer. Typical Level I staffing requires that these six (6) positions are filled.

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

2. Advanced Event EOC Coordination Planning Process

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

3. EMD Staffing of UCP Liaison Officer Position

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

B. Areas Requiring Improvement

There were no areas of improvement recommended for the EOC Level I process as related to this activation. One area of recommendation for improvement is related to the use of the NotifyLA system for an unrelated incident that occurred during the activation.

Continued and Routine Training of the City's NotifyLA System

During the Level I EOC Activation, LAPD staff from Real-Time Analysis and Critical Response (RACR) Division requested assistance with sending a notification through the NotifyLA system for an unrelated barricaded suspect incident in the San Fernando Valley. The Duty Officer and EOC support staff provided assistance. As a result of implementing a new mass notification system, the message delivery to the targeted area was delayed three-five minutes. Fortunately, the delayed messaged notification did not have any impact on the incident outcome or the local residents. The incident closed without any additional issues related to the NotifyLA notification.

IV. Conclusion

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

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

The following matrix identifies one specific recommended corrective action.

V. Armenian March EOC Activation Corrective Action Plan (Improvement Plan Matrix)

Required Improvement	Corrective Action	Lead Agency	Timeframe	Resources Required
Continue enhancement of the NotifyLA training for all EMD staff and LAPD authorized users.	Develop a comprehensive user manual and quick reference guide to outline the action items needed to complete a mass notification alert.	EMD	Completed	EMD staff resources, Nixle staff, and LAPD staff.