

AGENDA
EMERGENCY MANAGEMENT COMMITTEE
Wednesday, July 11, 2018, 9:00 a.m.
Media Center Room, Emergency Operations Center
500 E. Temple Street, Los Angeles, CA 90012

- I. Call to Order, Introductions, Approval of Minutes**
- II. Subcommittee Reports and Planning Teams**
 - Budget – Ellen Linaac
 - Community Preparedness & Engagement – Carol Parks
 - Disabilities and Access and Functional Needs – Robbie Spears
 - Human Resources – Bobbi Jacobsen
 - Planning – Larry Meyerhofer
 - Operations – Chris Ipsen
 - Shelter and Welfare – Jimmy Kim
 - Training / Exercises – Gary Singer
 - Others
- III. POTUS Visit Emergency Operations Center Activation After Action Report**
– Carol Parks
- IV. One Concern Presentation** – Debbie Weiser
- V. Old / New Business**
- VI. Adjournment**

EMC meeting information is available on the Emergency Management Department website at <http://emergency.lacity.org/> - Click on About EMD, then Emergency Management Committee.

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) 484-4800.

CITY OF LOS ANGELES

INTER-DEPARTMENTAL CORRESPONDENCE



Date: July 2, 2018

To: Rob Freeman, Chair
Emergency Management Committee
Emergency Management Committee Members

From: Carol Parks, Community Preparedness & Engagement Division Chief
Emergency Management Department

Subject: **POTUS VISIT EMERGENCY OPERATIONS CENTER ACTIVATION AFTER ACTION REPORT/CORRECTIVE ACTION PLAN**

Recommendation

That the Emergency Management Committee (EMC) approve the attached POTUS Visit 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 visit of the President of the United States on Tuesday, March 13, 2018.

EMD consulted with the Los Angeles Police Department, the Los Angeles Fire Department and the Office of the Mayor prior to the arrival of the POTUS and determined that it would be beneficial to adopt a lean-forward stance, warranting at minimum 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 incidents or other unrelated activities occurring in the city during and immediately following the conclusion of the POTUS' visit.

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: After Action Report/Corrective Action Plan, March 2018 POTUS Visit



**After Action Report/Corrective Action Plan
March 2018 POTUS Visit
EOC Activation**

March 13, 2018



TABLE OF CONTENTS

I.	Executive Summary	4
	A. Statement of Purpose	4
	B. Event Name	4
	C. Event Date	4
	D. Event Location	4
	E. EOC Activation Duration	4
	F. EOC Activation Lead Agency	4
	G. EOC Activation Level	4
	H. EOC Activation Participating Agency	5
	I. EOC Activation Chronology	5
II.	Synopsis	6
	A. Major Developments	6
	B. Core Capabilities	7
	C. EOC Objectives	7
III.	Findings	7
	A. Practices to Sustain	7
	B. Area Requiring Improvement	9
IV.	Conclusion	9
V.	Improvement Plan Matrix	9

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 with analyzing 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

Visit by the President of the United States (POTUS)

C. Event Date

Tuesday, March 13, 2018

D. Event Location

Downtown/Citywide

E. EOC Activation Duration

Tuesday, March 13, 0600 hours – 2130 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), 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 POTUS' visit; 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:

- Ensure the safe movement of the POTUS.
- Provide crowd management, and if necessary, crowd control measures.
- Deploy law enforcement resources to deter criminal activity or protest groups.
- Provide Basic and Advanced Life Support treatment and transportation.

The activation of the EOC occurred at 0600 hours on March 13, 2018. The EOC was activated at Level I. The EOC was deactivated for this event at 2130 hours on March 13, 2018. Staffing for this activation included EMD staff. Other City response and support agencies performed field response and UCP duties.

EMD's staffed the following EOC positions:

- EOC Director
- Planning and Intelligence Section Coordinator
- Situation Analysis Unit Lead
- Agency Representative (at the UCP)

The Planning and Intelligence Section created an EOC Coordination Plan that was developed during several of the EOC Operational Periods. The POTUS Visit 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 Agency Rep position at the POTUS Visit UCP, located at LAFD Frank Hotchkin Memorial Training Center, 1700 Stadium Way, LA 90012. This Agency Rep provided the EOC with regular status briefings based on information received at the UCP briefings and planning meetings.

Planning Meetings

EMD attended Event Action Planning meetings with LAFD and LAPD and based initial objectives on the UCP Event Action Plan. The Planning and Intelligence Section Coordinator

provided an updated situation report throughout the event and implemented the pre-established, advanced event EOC management and coordination objectives (See Section C – EOC 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 Agency Rep position in the UCP also provided the EOC with regular situation status updates on events within the city of Los Angeles.

Final Coordination and EOC Demobilization Meeting

The Planning and Intelligence Section Coordinator provided a final update on incident status.

The final EOC 909 report was approved and released on March 13th at 2130 hours with deactivation of the EOC at 2130 hours.

II. Synopsis

The EOC was activated on Tuesday, March 13, 2018 at 0600 hrs and was deactivated on March 13, 2018 at 2130 hours, to provide support to the POTUS Visit UCP located at the LAFD Frank Hotchkin Memorial Training Center. 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 for the following positions: EOC Director, Planning and Intelligence Section Coordinator, Situation Status Unit Leader, and Agency Rep. EMD personnel maintained regular communications with LAFD and LAPD's DOCs and the UCP through the Agency Rep. This representative 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 maintained communication with the LAPD DOC and UCP. At approximately 2200, after the POTUS' visit was concluded, the EOC contacted the DOC and were informed that no civil disturbances or incidents of concern had occurred, and that the DOC would deactivate within an hour. The EOC Director decided to deactivate the EOC at 2131 HRS.

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 C below. 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 the field, DOC, EOC, media and social media sources. The Planning & Intelligence Section

maintained situational awareness, coordinated the assembling of EOC 909 reports, set meeting agendas and facilitated all meetings conducted in the EOC Management Room.

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

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 City UCP and the EOC.
- Provide support to the UCP in the event citywide emergency services are required.
- Gather information and intelligence from appropriate resources.
- Monitor and be ready to initiate EOC activation to Level II or III if needed.

Coordination Objectives

- Maintain situational awareness regarding the POTUS' Visit and any impacts to the City.
- Facilitate policy direction as needed.
- Coordinate/share information with the UCP.
- 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 EMD staff. A system of primary and backup Duty Officers and EMD staff 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. In this scenario, only three (3) were 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. EMD staff worked to develop contingency staffing plans in case the activation level increased to a Level II. 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 staff.

4. Use of WebEOC for the EOC 909 Situation Report Process

Previous AARs identified further development of the EOC 909 Situation Report Process and the incorporation of WebEOC into Level I activations as an area requiring improvement. Specifically, previous AARs stated:

Familiarization with the WebEOC tool continues to be a challenge for EMD. The infrequency in which we are able to use the tool will undoubtedly inhibit us when we ultimately have to use it for Level II or III EOC activation. EMD should strive to use WebEOC for all EOC activations, including Level I's. If the tool is adequately configured, EMD should immediately begin using the tool for all future EOC Level I activations.

For this activation, EMD utilized WebEOC to complete the EOC 909 Situation Report Process. The process was a success as it not only provided EMD staff an opportunity to gain greater familiarity with the tool; it streamlined the EOC 909 Situation Report Process and would have enabled a seamless transition to a Level II if required.

B. Area Requiring Improvement

The following areas were reported as requiring improvement.

1. Continue to Incorporate WebEOC into Level I Activations

Familiarization with the WebEOC tool continues to be a challenge for EMD. The infrequency in which we use the tool will undoubtedly inhibit us when we ultimately have to use it for Level II or III EOC activations. EMD should continue to strive to use WebEOC for all EOC activations, including Level I's. Using WebEOC for Level I activations would also enable the seamless transition to Level II if the need arises.

IV. Conclusion

EMD continues to improve on staff efficiency and a 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. POTUS VISIT 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 to Incorporate WebEOC use into Level I EOC Activations	Continue using the WebEOC tool for all future EOC activations.	EMD	Immediate	Continued training on WebEOC use