

**AGENDA**  
**EMERGENCY MANAGEMENT COMMITTEE**  
**Wednesday, April 1, 2009, 9:00 a.m.**  
**EOB Room, P- 4 Level, City Hall East**

**I. Call to Order, Introductions, Approval of Minutes**

**II. Subcommittee Reports and Planning Teams**

- Budget – Mayra Puchalski
- Community Preparedness – Larry Meyerhofer
- Fire / Life Safety – Richard Wuerth
- Human Resources – Arnie Surmenian
- Information Technology – Joyce Edson
- Logistics – Joon Lee
- Operations – Rob Freeman
- Planning – Eric Baumgardner
- Shelter and Welfare – Kevin Regan
- Training / Exercises– Quentin Frazier
- Others

**III. Employee / Family Catastrophic Disaster Reunification Telephonic Communication Plan – Kamton Joe**

**IV. Marek-Sesnon Fires Emergency Operations Center Activation After Action / Corrective Action Report – Rob Freeman**

**V. New Emergency Operations Center (Prop Q) – Rob Freeman**

**VI. Citywide Status of Homeland Security Grants – Laura Shin / Freya Robayo**

**VII. Old / New Business**

**VIII. Adjournment**

Refreshments to be provided by the Department of Public Works.

**EMC MEETING INFORMATION IS AVAILABLE ON THE EMERGENCY MANAGEMENT DEPARTMENT WEBSITE AT [www.lacity.org/emd](http://www.lacity.org/emd) - CLICK ON Emergency Operations Organization, then EMC.**

If you would like to be added to the EMC email distribution list, please send an email to [wendy.hwang@lacity.org](mailto:wendy.hwang@lacity.org) or contact Wendy Hwang at (213) 978-0544.

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

Date: March 25, 2009

To: Anna Burton, Chair  
Emergency Management Committee

Emergency Management Committee Members

From: Rob Freeman, Operations Division Chief  
Emergency Management Department

Subject: **MAREK SESNON FIRE EMERGENCY OPERATIONS CENTER (EOC)  
ACTIVATION AFTER ACTION / CORRECTIVE ACTION REPORT**

Recommendation

That the Emergency Management Committee (EMC) approve and forward to the Emergency Operations Board (EOB) for approval the attached After-Action/Corrective-Action report regarding the Marek Sesnon Fire Emergency Operations Center (EOC) Activation.

Executive Summary

Pursuant to terms of the City's Emergency Operations Master Plan and Procedures (Master Plan), the City's Emergency Management Department (EMD) is responsible for preparing an After-Action / Corrective Action Report for each activation of the City's EOC. At the request of the Los Angeles Fire Department and EMD, the City's EOC was activated on October 13, 2008 in order to support the Unified Command structure. The EOC provided multi-agency coordination of information and available resources. The attached After-Action/Corrective Action report provides an overview of the activation including specific recommendations for improvements in procedures.

EMD requested and received individual reports from each of the affected EOC response agencies. The attached report represents a summarization of those comments as well as suggestions offered by the EMC Operations Subcommittee. EMD will be the lead agency for implementing and tracking the recommended corrective actions in accordance with requirements of the National Incident Management System (NIMS). Questions regarding this report can be directed to me at [rob.freeman@lacity.org](mailto:rob.freeman@lacity.org) or 213 978-0590.

Attachment

- DRAFT -



**After Action/Corrective Action Report  
October 13-15, 2008  
Marek Sesnon Fires  
EOC Activation**

**March 25, 2009**



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## **I. Executive Summary**

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

Homeland security preparedness involves a cycle of outreach, planning, capability development, training, exercising, actual responses to events both planned and unplanned, evaluation, and improvement. The Emergency Management Department (EMD) is responsible for preparing a formal After Action Report/Corrective Action Report (AAR/CAR) following all activations of the City's Emergency Operations Center (EOC) in accordance with the National Incident Management System (NIMS). AAR/CARs are intended to assist the City of Los Angeles Emergency Operations Organization (EOO) analyze its EOC activation, staffing and management processes in order to document the following:

- Practices to sustain and build upon
- Practices to improve
- Recommended corrective actions and improvement plan

The AAR/CAR should be viewed as suggestions for improving the effectiveness of future EOC activations. Recommended corrective actions identify steps to be taken and assign specific City agencies with responsibility for their coordination and implementation. Timetables are also established for implementation along with an assessment of required resources. Agencies must weigh the cost of implementation against the benefits in determining resource allocation. In some cases, agencies may determine the benefits of implementation are insufficient to outweigh the costs. In other cases, agencies may identify alternative solutions that are more effective. Each agency should review the recommendations and determine the most appropriate action and time needed for implementation.

### **B. Event Name**

Marek Sesnon Fire

### **C. Event Date(s)**

October 13-15, 2008

### **D. Event Location**

Urban-wild land fires that occurred in the Little Tujunga Canyon and Porter Ranch areas of the City. City of Los Angeles EOC activated (200 N. Main Street, P-4 Level, Los Angeles, CA 90012).

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

Two days. EOC activated at 0700 hours, Monday, October 13, 2008 and deactivated at 0900 hours, Wednesday, October 15, 2008.

## **F EOC Activation Lead Agency**

Los Angeles Fire Department (LAFD)

## **G. EOC Activation Level**

Level II (Level I, plus additional agencies as requested by EOC Director).

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

- Animal Services Department
- City Administrative Officer (CAO)
- City Attorney's Office
- Emergency Management Department (EMD)
- Fire Department (LAFD)
- Department of General Services (GSD)
- Information Technology Agency (ITA)
- Office of the Mayor
- Personnel Department
- Police Department (LAPD)
- Department of Public Works (PW) Board of Public Works
- Department of Public Works (PW) Bureau of Street Services
- Department of Recreation and Parks (RAP)
- Department of Transportation (DOT)
- Department of Water and Power (DWP)
- American Red Cross
- Los Angeles Unified School District (LAUSD)

## **I. EOC Activation Chronology**

On Sunday, October 12, 2008 at approximately 0158 hours, the Los Angeles City Fire Department responded to a wild land fire in the Little Tujunga area. The "Marek" fire spread to the Kagel Canyon and Lakeview Terrace areas as well. The Marek fire burned 4,824 acres, destroyed 43 structures and damaged another 10 buildings. A second blaze, the "Sesnon" fire, broke out on October 13, 2008 in the Porter Ranch area. The Sesnon Fire burned approximately 14,125 acres, destroyed 15 single family homes, 47 outbuildings and damaged another 6 buildings. The fires resulted in one fatality, a homeless man, and one injury to a firefighter.

The Marek and Sesnon Fires were managed in the field under Unified Command with Los Angeles City Fire Department, Los Angeles County Fire Department, US Forest Service, Los Angeles Police Department and Los Angeles County Sheriff's Office. Other valuable support agencies included Los Angeles City Department of Animal Services, Los Angeles City Department of Transportation, California Highway Patrol, Los Angeles County Animal Control, American Red Cross, Los Angeles City Department of Recreation and Parks, Los Angeles City Department of Water and Power, Los Angeles County Department of Parks and Recreation, and Los Angeles County Department of Public Health.

The City's Emergency Operations Center (EOC) was activated at a Level Two at approximately 0700 hours on Monday, October 13, 2008. Representatives from the City agencies listed above were contacted to send responders to the EOC. The EOC remained operational until 0900 hours on Wednesday, October 15, 2008.

An initial EOC incident command system organization was developed to support the Unified Command structure established in the field. All EOC Sections were staffed (Management, Operations, Planning, Logistics, Finance and Administration). The Operations Section activated the following branches: Law, Fire, Mass Care, Public Works, Transportation, and Utilities.

An initial EOC action plan was developed at 1200 hours which indicated that the Marek Fire had consumed approx. 5,000 acres and was only 5% contained. The Sesnon Fire had consumed approx. 2,000 acres and no figure for containment was reported. For the Marek Fire, mandatory evacuations were put in place for the areas within Olive View Hospital to the west, the 210 Freeway to the South and Lopez Canyon to the East. For the Sesnon Fire, mandatory evacuations were put in place for the areas of Box Canyon, Woolsey Canyon, Lake Manor, Twin Lakes, Daton Canyon and Brown Canyon. Shelter locations were established at Sylmar High School, San Fernando High School, and Shepherd of the Hills Church. Animal Services coordinated the use of Mission Shelter to handle small animals evacuated in the Marek Fire, West Valley Animal Shelter for handling of small animal evacuations for the Sesnon Fire and the Hansen Dam Equestrian Center and Pierce College for horses and larger animals. The fire began in Sylmar and was moving rapidly in a west-southwest direction impacting the 210 and 5 freeways. Five thousand (5,000) individuals were evacuated; three (3) initial evacuation/shelter sites were established (Sylmar HS, San Fernando HS and Kennedy HS). Olive View Hospital sheltered in place. Large animal evacuation sites were established at Hansen Dam and Pierce College. Several streets and freeways were closed by LADOT and CHP (Topanga Canyon Boulevard northbound at Chatsworth Avenue; DeSoto Avenue northbound at Rinaldi Street; Corbin Avenue northbound at Porter Ranch Drive; Mason Avenue northbound at Celtic Street; Mason Avenue northbound at Corbin Street; 118 Freeway in both directions between Reseda Boulevard and Yosemite Avenue)

Initial EOC objectives were developed as follows:

1. Obtain a declaration of local emergency (Finance and Admin Section).
2. Maintain and enhance situational awareness (Planning Section).
3. Anticipate logistical needs and maintain resource status information (Logistics Section and Planning Section).
4. Establish an emergency public information plan with a public hotline, updated LAFD website and regular media advisories. (PIO)
5. Establish a traffic plan with focus on northern end of San Fernando Valley (Operations Section – Transportation Branch).
6. Continue support of fire suppression efforts (Operations Section and Logistics Section)
7. Continue support of evacuation and sheltering efforts in northern San Fernando Valley (Operations Section – Law Branch, Fire Branch, Transportation Branch).

At 1400 hours this action plan was updated to include direction to maintain a level two activation of the EOC and to develop an Action Plan for the B Watch.

At 1530 hours a media release was issued by Mayor Villaraigosa detailing traffic information, and the location of evacuation centers, shelters and animal shelters.

An EOC Action Plan for the Operational Period 10/13/08, 1800 hours to 10/14/08 0600 hours was developed. The plan maintained the same objectives as the previous action plan. An update to the plan was issued on 10/14/08 at 0454 hours. The situation status report indicated that there had been damage to the Lopez Canyon Landfill facility. An approved traffic plan had been given to PIOs and was posted on the City's Update LA website. LADWP reported six area outages and 26 single customer outages affecting approx. 1750 customers. None were fire related. Animal Services continued coordination of animal shelter facilities at Mission Animal Shelter, West Valley Shelter and Shepherd of the Hills. Contingency plans were developed by the Law Branch for additional evacuations and deployment of additional law enforcement resources to support that mission should weather conditions (wind) dictate. Logistics Section reported that meals were provided to LAPD field responders as well as EOC personnel.

The following revised EOC Action Plan objectives were issued on 10/13/08 at 1900 hours:

1. Continue to develop a traffic plan to implement prior to morning rush hour traffic.
2. Plan and prepare for additional evacuations and have appropriate agencies coordinate to identify new evacuation sites as fires spread.
3. Continue to insure that proper information management protocols are complied with and implemented.
4. All information released to the media must be processed through the EOC PIO and Mayor's Office
5. Issue a new press release with updated information.
6. Complete drafting of local declaration of emergency.
7. Update the 800 helpline and have 311 operators directly transfer to the helpline any fire related calls.
8. Continue to evaluate logistics needs for sheltering and evacuation.

The following updated objectives were issued on 10/13/08 at 2300 hours:

1. Canoga Park High School opened as a shelter site at 2015 hours to support Sesnon Fire evacuees.
2. Complete traffic plan and disseminate to PIO by 0330 hours, 10/14/08.
3. Continue to support additional evacuation and shelter efforts with the Marek Fire.
4. Additional equestrian animal shelter opened at the Peter J. Pitchess Honor Farm.
5. The 800 helpline has been updated with new recorded information and 311 operations is directly connecting callers as requested.
6. State of Emergency declared by the Governor.

The following updated objectives were issued on 10/14/08 at 0300 hours:

1. Complete traffic plan and disseminate to PIO by 0330 hours, 10/14/08

2. EOC PIO and Mayor's staff need to know number of damaged structures and locations by Mayor's 0930 press conference.
3. School and road closure information is being compiled and will be available on the LAFD website.
4. No street closures for Sesnon Fire.
5. Anticipated severity of wind storm has not materialized. Predictions of increasing wind speeds are forecast. LAPD directed to prepare contingency plan in case wind conditions merit additional evacuations.

The following updated objectives were issued on 10/14/08 at 0800 hours:

1. Review current objectives for all sections.
2. Support fire suppression efforts (Operations Section/Logistics Section).
3. Maintain and update situational awareness (Planning Section/Operations Section).
4. Monitor resource status (Planning Section/Logistics Section).
5. Support evacuation efforts (Operations Section/Logistics Section)
6. Continue to insure an effective, proactive public information management process (PIO/Management Section) – 0930 media briefing – Governor and Mayor – Burbank, CA.
7. Complete a revised traffic plan by noon (Operations Section/Transportation Branch).
8. Support mass care/shelter management – produce a consolidated report for management (Operations Section/Mass Care Branch).
9. Review EOC ICS organization staffing level in anticipation of B Watch (all sections) – possibility of standing down/deactivation at 1800 hours.
10. Compile damage assessment data (Operations Section/Fire Branch).

The following situation status update was issued on 10/14/08 at 1500 hours

Marek Fire has consumed 4,700 acres. 1 firefighter injury, 1 fatality (homeless person). ICP located at Osborne and the 210 Freeway (Hansen Dam Recreation Center). Staging area located at El Cariso Park.

Sesnon Fire has consumed 10,000 acres. 19 structures destroyed; 6 damaged. ICP located at Janss and the 23 Freeway (Conejo Creek Park). Staging and base are same as ICP location. 1 fatality (fire related traffic collision).

Shelter operations continue at Shepherd of the Hills Church, San Fernando High School, Canoga Park High School, Palisades Senior High School, Sinaloa Middle School.

Animal shelters continue at Mission Animal Shelter and West Valley Animal Shelter. Large animal shelter operations continue at Ventura County Fairgrounds, Los Angeles Pierce College and Hanson Dam.

The following areas remain subject to evacuation:

- Renaissance Tract, Santa Susana, Twin Lakes

- Area bounded by West Orcutt - Lease Trail, East Balboa, South Sesnon, North Sulpher Springs Trail
- Area bounded by North Kirkcolm, East Porter Ridge Park, South Reseda @ Eddleston, West Reseda @Kirkcolm
- Area bounded by West Porter Ridge Park, North Sesnon, East Balboa, South Reseda @ Eddleston
- Area bounded by West Tampa, East Porter Ridge Park, North Los Angeles County Line, South Reseda @ Eddleston

The following EOC Action Plan objectives were issued for the B Watch Operational Period 10/14/08 1800 hours through 10/15/08 0600 hours:

1. Continue to support fire suppression efforts.
2. Continue to maintain situational awareness via WebEOC and other sources of information.
3. Monitor and support evacuations efforts.
4. Coordinate mass care and shelter operations.
5. Monitor damage assessment information collected by LAFD and Building and Safety.
6. Coordinate emergency public information process including maintenance of 1-800 line.
7. Determine scope of A Watch EOC activation level; identify staff required to report at 0600 hours and advise them accordingly by 0300 hours.

The EOC activation level was reduced to a Level 1 as of 1800 hours, 10/14/08. Some staff were released at 2400 hours; other staff were placed on call over night.

The following revised objectives were issued on 10/15/08 at 0530 hours:

1. Review current objectives (all sections).
2. Support fire suppression efforts (Operations Section/Logistics Section).
3. Maintain and update situational awareness (Planning Section/Operations Section).
4. Monitor resource status (Planning Section/Logistics Section).
5. Support evacuations efforts (Operations Section/Logistics Section).
6. Continue to insure an effective, proactive public information management process (PIO/Management Section).
7. Complete a revised traffic plan by 0400 hours (Operations Section/Law Branch/PIO).
8. Support mass care and shelter management; produce a consolidated report for management (Operations Section/Mass Care Branch).
9. Review EOC ICS organization staffing level.

The following Operational Objectives were issued on 10/15/08 at 0530 hours:

1. Continue to support fire suppression efforts.
2. Continue to maintain situational awareness via WebEOC and other sources of information.

3. Monitor and support evacuation efforts.
4. Coordinate care and shelter operations.
5. Monitor damage assessment information collected by LAFD and Building and Safety.
6. Coordinated emergency public information process, including maintenance of 1-800 line (PIOs released at 2400 hours to return at 0600 for A Watch)
7. Distribute traffic plan and revise as needed. Traffic plan updated as of 0330 hours.
8. Distribute school closure information as developed by B Watch and insure updated information is given to Mayor's PIO every 3 hours.
9. Determine scope of A Watch activation level, identify staff required to report at 0600 hours and advise them accordingly by 0300 hours.

The City's EOC was deactivated at 0900 hours on 10/15/08.

## **J. Synopsis**

The EOC was activated to provide support to the field response by the Los Angeles City Fire Department and other support agencies, coordinate available resources, public evacuation, mass care and sheltering, emergency public information and the beginning of recovery efforts. The decision to activate the EOC was made jointly by EMD and LAFD in coordination with the Mayor's Office and LAPD. LAFD served as Director of the EOC under unified coordination with EMD and LAPD providing Deputy Directors. This model mirrors and supports the Unified Command system used in the field.

The EOC was organized according to Incident Command System (ICS) and federal Emergency Support Functions. Sections were staffed for Management, Operations, Planning, Logistics and Finance and Operations. ICS Branches within Operations were established for Law, Fire, Mass Care, Public Works, Transportation, and Utilities. This branch structure mirrored the support functions and branches established in the field.

The Management Section provided overall leadership of the EOC organization and the process of management by objectives. EMD has developed a new "EOC Process Planning P" which was used for the first time in an actual event. The process enabled the Management Section to develop better action plans than in previous activations but many responders were still unfamiliar with or new to these processes. Management coordinated the EOC's emergency public information process as well as liaison with other jurisdictions including the County of Los Angles and state of California Office of Emergency Services

The Planning Section collected, analyzed and disseminated information from field, Department Operations Center (DOC), EOC and media sources. They maintained situational awareness of the incident and resources. The Planning Section Coordinator led the Action Planning meetings and other preliminary meetings and developed the written EOC Action Plans that were approved by the EOC Director. Planning also produced maps through their GIS Section. Planning coordinated the use of WebEOC incident management software for situation status, resource status, tracking and ordering, and chronological logs of each EOC responder's activities.

The Operations Section consisted of Branches as already defined. Most of the EOC Action Plan objectives supported the field activities of those branches in terms of establishing and maintaining good situational awareness and resource coordination. Specifically, monitoring the

status of the fires, fire suppression and rescue activities within the Fire Branch. Supporting the evacuation and public safety missions of the Law Branch. Coordinating public shelter and animal control issues of the Mass Care Branch. Coordinating traffic control and street closure missions of the Transportation Branch. Coordinating inspection activities of the Damage Assessment Branch. Coordinating debris removal and support missions of the Public Works Branch. The Utilities Branch monitored the status of the City's power and water systems

The Logistics Section provided resources to the incident that branches were unable to obtain through their own supply chains at the field level. Logistics coordinated resource requests via WebEOC and resources were provided via City warehouses, other City departments, and procurement through the Logistics Supply Unit. Difficult resource requests were assigned to Logistics Section units who were able to effectively locate and provide the resource. City warehouses were kept open. The Logistics Section also provided meals for the EOC responders as well as additional LAPD DOC staff that were present as a result of the EOC activation.

The Finance and Administration Section tracked costs, monitored potential impact on the General Fund, coordinated the Declaration of Local Emergency, and began collection of preliminary damage assessment information.

As field responders concluded fire suppression, rescue, evacuation and sheltering missions, a decision was made at 0900 hours on Wednesday, October 15, 2008 to deactivate the EOC.

## **II. Findings**

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

1. The EOC was able to support the needs of the incident through a coordinated City response.
2. The EOC was able to provide the Mayor's Office staff and with real time incident information.
3. The EOC was able to provide real time incident information to other City departments who had the need for situational awareness in order to make operational decisions.
4. EOC activation via the City's 3-1-1 Call Center was successful.
5. All EOC sections worked together in a cooperative environment to address needs and issues.
6. Management meetings using the "Planning P" were held promptly and were focused and concise.
7. The Incident Command System (ICS) was used effectively in EOC operations; the City demonstrated compliance with the National Incident Management System (NIMS).

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

1. Situational awareness in the EOC and DOCs needs to be improved and better maintained; information coordination and sharing was slow.
2. EOC needs to be able to generate (rapidly) a usable organization chart.
3. EOC responders did not follow resource request procedures of the Citywide Logistics Plan.

4. The current EOC feeding policy was not followed which created confusion.
5. EOC responders need additional WebEOC training.
6. EOC responders should wear vests to identify their ICS function.
7. EOC responders need to report donated resources to the Logistics Section.
8. Department on Disability role in the EOC as a responder needs to be clarified. City needs to include DOD as a requested response agency for level one and two activations to assist with Mass Care Branch missions and insure the City meets the needs of people with disabilities.
9. EOC should formalize deactivation procedures and protocols.
10. ITA staff assigned to the Geographic Information Systems (GIS) Unit lack the skill set to complete missions as rapidly as Planning Section Coordinator requires. Recommend consider transferring the function to the Department of Public Works.
11. All Public Works Bureaus need to be notified when EOC is activated, even those not required to respond.
12. Additional training is needed on the Planning P. All EOC responders need to be trained in the process.

### **III. Conclusion**

The Marek Sesnon Fires activation occurred in the middle of the City's efforts to institute new planning and management procedures in the EOC. Some of the management functions such as development of action plans and good situational awareness will benefit from greater familiarity with the new processes. Several response departments commented on the need for additional training in these processes as well as use of WebEOC software. Efforts to provide improved training in these areas are already underway.

Overall multi-agency coordination was effective. The EOC Operations Section was developed to support field activities. Branches were staffed in the EOC to match those active in the field. Fire and Law Branches were very active in terms of supporting fire suppression, rescue and evacuation missions. The EOC Mass Care Branch has become a very effective coordination point for City-wide sheltering, animal services and other human care issues. Yet, despite these successes much work remains to be done to insure that all citizens affected by a disaster, especially those with disabilities, are included in our mass care and assistance planning, response and recovery efforts.

The Logistics Section worked effectively to support resource needs at the field level. But improvements are still needed in terms of utilization of the recently completed Citywide Logistics Plan and approved EOC feeding policies. Additionally, EOC responders need more training on specific resource requesting and tracking procedures.

This after action – corrective action report was prepared concurrently with those for the Sayre Fire. Many of the corrective actions approved in the Sayre Fire AAR/CAR already address the corrective actions recommended by responders in this report. For more information please refer to the Sayre Fire EOC Activation After Action – Corrective Action Report.

**IV. 10/13/08-10/15/09 Marek Sesnon Fires EOC Activation Improvement Plan - Recommended Corrective Actions**

<b>No.</b>	<b>Required Improvement</b>	<b>Corrective Action</b>	<b>Lead Agency</b>	<b>Timetable</b>	<b>Resources Required</b>
1	Improve situational awareness in the EOC and DOCS.	Develop improved situational awareness protocols and procedures for multi-agency coordination	EMD, Earthquake Caucus Task Force	90 days	Existing EMD and EQ Caucus Sit Awareness Task Force
2	Improve EOC organization chart building capability	Already completed by ITA	ITA and EMD	Complete	N/A
3	EOC responders to follow procedures of Citywide Logistics Plan	Develop and conduct training programs on Logistics Plan	EMD and GSD	90 days	Existing EMD and GSD staff
4	EOC responders to follow EOC feeding policy	Issue bulletin reminding EOC responders of policy and insure enforcement during activations	EMD and GSD	60 days	Existing EMD and GSD staff
5	EOC responders need additional training on WebEOC	Provide additional WebEOC training	EMD	60 days	Existing EMD staff
6	EOC responders need better identification of their function	Require EOC responders to wear color coded vests with id placards – Completed and in use	EMD	Complete	N/A
7	EOC responders need to report donated resources to Logistics	Include procedures in section specific training for Logistics	EMD	120 days	EMD and contractor resources as available
8	EOC role for Department of Disability is not clear or functional	Clarify EOC response role of Department on Disability and develop specific missions and tasks – Already underway	EMD and DOD	Underway	Existing DOD and EMD staff
9	Formal deactivation procedures not enforced	Include procedures in current training – Already underway	EMD	Underway	Existing EMD staff
10	ITA staff assigned to GIS Unit not qualified to perform functions	Reassign GIS duties to Public Works Department. Action already completed	EMD and PW	Complete	N/A
11	Not all Public Works Bureaus are notified of EOC activations	Policy already changed to insure complete notification	EMD	Complete	N/A
12	Not all responders familiar with Planning P	Continue ongoing training on EOC process	EMD	Ongoing	Existing EMD staff