

**AGENDA**  
**EMERGENCY MANAGEMENT COMMITTEE**  
**Wednesday, November 5, 2014, 9:00 a.m.**  
**Media Center Room, Emergency Operations Center**  
**500 E. Temple Street, Los Angeles, CA 90012**

- I. Call to Order, Introductions, Approval of Minutes**
- II. Subcommittee Reports and Planning Teams**
  - Budget – Bruce Aoki
  - Community Preparedness – Larry Meyerhofer
  - Disabilities and Access and Functional Needs – Paul Hernandez
  - Human Resources – Arnie Surmenian
  - Information Technology – Joyce Edson
  - Local Hazard Mitigation Planning – Gabriela Noriega
  - Logistics – Eric Robles
  - Operations – Rob Freeman
  - Planning – Michelle Riebeling
  - Shelter and Welfare – Brian Lam
  - Training / Exercises– Quentin Frazier
  - Others
- III. Los Angeles Kings 2014 Victory Parade Emergency Operations Center Activation After Action Report/Corrective Action Plan – Rob Freeman**
- IV. 2015 Special Olympics – Sean Malinowski/Al Poirier**
- V. Annual Emergency Management Workshop – Chris Ipsen**
- VI. Annual Emergency Operations Center Exercise – Quentin Frazier**
- VII. Old / New Business**
- VIII. Adjournment**

EMC meeting information is available on the Emergency Management Department website at <http://emergency.lacity.org/> - Click on Emergency Operations Organization, then EMC. If you would like to be added to the EMC email distribution list, please subscribe via this link <http://emergency.lacity.org/ABOUTEMD/Subscription/index.htm>.

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

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



Date: October 29, 2014

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

From: Rob Freeman, Operations Division Chief  
Emergency Management Department

Subject: **LOS ANGELES KINGS 2014 VICTORY PARADE  
EMERGENCY OPERATIONS CENTER (EOC) ACTIVATION  
AFTER ACTION REPORT/CORRECTIVE ACTION PLAN**

Recommendation

That the Emergency Management Committee (EMC) approve the attached Los Angeles Kings 2014 Victory Parade 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 as a planned measure to provide effective Citywide coordination of information and resources for the Los Angeles Kings 2014 Victory Parade event on June 16, 2014. EMD consulted with LAPD, LAFD and the Mayor's Office during the pre-event planning and a joint decision was made to activate the EOC to Level I (EMD Lead). The EOC was activated to provide support to field response agencies and to ensure effective coordination and management of Citywide response should the event escalate.

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 Los Angeles Kings 2014 Victory Parade EOC Activation

October 29, 2014



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## **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/CARs are intended to assist the City of Los Angeles analyze its EOC activation, staffing and management processes in order to document the following:

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

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

### **B. Event Name**

Los Angeles Kings 2014 Victory Parade Emergency Operations Center (EOC) Activation

### **C. Event Date**

June 16, 2014

### **D. Event Location**

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

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

One (1) day: The EOC was activated at 0900 hours on Monday, June 16, 2014, and deactivated at 1700 hours Monday, June 16, 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. EOC Activation Chronology**

The EOC was activated as a planned measure to provide effective Citywide coordination of information and resources for the Los Angeles Kings National Hockey League (NHL) 2014 Championship Victory Parade event. EMD consulted with the Los Angeles Police Department (LAPD), Los Angeles Fire Department (LAFD), Los Angeles Department of Transportation (LADOT) and the Office of the Mayor. As part of the City's pre-event planning, a joint decision was made to activate the EOC at a Level I (EMD Lead) to support field response agencies and the Unified Command Post (UCP) and to ensure effective coordination and management of Citywide response should the event escalate. The following factors weighed into that decision:

- Approximately 25,000 people were expected to gather in downtown Los Angeles.
- Several major street closures were ordered per LAPD and LADOT
- Disruption of major traffic arteries and downtown businesses was anticipated.

The planned activation of the EOC took place at 0900 hours on June 16, 2014. Based on recommendations of LAPD, the EOC was activated at a Level I which requires staffing by an Emergency Management Department (EMD) Duty Officer and Duty Team. Other City response and support agencies performed field response and Unified Command Post (UCP) duties and were on call for EOC deployment should that be needed.

EMD's Duty Team staffed the following EOC positions:

- EOC Director
- Planning and Intelligence Section Coordinator
- Planning and Intelligence Section, Situation Status Unit Leader
- Planning and Intelligence Section, Documentation Unit Leader
- Public Information Officer

The Planning and Intelligence Section used an advanced EOC Coordination Plan that was developed by EMD Planning Unit in concert with the Duty Officer. The EOC Planning and Intelligence Section coordinated a scheduled series of management and coordination meetings using that advanced plan and coordination processes developed by EMD. This included regular situation briefings and status updates regarding key issues. Meetings were held as follows:

### **0900 hours – Initial Briefing and Coordination Meeting**

The Planning and Intelligence Section Coordinator briefed the EOC responders on the advance EOC Coordination Plan and the anticipated schedule of events which was taken from the Unified Command's Advanced Event Plan. EMD also staffed the Liaison Officer position in the Unified Command Post (UCP) located on the P-4 level of City Hall East. This Liaison Officer provided the EOC with regular status briefings based on their attendance at UCP briefings and planning meetings.

### **1100 hours – Planning Meeting**

The Planning and Intelligence Section Coordinator provided an updated situation report and implemented the following pre-established, advanced event EOC management and coordination objectives that were approved by the EOC Director. (See Section C – Objectives on page 5) An EOC Situation Report (EOC 909) was prepared which included current weather conditions, an incident summary, identification of possible life-safety issues, and other critical issues and information. The report was approved and issued at 1130 hours.

### **1230 hours – Coordination Meeting**

The Planning and Intelligence Section Coordinator provided an updated situation report and confirmed status of the established objectives. Specific updates were provided on the following street closures.

- Figueroa Street between 5<sup>th</sup> Street and Pico Blvd.
- 11<sup>th</sup> Street between Figueroa Street and Georgia Street
- Additional street closures deemed necessary by the Unified Command

The EOC maintained communications with LAPD DOC and the Transportation Department (LADOT) staff at the UCP regarding closure and opening of streets. The EMD Liaison Officer position in the UCP also provided the EOC with regular situation status updates on the event. An updated EOC 909 Situation Report was approved and issued at 1258 hours.

### **1430 hours – Coordination Meeting**

The Planning and Intelligence Section Coordinator provided an update on event status. No specific requests were directed to the EOC by the UCP or DOCs. The EOC continued to monitor the situation and prepared plans to deactivate as scheduled at 1700 hours. An updated EOC 909 Situation Report was approved and issued at 1500 hours

### **1600 hours – 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 or DOCs. The EOC continued to monitor the situation and prepared plans to deactivate as scheduled at 1700 hours. No significant incidents or unusual occurrences were reported. Final EOC 909 report was approved and issued at 1614 hours.

## **II. Synopsis**

The EOC was activated at 0900 hours to provide support to the Unified Command Post (UCP) set up in City Hall East (P4). The decision to activate the EOC was made jointly by EMD and LAPD in coordination with the Mayor's Office and LAFD.

This Level I activation was staffed by EMD personnel from our Duty Teams. 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 and the City's UCP. EMD assigned a Liaison Officer to work in the UCP. This position 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 planned victory parade event, associated street closures and pre-determined event timeline developed by the Unified Command and shared with EMD who attended the pre-event planning meeting. The parade proceeded as planned and scheduled without incident. The EOC was not tasked to provide any specific resources or services. All logistical needs were met through the Unified Command.

### **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. Management coordinated the EOC's emergency public information process with the Unified Command.

The Planning & Intelligence Section collected analyzed and disseminated information from field, Department Operations Center (DOC), EOC and media sources. The Section maintained situational awareness, coordinating the assembling of section situation reports, setting meeting agendas and facilitating all meetings conducted in the Management Room. Planning and Intelligence focused specifically on City's traffic situation and street closures, and monitoring the overall City footprint for other threats, disruptions, or impacts to City services.

Once the victory parade concluded, the UCP communicated initiation of demobilization planning, at 1700 hours the decision was made to deactivate the EOC. The EOC transitioned its operations to EMD Duty Officer status.

### **B. Core Capabilities**

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

- Intelligence and Information Gathering and Sharing
- Recognition of Indicators and Warnings

- EOC Management and Coordination Planning Processes including development of advanced event EOC coordination objectives
- Staffing a Liaison Officer position in 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 Department Operations Centers (DOCs) and the Los Angeles County Emergency Operations Center.
- 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 needs to be increased

#### Coordination Objectives

- Maintain situational awareness on the victory parade activities and any impacts to the City.
- Monitor media reports and coordinate public information related to May Day activities
- Provide mass care coordination in support of any field evacuations or incidents
- 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 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 these six 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 require 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 advance 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 ICPs, and development of an advanced event EOC Coordination Plan that is based on objectives of the field level Advanced Event Plan.

This process was used successfully for the Los Angeles Kings 2014 Victory Parade event and provided the EOC responders with a set of specific management and coordination objectives versus a generic set of standing objectives which had been the model. It is recommended that this practice be sustained.

## **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 (e.g., LAPD, LAFD, LADOT) and City support agencies such as the Department of General Services, the Department of Water and Power, the Bureau of Street Services, etc. This practice is especially valuable for level 1 EOC activation 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. Further Development of the EOC 909 Situation Report Process**

A key component of the established, successful Level 1 EOC Activation Process and Procedures has been the adoption and use of the EOC 909 form for standardized Situation Status Reporting. This form is used in all levels of EOC activation and can be used in a condensed format for Level 1 events such as the Kings Victory Parade. While this process has become standard for Level 1 events, it is recommend that the EMD EOC Task Force continue to refine and further develop this process to ensure effective information flow, management and distribution. 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 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.

As with the 2014 May Day event, the level 1 activation for the Kings Victory Parade demonstrated the benefits of this staffing model and information gathering/sharing process. 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 specific recommended corrective actions.

**V. Los Angeles Kings 2014 Victory Parade EOC Activation Corrective Action Plan**

<b>No.</b>	<b>Required Improvement</b>	<b>Corrective Action</b>	<b>Lead Agency</b>	<b>Timetable</b>	<b>Resources Required</b>
1	Further Develop the EOC 909 Situation Report Process	Continue to refine and further develop this process to ensure effective information flow, management and distribution.	EMD EOC Task Force	90 days	Existing EMD staff resources, EOC Task Force, and key department representatives as needed