

**AGENDA**  
City of Los Angeles  
EMERGENCY OPERATIONS BOARD

**REGULAR MEETING**

Tuesday, May 16, 2017  
2:00 P.M.

Media Center Conference Room  
Emergency Operations Center  
500 E. Temple Street, Los Angeles, CA 90012

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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 March 21, 2017 Minutes
  - II. Action Item
    - A. 2017 Presidential Inauguration and Adverse Weather 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 (EMC), approve the attached 2017 Presidential Inauguration and Adverse Weather Emergency Operations Center Activation After Action Report/Corrective Action Plan and forward to the Mayor for transmittal to the City Council.
- III. Information Items
    - A. 2017 May Day Emergency Operations Center Activation – Rob Freeman
    - B. City of Los Angeles Local Hazard Mitigation Plan Update – Carol Parks
    - C. Other Announcement – Board Members
  - IV. Presentations (as requested)
  - V. Public Comment Period
  - VI. Adjournment

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

CITY OF LOS ANGELES  
INTER-DEPARTMENTAL CORRESPONDENCE



Date: May 9, 2017

To: Charlie Beck, Chief of Police  
Chair, Emergency Operations Board

Emergency Operations Board Members

From: Rob Freeman, Executive Assistant *RF*  
Emergency Operations Board  
Emergency Management Department

Subject: **2017 PRESIDENTIAL INAUGURATION AND ADVERSE WEATHER  
EMERGENCY OPERATIONS CENTER ACTIVATION AFTER ACTION  
REPORT/CORRECTIVE ACTION PLAN**

Recommendation

That the Emergency Operations Board (EOB), as recommended by the Emergency Management Committee (EMC) at its meeting of April 5, 2017, approve the attached 2017 Presidential Inauguration and Adverse Weather Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan (AAR/CAP) and forward to the Mayor for transmittal to the City Council.

Executive Summary

The EOC was activated to provide effective citywide coordination of information and to support the Unified Command Post for the Friday, January 20, 2017, Presidential Inauguration and the subsequent adverse weather event.

EMD consulted with the Los Angeles Police Department, the Los Angeles Fire Department and the Office of the Mayor prior to the Presidential Inauguration and Weather event and determined that, at a minimum, these events 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 inauguration related incidents or other unrelated activities occurring in the City during the hours of the Presidential Inauguration and Adverse Weather event.

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, 2017 Presidential Inauguration and Adverse Weather EOC Activation



After Action Report/Corrective Action Plan  
2017 PRESIDENTIAL INAUGURATION/  
ADVERSE WEATHER EVENT  
EOC Activation

January 20, 2017 – January 22, 2017



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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/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**

2017 Presidential Inauguration and Adverse Weather

### **C. Event Date**

Friday, January 20 – Monday, January 23, 2017

### **D. Event Location**

Citywide

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

Friday, January 20, 0600 hours – Monday, January 23, 1200 hours

### **F. EOC Activation Lead Agency**

EMD

### **G. EOC Activation Level**

Level I (EMD Lead)

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

EMD and Public Works

## **I. EOC Activation Chronology**

The EOC was activated to ensure information sharing was maintained between the EOC and the Unified Command Post, 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 Presidential Inauguration and Adverse Weather; 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 and protestors.
- 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.
- Monitor citywide adverse weather events.

The activation of the EOC occurred at 0600 hours on January 20, 2017. The EOC was activated at Level I. The EOC was deactivated for this event at 1200 hours on January 23, 2017. 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
- Public Information Officer
- Situation Analysis Unit Leader
- Documentation Unit Leader

The Planning and Intelligence Section created an EOC Coordination Plan that was developed during several of the EOC Operational Periods. The Presidential Inauguration Unified Command staff consisted of LAFD, LAPD, and DOT. EMD staff attended all planning meetings for this event. There was not a Unified Command Post established for the adverse weather 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 Presidential Inauguration UCP located in the EMD Media Center (500 E. Temple Street). This Liaison Officer provided the EOC with regular status briefings based on information received at the 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 – 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 Liaison Officer position in the UCP also provided the EOC with regular situation status updates on the various incidents across the City.

## **Final Coordination and EOC Demobilization Meeting**

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

Final EOC 909 report was approved and released on January 23 at 1200 hours with demobilization of the EOC at 1200 hours.

## **II. Synopsis**

The EOC was activated on Friday, January 20, 2017, at 0600 hours, and was deactivated on January 23, 2017 at 1200 hours, to provide support to the Presidential Inauguration UCP 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 requires (at minimum) staffing of the EOC Director, Planning and Intelligence Section Coordinator, Situation Status Unit Leader, Documentation Unit Leader, and Public Information Officer positions. EMD personnel maintained regular communications with LAFD and LAPD's DOCs 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 protestors associated with Presidential Inauguration and the events associated with the adverse weather event. This monitoring included mitigating traffic problems, coordinating shelter operations, and monitoring storm damage.

### **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 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 the field, DOC, EOC, media and social media sources. The Planning & Intelligence Section maintained situational awareness, coordinating the assembling of EOC 909 reports, setting meeting agendas and facilitating all meetings conducted in the EOC Management Room.

The Planning and Intelligence Section focused specifically on the safety of the public, 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 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 Presidential Inauguration and adverse weather and any impacts to the City.
- Monitor media reports and coordinate public information related to the Presidential Inauguration and Adverse Weather.
- 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 EMD staff. A system of primary and back-up 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.

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.

## **B. Area 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 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.

### **2. Incorporate WebEOC into Level I Activations**

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. Using WebEOC for Level I activations would also enable the seamless transition to Level II if the need arises. EMD should first confirm the viability of the WebEOC tool as it currently stands. If the tool is adequately configured, EMD should immediately begin using the tool for all future EOC Level I activations.

### **3. Transition Briefings**

The transition briefing was conducted differently in each of the operational periods. In some cases the "B" shift ended early which made a transition briefing impossible. While a description of the transition briefing is given in EOC 301, and a detailed schedule is available, the subject should be covered in a future Core Task Training. A guide sheet should also be created to guide EOC responders in the process.

### **4. EOC Coordination Plans for Planned Events**

L.A. City EMD past practice has required the Planning and Intelligence Section Coordinator to complete a working version of an EOC Coordination Plan (ECP) for the Operational Period in which they are scheduled to work. The ECP is not developed for their Operational Period, but is intended to be given to the subsequent Operational Period. This practice is not written in any of EMD's Standard Operating Procedures and should be to avoid future confusion. Once written, the practice should then be explained to all EMD staff at future core task training.

#### 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. Presidential Inauguration and Adverse Weather EOC Activation Corrective Action Plan (Improvement Plan Matrix)

The following matrix identifies specific recommended corrective action.

<b>Required Improvement</b>	<b>Corrective Action</b>	<b>Lead Agency</b>	<b>Timeframe</b>	<b>Resources Required</b>
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
Incorporate WebEOC use into Level I EOC Activations	Begin using the WebEOC tool for all future EOC activations.	EMD	Immediate	Continued training on WebEOC use
Transition briefings	Remind staff of the standard procedure for conducting a transition briefing.	EMD	On-going	Continued training on the “Planning P”
EOC Coordination Plans for Planned Events	Remind staff to complete a draft EOC Coordination plan for the operational period in which they are scheduled.	EMD	On-going	EOC Task Force