

AGENDA
EMERGENCY OPERATIONS BOARD
Monday, July 19, 2004, 1:30 p.m.
EOB Room, P4 Level, City Hall East

I. Declaration of Quorum; Introductions; Approval of Minutes

II. Action Items

- A. After-Action Report for Operation Ten Years After - Terry Manning**
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 After-action Report for Operation Ten Years Later.
- B. EOCIMS Recommendation Report - Mark Davis**
That the Emergency Operations Board, as recommended by the Emergency Management Committee, approve the attached EOCIMS Recommendation Report and direct the Emergency Preparedness Department (EPD), with the support of the City Attorney, to negotiate a contract with ESI – Web EOC.

III. Information Items

- A.** Homeland Security Grants - Anna Burton
B. Citywide Public Safety Bond Program - Rob Freeman
C. 2004 Emergency Management Workshop - Mark Davis
D. Pre-election Intelligence Briefing - Mark Leap
E. Local Hazard Mitigation Plan - Larry Meyerhofer
F. Determined Promise '04 - Tom Netzer
G. West Nile Virus Update - Stephanie Miladin
H. Civic Center Buildings Evacuation Drill - Carol Parks
I. Other Announcements - Board Members

IV. Public Comment Period

Members of the public may address the Board on any matter which is within the subject matter jurisdiction of the Board.

V. Adjourn

EOB MEETING INFORMATION IS AVAILABLE ON THE EMERGENCY PREPAREDNESS DEPARTMENT WEBSITE. Go to <http://www.lacity.org/epd/epdeoob1.htm>.

If you would like to be added to the EOB email distribution list, please send an email to claw@mailbox.lacity.org or contact Cecilia Law at (213) 978-0542.

CITY OF LOS ANGELES

INTER-DEPARTMENTAL CORRESPONDENCE

Date: July 16, 2004

To: William J. Bratton, Chair
Emergency Operations Board

Emergency Operations Board Members

From: Anna Burton, Executive Assistant
Emergency Operations Board

Subject: **AFTER-ACTION REPORT FOR OPERATION TEN YEARS LATER**

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 After-action Report for Operation Ten Years Later.

Executive Summary

On January 15, 2004, the Emergency Operations Organization (EOO) conducted Operation Ten Years Later, a full-scale (Level 3), emergency preparedness training exercise. Participants simulated an earthquake scenario similar to that of the 1994 Northridge earthquake.

The City's Emergency Operations Center (EOC) was activated from 8:00 a.m. until noon. Fifteen City departments and agencies responded and coordinated departmental emergency response. The primary objective of this exercise was to improve the operational readiness of the City of Los Angeles EOO, EOC and Department Operations Centers (DOCs). This exercise provided responders with a better understanding of earthquake response and individual departmental responsibilities.

The Fire Department, as EOC Director, collected departmental recommendations for improvement. These included increased training on the automated messaging system, EOC and DOC sectional specific training and updated exercise formats. Exercise related recommendations were approved by the Emergency Management Committee at its July 7, 2004 meeting and are being forwarded to the appropriate subcommittees.

If approved, this report will be forwarded to the Mayor for transmittal to the City Council as an information item.

Attachment

June 21, 2004

William J. Bratton, Chief of Police
Los Angeles Police Department
150 North Los Angeles Street
Los Angeles, CA 90012

Dear Chief Bratton:

The following report summarizes information relating to the Emergency Operations Center operations by City departments.

AFTER-ACTION REPORT FOR OPERATION TEN YEARS AFTER

TYPE OF OCCURRENCE

Nature of the incident and the EOC or department's involvement.

The EOC was activated at the request of the Fire Department (LAFD) in coordination with Mayor James K. Hahn and the Emergency Preparedness Department (EPD) to commemorate the ten-year anniversary of the Northridge Earthquake. The LAFD was the lead agency and staffed the position of Director, Operations Coordinator, and Planning and Intelligence Coordinator.

The

Los Angeles Police Department (LAPD) supported the lead agency and staffed the position of Deputy Director. The General Services Department supported the lead agency by staffing the Logistics Coordinator position.

The goal of this Level-three exercise is to improve the operational readiness of the City of Los Angeles' Emergency Operations

Organization (EOO), EOC, and Department Operations Centers (DOCs). This exercise will provide EOC responders with a better overall understanding of the concept of the City of Los Angeles Master Plan, through participation in a full-scale exercise which illustrates specific examples of problems they may face during an earthquake.

B. Date, Time, Duration, and Level of EOC Participation.

On January 15, 2004, the City's EOC was activated at a Level three for an earthquake exercise at 0800 hours. This will be a real time; full-scale exercise based on a simulated earthquake. The EOC staff will utilize the City of Los Angeles' Master Plan to mitigate and minimize the effects of the earthquake. This exercise commemorates the ten-year anniversary of the Northridge Earthquake and is being directed by the City of Los Angeles EPD with input from other City departments. The EOC was deactivated on January 15, 2004, at 1200 hours.

II. CHRONOLOGICAL NARRATION

C. Narration of All Significant Events Concerning the EOC or Involved Department during the Activation.

Department of Animal Services

The first deployment of personnel was in response to direct contact with residents who arrived at district offices with injured animals. When police officers began to evacuate residents from their homes and buildings, animal control officers responded to assume the responsibility of evacuating the animals.

The Department activated its staff and volunteer cadre to support the needs of the Department and other responding agencies. Animal Services worked closely with Emergency Network Los Angeles for additional support where needed.

General Services Department

All logistics section units were staffed for this exercise. The section coordinator, section support, fleet services, maintenance unit, security services, and supply services were all staffed. Each unit participated in the exercise through simulated requests received through the EOC's information management software (E-Team), as well as telephone calls and in-person requests from exercise participants at the EOC.

During this exercise, the Logistic Section responded to two actual situations. One issue was the AT&T cellular phone did not work at the EOC and the Information Technology Agency is looking into a secondary cellular service provider. The second issue was poor air circulation in the EOC. Portable air conditioning units were utilized to supplement the central system.

Los Angeles Fire Department

LAFD staff acted as the lead agency on this exercise that commenced at 0800 hours in the EOC. The Department encountered several incidents throughout the San Fernando Valley and Civic Center; such as broken water mains, collapsed buildings, numerous downed power lines, and coordinated all emergency operations through our DOC and the EOC. LAFD was the lead agency and held planning meetings, developed incident action plans, and scheduled operational periods. The Department set up a field command post, established communications, and utilized the Incident Command System (ICS) to handle the incidents throughout the San Fernando Valley.

Los Angeles Police Department

Department personnel supported operations by coordinating the flow of information between the simulated LAPD DOC and the EOC. The information included windshield surveys of all areas of the City, deployment information, and incidents requiring police presence.

Emergency Preparedness Department

The EPD provided EOC management support, facility support, and staffed the Liaison Section Coordinator position for the activation. In addition, the staff assisted responders with issues related to the E-Team.

Mayor's Office

The positions of Acting Director and the Public Information Officer were staffed for this simulated exercise from the Mayor's office. They attended a control room briefing held by the EOC Director, Assistant Chief Terrance Manning. The Mayor's staff began planning for the Mayor's first press conference after the earthquake. The second press conference would be held out in the field and closer to the incident. The Mayor's staff attended two additional planning meetings and was informed on issues dealing with the earthquake.

Port of Los Angeles

The Port of Los Angeles staffed the EOC and the DOC positions. Messages were communicated between the City's EOC and the Harbor Department's DOC, through the E-Team.

Department of Building and Safety

The EOC, DOC, the DOC observer, and Field Command post were staffed by members of Building and Safety. During this exercise, the Department of Building and Safety utilized the Department's Safety Assessment Teams, tested the Department's emergency information line, and established a joint field command post with the Housing Department.

Department of Public Works

Operations Section

Contract Administration deployed teams of inspectors and ran simulated inspections on bridges, and tested radio communications in the field.

Engineering

Deployed engineers and geo-technical staff to various parts of the City for a bridge collapse, and mudslides.

Bureau of Sanitation

Deployed crews to assess sewer damage at several locations.

Bureau of Street Lighting

Investigated damaged street lights and downed high-voltage lines in the San Fernando Valley.

Bureau of Street Services

Crews were sent to clear debris, set up barricades, and deployed civil engineers to inspect railroad bridges in the San Fernando Valley.

Information and Public Affairs

Assisted the Mayor's staff in gathering information, prepared a news release and briefing for a news conference.

Agency Representative

Monitored activities of the Public Works' Emergency Operations Section and interacted with the Public Works' Bureau Operation Center.

Los Angeles Department of Transportation

Received requests for several traffic officers to control traffic throughout the City. Traffic Officers were also sent to close several streets and put up barricades. Requests were received to provide transportation with Dash buses.

Department of Water and Power

Representatives from the Department of Water and Power participated in the exercise, and coordinated several resources to disseminate information. There were no significant events to report.

Personnel Department

Personnel Department members assisted the Logistic Section Coordinator in the EOC. Members from the Personnel Department also deployed the emergency supply container to the Balboa Sports Center to simulate registering convergent volunteers. Staff members also conducted an internal exercise staffing their DOC, simulating incoming and outgoing calls to the Volunteer and Donations Hotline.

Department of Recreation and Parks

Park Rangers Division staffed the EOC, the DOC, and the Region Operations Center. This exercise created involvement with the Department of Personnel Volunteer Team at one of the potential sheltering sites and consideration of people with disabilities at all of our shelter sites. This exercise sufficiently tested current communication capabilities of our Department in terms of notification, mobilization, and operational efficiency.

American Red Cross of Greater Los Angeles

A representative from the Red Cross staffed the Red Cross station. This person interacted with the Los Angeles Unified School District and the Department of Recreation and Parks. The Red Cross was effective in obtaining, managing, and providing resources as requested.

Los Angeles World Airports

Los Angeles World Airport representative staffed the EOC and also provided a liaison from the DOC to the EOC. He facilitated the dissemination of information from various parts of Los Angeles World Airport, Van Nuys, Palmdale, and Ontario airports. There were periodic requests for updated information concerning the conditions (level of damage) surrounding the airports, and the effect the earthquake was having on airport operations.

II. CRITIQUE

- A. Evaluation of procedures (including Standardized Emergency Management System (SEMS), ICS, automated messaging, communication issues, operations area issues, mutual aid issues, EOC specific procedures, facility, computer hardware/software, and demobilization, etc., used and their effectiveness.

Department of Animal Services

The Department of Animal Services utilized SEMS and ICS during this exercise. As in past activation's, E-Team was not user friendly. The application is unclear in its presentation and essential forms required for all activation's (Agency Situation Report, Duty Log, Resource Request and Incident Report, etc.) are inaccessible to the novice user. There is a lack of understanding of which City Department personnel is responsible for the completion of these reports. Comprehensive, in-depth training as to the navigational capabilities as well as EOC and DOC personnel responsibility would enhance the City's emergency response system.

Personnel Department

Procedures and coordination within the EOC's Logistics Section worked well. The current version of E-Team is not user friendly. They were able to log onto the E-Team software, but they were unable to locate the necessary exercise information on its site. More training time with the EOC's E-Team is recommended for optimal familiarity.

Department of General Services

Briefings held by EOC management with the section coordinators is most useful, because they provide information on the major issues being handled by each section. Interaction between the Logistics Section and the other EOC sections was well coordinated.

The procedures in place continue to be effective. Refresher training on the EOC's information management software was recommended, and possibly an user-friendlier program as EPD and Information Technology Agency (ITA) staff may not always be available to answer immediate questions about the use of E-Team.

Emergency Preparedness Department

The procedures, interaction, and EOC effectiveness levels utilized by the EOC sections to assess, respond, and participate within the SEMS structure was deemed successful. EPD coordinated the representation of outside agencies critical to the initial response for an earthquake of this magnitude. There was good interaction between the Section Coordinators and EOC Management during briefings.

A 15-30 minute training module should be developed to allow EOC responders that are not familiar, or do not remember how to use the E-Team system during activation of exercises. Additional real time exercises should be conducted on a regular basis.

Increase the amount of briefings that Section Coordinators conduct with their responders for better dissemination of information.

Mayor's Office

The Mayor's Office collaborated well with the Public Information Officer representatives from the LAPD and LAFD to ensure that one uniform message would be communicated to the public. This was a successful exercise.

Department of Recreation and Parks

The Department was an essential participant of this City-wide exercise as the lead agency of the Shelter-Welfare Division of the EOC. ICS and SEMS were executed during this activation successfully. This activation sufficiently tested current communication capabilities of our Department in terms of notification, mobilization, and operational efficiency.

Port of Los Angeles

All requests for assistance were coordinated in an expedient manner and resolved within allowable time constraints.

Department of Building and Safety

Other than the normal interaction in the EOC, there was no incident that required any special or specific interaction between the Department of Building and Safety, and other EOC divisions in the EOC.

Department of Transportation

The procedures used during this exercise followed SEMS and ICS guidelines. Messaging did not work as well as it has during past exercises and activations. Most messages were delivered telephonically instead of electronically through E-Team. Additionally, it was difficult to decipher if log entries were resource requests, or just logged information. Agency interaction was satisfactory and representatives were knowledgeable with regard to the capabilities of their departments and were willing to facilitate requests.

Department of Water and Power

Overall, the EOC procedures were effective. Emergency response personnel identified a need for an onsite reference tool and protocol for E-Team applications. Interaction seemed to flow with minimal problems.

American Red Cross

The Red Cross station in the EOC, and our interaction with the Los Angeles Unified School District and the Department of Recreation and Parks functioned well. Manuals at the EOC need to be updated.

Los Angeles World Airport

The procedures were used in a manner that followed the incident command protocol. There was extensive use of the E-Team software program that provided a realistic simulation of its usage in a real incident. The quantity and content of requests received was realistic, and the response by other City Department representatives was timely and relevant. The interaction between agencies was very efficient and focused on relevant issues as observed from a Los Angeles World Airport perspective.

Los Angeles Police Department

All messaging and communications protocol/systems established worked well. LAPD personnel utilized the E-Team system, the EOC telephone system, and personal communications to ensure appropriate information flow. All interactions between LAPD and other EOC departments and LAPD's DOC were positive.

Los Angeles Fire Department

LAFD personnel staffed the EOC manager position, as well as the Planning Section and the Operations Section. EOC procedures were effective and all SEMS and ICS guidelines were followed. EOC briefings and plan meetings were held to update EOC personnel. There was good interaction between the Section Coordinators and EOC management during briefings. Procedures in place continue to be effective.

Department of Public Works

E-Team needs to be modified to allow opening of multiple windows concurrently. Too many inputs and updates are required in various areas of the software for one incident. E-Team software does not

automatically notify departments that help is being requested. This is difficult during a City emergency to manage resources. One recommendation is to pre-load all EOC, DOC, and Bureau of Operation Center workstation e-mail addresses on the appropriate windows, which will allow only one additional step to be taken before sending the resource request.

- B. Suggestions for modifying procedures or plans, and any suggestions for training needs would benefit future activation.

Department of Animal Services

The exercise format should be changed from time to time to provide all City Departments the ability to train in several different aspects of emergency management.

Personnel Department

Provide further training time with the EOC'S E-Team for optimal familiarity. The use of the Mayor's Office volunteer pool during disasters should be formalized.

Department of General Services

A need exists for refresher training on the EOC's information management software, E-Team. A refresher-training course would not be necessary as often, if the system were easier to use and navigate. A suggestion to increase the comfort level of the EOC responders is to develop an interactive version of the E-Team software. This interactive training version can be stored on CD's and sent to all EOC responders.

Emergency Preparedness Department

A 15-30 minute training module should be developed to allow EOC responders the opportunity to familiarize them with this program. The need exists for more real time exercises on a regular basis. Increase the amount of briefings held by the Section Coordinators to better disseminate information. Future exercise duration should be increased to six hours. The first hour for a

warm-up periods, followed by the exercise, and conclude the last hour for a wrap-up session.

The After Action Reports and Lessons Learned should be reviewed from prior disasters, so that exercise objectives can be written to measure any improvement in plans, policies, and procedures related to the specific hazard. Maps at the workstations should be oriented where responders are physically located.

Department of Building and Safety

It would be beneficial to have training on the differences between the EOC and the DOC operations, responsibilities, and the nature of the interaction between the EOC and the DOC. It would be beneficial if E-Team had an e-mail system to communicate better between the EOC and the DOC. There should be a pop-up feature in E-Team that will alert the responsible agency of a submitted request for resources. Each incident should be assigned a number to better track incidents.

Department of Public Works

Recommend that E-Team training be held at different days and times because it conflicts with monthly Public Works Departmental meetings. Suggest training to all EOC/DOC and field Incident Command Post responders on the resources and services that are provided by the 14 EOO Divisions.

Public Works is requesting that the list of resources be added to the E-Team Resource Request list.

Department of Transportation

Recommend that prior to each shift, an overview of E-Team software and messaging capabilities be performed to provide the user familiarization with this software. Have EPD or ITA ensure that all users are familiar with this software prior to exercises.

Department of Water and Power

Emergency response personnel identified a need for an onsite reference tool and protocol for E-Team applications. Need was identified for additional E-Team support in the EOC. Recommend standardizing an exercise development timeline that would allow City Departments an opportunity to increase resources dedicated to future exercises.

Los Angeles Fire Department

Continue ongoing training for Department staff, with emphasis on position responsibilities, duty logs, and E-Team software.

Los Angeles World Airport

Los Angeles World Airport could be included in the scenario so that it involves a more complex response. There could have been a greater emphasis placed on our interagency communication and resource requisition and supply activities.

If you have any questions, please contact me at (213) 978-3883.

Very truly yours,

TERRANCE J. MANNING, Assistant Chief
Director, Emergency Operations Center

CITY OF LOS ANGELES

INTER-DEPARTMENTAL CORRESPONDENCE

Date: July 9, 2004

To: William J. Bratton, Chair
Emergency Operations Board

Emergency Operations Board Members

From: Anna Burton, Executive Assistant
Emergency Operations Board

Subject: **EOCIMS RECOMMENDATION REPORT**

Recommendation

That the Emergency Operations Board, as recommended by the Emergency Management Committee, approve the attached EOCIMS Recommendation Report and direct the Emergency Preparedness Department (EPD), with the support of the City Attorney, to negotiate a contract with ESI - Web EOC.

Executive Summary

The City's existing contract for Emergency Operations Center Information Management Software (EOCIMS) expires in March 2005. The Emergency Management Committee (EMC) established the EOCIMS Task Force in 2003 to review commercially available off-the-shelf Emergency Operations Center (EOC) incident management system software applications. This group, comprised of representation by more than twenty City departments, was directed to report back to the EMC with a recommendation as to which software application would best meet the City's operations and technical requirements. The process and recommendation was designed to ensure the City execute and implement a successor contract prior to the termination date of the existing contract, which is currently held by eteam, Inc.

A Request for Proposal (RFP) was released in January 2004. The City received a total of eleven proposals. Of the eleven, three were deemed to be non-compliant and another declined to participate in the review process. Seven candidates provided the evaluation team with an overview of their product and underwent an on-site evaluation in the City's EOC. The on-site evaluations were conducted in April and May of 2004.

The operational, technical and administrative scores from the evaluations were documented and tabulated in June 2004. A copy of the RFP Cumulative Scoring report is attached. There was consensus among the evaluation team that the top candidate was ESI – Web EOC. They scored the highest (122.6) of the seven candidates and finished approximately 20% ahead of the nearest competitor (EIS - Incident Master which scored 101.45).

As an additional component of the administrative evaluation, EPD staff completed a review of references provided by the vendors. EPD and the Information Technology Agency also reviewed the relative cost of the applications. ESI - Web EOC was the lowest priced application with a total purchase, customization, installation and implementation cost of under \$100,000. We believe ESI - Web EOC is the lowest price, responsible bidder that best meets the City's operational, technical and administrative requirements.

If approved, EPD will work with the City Attorney to execute, administer and fund this contract.

Attachment

CITY OF LOS ANGELES

INTER-DEPARTMENTAL CORRESPONDENCE

Date: July 6, 2004

From: Mark Davis, Chair
Emergency Operations Center
Information Management System (EOCIMS) Task Force

To: Anna Burton, Chair
Emergency Management Committee

Subject: EOCIMS RECOMMENDATION REPORT

As per direction of the Emergency Management Committee (EMC), the Emergency Operations Center Information Management System (EOCIMS) Task Force submits the following recommendation and report regarding the review and selection of Emergency Operation Center (EOC) incident management system software.

Recommendation

That the EMC approve and forward to the Emergency Operations Board for approval the recommendation that the City negotiate a contract with ESI – Web EOC for the purchase, customization, installation and support of EOCIMS software. As coordinator of the Emergency Operations Organization (EOO), the Emergency Preparedness Department (EPD) General Manager is directed to execute, administer and fund this contract with the guidance of the City Attorney's Office.

Background

The City's existing contract with E Team, Inc. for EOC incident management software services is due to expire in March of 2005. To assist in the renewal or selection of new EOCIMS software, the Emergency Management Committee (EMC) established the EOCIMS Task Force in 2003 and instructed this group to review commercially available off-the-shelf EOC incident management system software applications. The group was further instructed to report back to the EMC with a recommendation as to which software application would best meet the City's operational and technical requirements. The Task Force process and recommendation was designed to ensure the City execute and implement a successor contract prior to the termination date of the E Team contract.

The Task Force developed a thorough and objective methodology for the review, evaluation and recommendation process. Best practices of other emergency management programs were evaluated including the National Institute of Justice's 2003 evaluation of incident management software. A set of operational, technical and administrative criteria for review and evaluation were developed that reflected input from the various departments with EOC response roles.

The Task Force prepared and issued a formal request for proposal (RFP) to qualified software vendors and developed an on-site evaluation methodology using actual EOC responders from twenty different departments. A weighted scoring mechanism using the same operational and technical criteria contained in the RFP was also developed and evaluators were trained on its use. The evaluation criteria included such factors as ease of use, incident reporting, damage assessment, resource requesting and cost tracking, geographic information system capabilities

and the application's ability to work within the state mandated Standardized Emergency Management System (SEMS).

The City received a total of eleven proposals. Three were deemed to be non-compliant based on the conditions of the RFP. Another candidate declined to participate in the on-site evaluation component of the selection process. Seven candidates were scheduled to provide the evaluation team with an overview of their product and undergo an on-site evaluation in the City's EOC. The on-site evaluations were conducted in April and May of 2004 by the inter-departmental EOO evaluation team.

The operational, technical and administrative scores from the evaluations were documented and tabulated in June 2004. A copy of the RFP Cumulative Scoring report is attached for your review. There was consensus among the evaluation team that the top candidate was ESI – Web EOC. They scored the highest (123) of the seven candidates and finished approximately 20% ahead of the nearest competitor (EIS - Incident Master which scored 101).

As an additional component of the administrative evaluation, EPD staff completed a review of references provided by the vendors to gauge their products use in the emergency management profession. Of the top four candidates, ESI – Web EOC, EIS – Incident Master and E Team, Inc., all are well established within the profession and are used by recognized emergency management agencies.

EPD and ITA also reviewed the relative cost of the applications. Web EOC was the lowest priced application with a total purchase, customization, installation and implementation cost of under \$100,000. We believe Web EOC is the lowest, most responsible bidder that best meets the City's operational, technical and administrative requirements as evidenced by the scoring.

In conclusion the Task Force submits its recommendation for ESI – Web EOC who best meets the City's needs and recommends the City begin negotiations of a contract for their EOC incident management system services.

If you have any questions or comments, please contact me at 213 978-0590.

MD:md

Attachment

City of Los Angeles
 Emergency Operations Center
 Incident Management System
 RFP Cumulative Scoring

	Operational 60% raw factored		GIS 5% raw factored		Admin 20% raw factored		Technical 15% raw factored		Total
ESI	170	102	16	0.8	33	6.6	88	13.2	
EIS	139	83	14	0.7	20	4.0	89	13.4	101
Ciber	124	74	6	0.3	38	7.6	88	13.2	96
Eteam	123	74	18.5	0.9	30	6.0	62	9.3	90
Geo-Center	111	67	15	0.8	19	3.8	61	9.2	80
Peminic	110	66	7.5	0.4	9	1.8	90	13.5	82
L3 - Ship Analytics	92	55	8.5	0.4	12	2.4	70	10.5	69