

AGENDA (Revised)
EMERGENCY OPERATIONS BOARD
Monday, July 16, 2007, 1:30 p.m.
EOB Room, P4 Level, City Hall East

I. Declaration of Quorum; Introductions; Approval of Minutes

II. Action Items

A. Revised 2006 Emergency Management Workshop After Action – Corrective Action Recommendations – Rob Freeman

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 Revised 2006 Emergency Management Workshop After Action – Corrective Action Recommendations report.

B. 2007 GRIFFITH PARK WILD LAND FIRE EMERGENCY OPERATIONS CENTER ACTIVATION AFTER ACTION REPORT – Rob Freeman

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 2007 Griffith Park Wild Land Fire Emergency Operations Center Activation After Action Report.

III. Information Items

- A.** Departmental Emergency Plan Review Specific to NIMS Compliance - Rob Freeman
- B.** Homeland Security Grants – Felipe Perez
- C.** New Emergency Operations Center (Prop Q) - Rob Freeman
- D.** Griffith Park Fire – Anthony Gonzalez
- E.** July 28 Brush Fire Exercise – Tony Varela
- F.** New Unified Command System – Michael Hillmann
- G.** 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/epdeoeob1.htm>.

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

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: July 9, 2007

To: William J. Bratton, Chair
Emergency Operations Board

Emergency Operations Board Members

From: Anna Burton, Executive Assistant
Emergency Operations Board

Subject: **REVISED 2006 EMERGENCY MANAGEMENT WORKSHOP AFTER ACTION – CORRECTIVE ACTION RECOMMENDATIONS**

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 Revised 2006 Emergency Management Workshop After Action – Corrective Action Recommendations report.

Executive Summary

In January 2007 the Emergency Management Committee (EMC) was presented with a comprehensive set of more than fifty recommendations produced by the City's 2006 Emergency Management Workshop. At the direction of the EMC, the Emergency Preparedness Department (EPD) coordinated the review and revision of these recommendations in order to eliminate redundancy, identify existing programs that addressed the recommendations and produce a shorter list of measurable, achievable recommendations.

EMC Subcommittees were asked to review those recommendations that fell within their jurisdiction and offer suggestions for revision. Additionally, a special working session of the EMC was held on April 24, 2007 to review, revise and prioritize the initial recommendations. The result of this effort is the set of revised recommendations now before the EMC for approval. It represents the input of all EMC member departments and provides a more workable set of specific recommendations for the City's EOO to undertake. It further identifies who within the EOO will serve as the lead agency, which agencies will provide support, what resources are required to implement the recommendation and sets forth a realistic time frame to accomplish this work.

Attached is the summary report detailing the revised recommendations. The Emergency Preparedness Department will track recommendations and, as appropriate, report back on the status of each through the Emergency Operations Organization.

With your approval, this report will be forwarded to the Mayor for transmittal to the City Council as an information item.

Attachment

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: June 15, 2007

From: Rob Freeman, Coordinator
2006 Emergency Management Workshop
Emergency Preparedness Department

To: Anna Burton, Chair
Emergency Management Committee

Subject: **REVISED 2006 EMERGENCY MANAGEMENT WORKSHOP AFTER ACTION – CORRECTIVE ACTION RECOMMENDATIONS**

Recommendation

That the Emergency Management Committee (EMC) approve and forward to the Emergency Operations Board (EOB) for approval the following revised recommendations from the City's 2006 Emergency Management Workshop.

Recommendation No. 1 – Staff Training

Develop an ongoing emergency management training program for all Emergency Preparedness Coordinators (EPCs) and staff assigned to emergency management duties to provide a baseline of emergency management skills, knowledge and abilities.

- Lead Agency: EPD
- Support Agencies: CAO, GSD, LAPD, LAFD
- Report Back Responsibility: EMC Training Subcommittee
- Resources Required: Curriculum, instructors, facilities, technology, student materials, contractors, grant funding
- Completion Timetable: June 30, 2008

Recommendation No. 2 – Emergency Planning

Citywide emergency planning efforts will be prioritized and scheduled according to the attached spreadsheets outlining goals and objectives for the next four years.

- Lead Agency: EPD
- Support Agency: All EOO divisions and departments
- Report Back Responsibility: EMC Planning Subcommittee
- Resources Needed: General Fund, UASI Grant Funding
- Completion Timetable: Annually for the next four years

Recommendation No. 3 – Special/Specific Needs Populations Preparedness

All facets of emergency management should address persons with specific needs. The following steps are recommended.

- A. Make emergency preparedness information available in alternative formats (e.g., large fonts on electronic and printed documents, Braille, audio formats, additional languages, etc.).
- B. Encourage City Council Offices and Neighborhood Councils to sponsor and/or participate in outreach efforts for seniors and persons with disabilities. (e.g., Accessibility Expo, press events, fairs, etc.)
- C. Collaborate with the Department on Disability and the Department of Aging to identify existing County and State resources that could be used for outreach purposes.
- D. Support hiring of an emergency management planner for the Emergency Preparedness Department to facilitate the inclusion of emergency planning, training and community outreach programs for seniors and persons with disabilities.
- E. Create a task force (separate from the Community Preparedness Subcommittee), chaired by EPD's new emergency management planner, to determine gaps and training needs for special/specific needs populations. The task force would include representatives from Department on Disability, Children Youth and Families, Department of Aging, Animal Services, EPD, and private sector and non-profit organizations. The task force would identify best practices, key issues/gaps, and report their findings to the Emergency Management Committee.
- F. Request that all EMC subcommittees, especially training and exercise design, incorporate a variety of specific needs issues in their projects. For example, reflect systems that track persons who have been displaced, evacuated or impacted who need subsequent follow up or additional resources to recover.
 - Lead Agency: EPD
 - Support Agency: DOD, Aging, Children Youth and Families, Animal Services
 - Report Back Responsibility: EMC Community Preparedness Subcommittee
 - Resources Needed: General Fund, UASI Grant Funding
 - Completion Timetable: June 30, 2008

Recommendation No. 4 – City Council Training

Provide regular training to all elected officials and staff on their roles and responsibilities before during and after disasters.

- Lead Agency: EPD
- Support Agencies: All EOO departments, including LAPD, LAFD, CLA, etc.
- Report Back Responsibility: EMC Training Subcommittee
- Resources required: Curriculum, instructors, facilities, course materials, technology, and access to information.
- Completion Timetable: September 30, 2007

Recommendation No. 5 – Mayor’s Office Training (Medical and Health)

Pre-identify and train City employees to enhance the City’s ability to respond to a public health emergency.

- Lead Agency: Personnel Department & Public Health
- Support Agency: EPD
- Report Back Responsibility: EMC Training Subcommittee
- Resources Needed: Health Planner
- Completion Timetable: December 31, 2008

Recommendation No. 6 – Regional Training Alliance

Continue to support and expand a regional alliance designed to create a more systematic training and exercise calendar to include multi-agency, private sector, and non-profit organizations.

- Lead Agency: EPD
- Support Agency: UASI Working Group
- Report Back Responsibility: EMC Training Subcommittee
- Resources Needed: UASI Grant Funding
- Completion Timetable: Three Year Performance Period (June 30, 2010)

Recommendation No. 7 – Expansion of the Private Sector Role in the EOO

Expand the inclusion and involvement of the private sector in the City’s Emergency Operations Organization (EOO). The following steps are recommended.

- A. Designate the EPD Community Emergency Management Division as the lead for this outreach initiative, with support from City Departments and members of the Community Preparedness Subcommittee.
- B. Conduct a series of meetings, focus group sessions and surveys with the major stakeholders.

- C. Use the local Consulate offices as a resource to distribute information to non-English speaking residents.
- D. Sponsor targeted outreach campaigns to schools, neighborhoods, faith-based organizations and small businesses based on a three year schedule. Evaluate effectiveness and report to the Emergency Management Committee.
- E. Develop a standardized toolkit including presentations, outreach materials and other resource tools that is readily available by request and/or via the Internet.
 - Lead Agency: EPD
 - Support Agency: All EOO divisions and departments
 - Report Back Responsibility: EMC Community Preparedness Subcommittee
 - Resources Needed: General Fund, UASI Grant Funding
 - Completion Timetable: June 30, 2008

Background

In January 2007 the Emergency Management Committee (EMC) was presented with a comprehensive set of more than fifty recommendations produced by the City's 2006 Emergency Management Workshop. At the direction of the EMC, the Emergency Preparedness Department (EPD) coordinated the review and revision of these recommendations in order to eliminate redundancy, identify existing programs that addressed the recommendations and produce a shorter list of measurable, achievable recommendations.

EMC Subcommittees were asked to review those recommendations that fell within their jurisdiction and offer suggestions for revision. Additionally, a special working session of the EMC was held on April 24, 2007 to review, revise and prioritize the initial recommendations. The result of this effort is the set of revised recommendations now before the EMC for approval. It represents the input of all EMC member departments and provides a more workable set of specific recommendations for the City's EOO to undertake. It further identifies who within the EOO will serve as the lead agency, which agencies will provide support, what resources are required to implement the recommendation and sets forth a realistic time frame to accomplish this work.

Questions regarding the recommendations and the steps taken since January 2007 can be directed to me at 213 978-0590 or Rob.Freeman@lacity.org

Attachment

**2007
PROPOSED EMERGENCY PLANS**

2007 EMERGENCY PLANS/ANNEX	GRANT FUNDED	NIMS REQ	COUNCIL REQ	PROJECTED COMPLETION DATE	LAST UPDATED	LEAD DEPT	PRIMARY FOCUS	SUPPORT DEPARTMENTS
Master Plan		X	X	Apr-07	Sep-06	EPD	Fed Req/ Revision	EPD, LAPD, LAFD
Tsunami Evacuation Plan		X	X	Sep-07	Jun-06	EPD	New Plan	LAPD, LAFD, DOT, R&P, Animal Svcs, Aging, Disability Harbor
Debris Management Plan				Dec-07	N/A	PW	New Plan	EPD, LAPD, LAFD, DOT, Animal Svcs, Harbor, DWP, Airport, ENV AFRS, B&S, GSD
Mass Care Plan		X		Sep-07	N/A	R&P	New Plan	EPD, ARC, LAUSD, LAPD, DOT, Animal Svcs, GSD LAFD
City Hazard Mitigation Plan	X			Nov-07	N/A	EPD	Annual Revsion	All City Depts
Point of Dispensing Sites (PODS) Emergency Plan	X			Dec-07	N/A	OP Area/EPD/ Consultant	New Plan	County Health, R&P, LAPD, LAFD, ITA, Animal Svcs, DOT, GSD, Aging, Disability, LAUA Cities
Communications Plan		X		Dec-07	N/A	ITA	New Plan	EPD, LAPD, LAFD, GSD
Specific Needs Assessment Plan (SNAP)	X	X		Dec-07		Op Area/EPD/ Consultant- UCLA	New Plan	County Health, R&P, LAPD, LAFD, ITA, Animal Svcs DOT, GSD, Aging, Disability, LAUA Cities
Dept. Emergency Plans - NIMS Compliance Review	X	X	X	Dec-07	N/A	EPD/Consultant	Fed Req	All City Depts

2008 PROPOSED EMERGENCY PLANS

EMERGENCY PLANS/ANNEX	GRANT FUNDED	NIMS REQ	COUNCIL REQ	COMPLETION DATE	LAST UPDATED	LEAD DEPT	PRIMARY FOCUS	SUPPORT DEPT
Emergency Public Information Plan		X		May-08	N/A	EPD	New Plan/ Fed Req	MAYORS OFFICE, ITA DWP, PW, LAPD, LAFD, HARBOR AIRPORT & OTHER DEPTS WITH PIOS
Extreme Weather (Formerly Heat Emergency Annex)				Jun-08	Apr-01	EPD	Revision	Various City EOO Agencies
Emergency Warning Plan		X		Sep-08	N/A	EPD/ITA	New Plan/ Fed Req	LAPD, LAFD, MAYOR, HARBOR, LAX, GSD, DWP
COOP/COG Plan	X			Dec-08	Dec-05	EPD	Finish Incomp Plan	20 IDENTIFIED CITY DEPTS
LAUA Response Plan	X			Dec-08	Dec-05	EPD-LA COUNTY OEM	Finish Incomp Plan	LAUA CITIES & AGENCIES
Disaster Recovery Center Plan					N/A	EPD	New Plan	REC & PKS, LAUSD, LA COUNTY OEM, ITA,
Mass Evacuation Plan	X	X		Dec-08	N/A	Operational Area Plan	New Plan/ Fed Req	EPD, LAPD, DOT, R&P, GSD, PW, B/S

2009 PROPOSED EMERGENCY PLANS

EMERGENCY PLANS/ANNEX	LAST UPDATED	PROPOSED COMPLETION DATE	LEAD DEPT	PRIMARY FOCUS	SUPPORT DEPT
Recovery & Reconstruction Annex	Sep-94	Dec-09	EPD	Revision	Various EOO Depts
Storm Annex	May-93	Dec-09	EPD/LAFD	Update	Various EOO Depts
Earthquake Annex	Jul-93	Dec-09	EPD	Update	Various EOO Depts
Major Fire Annex	Nov-93	Dec-09	EPD/LAFD	Update	Various EOO Depts
Damage Assessment Annex	Jun-98	Dec-09	EPD/LAFD	Update	Various EOO Depts
Resource Management Plan	IN DRAFT	9-Dec	GSD	Complete	EPD

2010 PROPOSED EMERGENCY PLANS

2010 EMERGENCY PLANS/ANNEX	LAST UPDATE	PROPOSED COMPLETION DATE	LEAD DEPT	PRIMARY FOCUS	SUPPORT DEPT
Civil Disturbance Annex	Feb-93	Dec-10	LAPD/EPD	Update	VARIOUS EOO DEPTS
Hazardous Material Annex	Dec-93	Dec-10	LAFD/EPD	Update	VARIOUS EOO DEPTS
Aircraft Accident Annex	Dec-93	Dec-10	LAFD/EPD	Update	VARIOUS EOO DEPTS
Air Resources Annex	Mar-97	Dec-10	EPD	Update	VARIOUS EOO DEPTS
Non-Declared Emergency Plan Annex	Apr-01	Dec-10	EPD	Update	VARIOUS EOO DEPTS
Training Annex	May-97	Dec-10	EPD	Update	VARIOUS EOO DEPTS
Critical Infrastruct Interruption Annex	Mar-04	Dec-10	EPD	Update	VARIOUS EOO DEPTS

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: July 9, 2007

To: William J. Bratton, Chair
Emergency Operations Board

Emergency Operations Board Members

From: Anna Burton, Executive Assistant
Emergency Operations Board

Subject: **2007 GRIFFITH PARK WILD LAND FIRE EMERGENCY OPERATIONS
CENTER ACTIVATION AFTER ACTION REPORT**

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 2007 Griffith Park Wild Land Fire Emergency Operations Center Activation After Action Report.

Executive Summary

At the request of the Los Angeles Fire Department, the City's EOC was activated on May 8, 2007 in order to support field response to the Griffith Park Wild Land Fire. 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.

Attached is the After Action Report (AAR) outlining dates and times, responding departments, actions and recommendations for corrective actions. The Emergency Preparedness Department will track recommendations for improvement and, as appropriate, report back through the Emergency Operations Organization.

With your approval, this report will be forwarded to the Mayor for transmittal to the City Council as an information item.

Attachment

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: July 3, 2007

To: Anna Burton, Chair
Emergency Management Committee

From: Rob Freeman, Operations Division Chief
Emergency Preparedness Department

Subject: **2007 GRIFFITH PARK WILD LAND FIRE EMERGENCY OPERATIONS CENTER (EOC) ACTIVATION AFTER ACTION REPORT**

Recommendation

That the Emergency Management Committee (EMC) approve and forward for approval to the Emergency Operations Board (EOB) at its next regularly scheduled meeting the attached After-Action/Corrective-Action report regarding the 2007 Griffith Park Wild Land 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 Operations Organization (EOO) is responsible for preparing an After-Action Report for each activation of the City's EOC. At the request of the Los Angeles Fire Department, the City's EOC was activated on May 8, 2007 in order to support field response to the Griffith Park Wild Land Fire. 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.

The Emergency Preparedness Department (EPD) is designated as the lead agency for preparation of such reports. EPD met with representatives of all affected EOC response agencies to solicit their input. Departments were also asked to provide written comments according to the format proscribed in the Master Plan. The attached report represents a summarization of those comments and recommendations. If approved by the EMC and the EOB, EPD 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 or 213 978-0590.

Attachment



**After Action Report
May 8-9, 2007
Griffith Park Wild Land Fire
EOC Activation**



TABLE OF CONTENTS

Table of Contents.....	2
Executive Summary.....	3
Strengths.....	3
Areas for Improvement.....	3
Part 1: Activation Overview.....	4
Activation Name.....	4
Duration.....	4
Activation Date.....	4
Lead Agency.....	4
Type.....	4
Scenario.....	4
Location.....	4
Response Organizations.....	4
Activation Overview.....	5
Part 2: Activation Events Synopsis.....	6
Part 3: Analysis of Activation & Recommendation.....	7

EXECUTIVE SUMMARY

Homeland security preparedness involves a cycle of outreach, planning, capability development, training, exercising, actual responses to events both planned and unplanned, evaluation, and improvement. This After-Action Report (AAR) is intended to assist the Los Angeles Emergency Operations Organization (EOO) in striving for preparedness excellence by analyzing Emergency Operations Center (EOC) activation response during an event and achieving the following:

- Identifying strengths to be maintained and built upon
- Identifying potential areas for further improvement
- Recommending follow-up actions

The recommendations in this AAR should be viewed as suggestions for future EOC activation. 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.

The City of Los Angeles EOC was activated on May 8, 2007 at 9:30 pm at Level II in response to a major wild land fire in Griffith Park.

STRENGTHS

Key strengths identified during this activation include the following:

- The field level response by the ICP organization was very effective.
- Departments provided responders to the City's EOC as requested in a timely fashion.
- EOC responders provided an outstanding level of support to field operations.
- Inter-agency coordination within the EOC was very effective.
- EOC responders demonstrated a better understanding and familiarity of the WebEOC information management application than in previous activations.
- Resource management and logistical support to field operations was effective.

AREAS FOR IMPROVEMENT

Throughout the activation, several opportunities for improvement in the EOC's ability to coordinate and support response to a major brush fire were identified. Major recommendations include the following:

- Review and clarify EOC activation and responder call-out protocols to ensure that each agency with responsibilities for this function better understands its specific role.
- Review and reinforce the Public Welfare and Shelter functions and protocols outlined in the Los Angeles Administrative Code and the City's Emergency Operations Master Plan and Procedures (Master Plan) at the field, Department Operations Center (DOC) and EOC level to insure effective coordination and management of public shelters during a disaster.

- Continue and expand the effective use of the WebEOC information management application including regular training of EOC responders in that system.
- Review and clarify the protocols for request and declaration of a local emergency to ensure timely and efficient decision making.
- Review the potential benefits of assigning DOC liaisons to the Incident Command Post (ICP) for status reporting back to the DOC and/or EOC

PART 1: ACTIVATION OVERVIEW

ACTIVATION NAME

May 8-9, 2007 Griffith Park Wild Land Fire

DURATION

2 days

ACTIVATION DATE

May 8, 2007, 9:30 pm – May 9, 2007, 6:30 pm

LEAD AGENCY

Los Angeles Fire Department (LAFD)

TYPE

EOC Activation, Level II

SCENARIO

Major Wild Land Fire

LOCATION

Griffith Park and surrounding residential area

PARTICIPATING ORGANIZATIONS

- Department of Animal Services (ANI)
- City Administrative Officer (CAO)
- Emergency Preparedness Department (EPD)
- Los Angeles Fire Department (LAFD)
- Los Angeles Police Department (LAPD)
- Department of General Services (GSD)
- Information Technology Agency (ITA)
- Office of the Mayor
- Department of Public Works (BPW)
- Department of Recreation and Parks (RAP)
- Department of Water and Power (DWP)

- Los Angeles Chapter American Red Cross (ARC)
- Los Angeles Unified School District (LAUSD)
- Southern California Gas Company

ACTIVATION OVERVIEW

In response to a major wild land fire that broke out in Griffith Park on May 8, 2007, the Los Angeles City Fire Department (LAFD) requested activation of the City's Emergency Operations Center (EOC).

ACTIVATION EVALUATION

Based on the expanding scope of the fire, LAFD requested activation of the EOC to provide City-wide coordination of information and available resources needed to support their field level response activities and Incident Command Post (ICP) organization.

The fire was first detected during the afternoon of May 8, 2007 and LAFD responded. An ICP organization was established including representatives from support departments such as Police, Recreations and Parks, Water and Power and Transportation to assist LAFD with public evacuation and shelter, road closures and traffic re-routing, and expertise with park land and features.

The decision was made to activate the EOC at what has been termed a "modified level one," where certain positions are required to be staffed and others are requested as needed based on the specific event or incident. This type of activation is actually referred to in the Master Plan as **Level Two**, a scaleable level of activation where the lead agency, EOC Director and Management Section can select appropriate agency representation beyond the minimal Level One requirements of EOC Section Coordinators and support staff. This is a point of clarification for future activation and training.

The City's established procedures for activating, opening and staffing the EOC were followed but with some inconsistencies. The necessary response agencies reported to the EOC and performed their missions effectively. While the overall activation provided very good inter-agency coordination, during the course of the event several challenges were encountered that merit specific description and recommendations for corrective action as include in Part 3.

PART 2: ACTIVATION EVENTS SYNOPSIS

The request to activate the EOC was issued by LAFD at approximately 9:30 pm on May 8, 2007. By this time, the field incident had been ongoing for a number of hours, an ICP organization developed, missions tasked to responders and some inter-agency coordination issues like public sheltering managed at the ICP level. The EOC remained activated until 6:30 pm on May 9, 2007.

There were some difficulties with the initial EOC activation and call out process. Reported problems include the following:

- Need for clearer written guidelines for the agency requesting activation of the EOC (LAFD) regarding the Master Plan procedures for designating a clear activation level and scope of agency response, and communicating that effectively to the City's 3-1-1 Call Center for execution of the related responder call-out procedure.
- Need for clearer written guidelines for the City's 3-1-1 Call Center regarding their role in the EOC call-out process and the scope of agencies required by the Master plan or requested by the lead agency (LAFD) to respond.
- Reliance on outdated or inaccurate departmental responder call-out data.
- Need for the EOC Liaison Section Coordinator (EPD) to provide complete courtesy notifications regarding the activation of the EOC to EOB members and those agencies not required or requested to respond to the EOC.

EPD assisted the EOC Director to review the scope of agencies requested for response and made some adjustments. EPD contacted the 3-1-1 Call Center to review the activation request and made some, but not all, required courtesy notifications referenced above. Once the EOC was activated and staffed, overall procedures were effective and all responding departments worked effectively to support the City's field response to the fire. EOC action planning meetings and briefings were conducted on a regular basis and produced good overall objectives for staff. Responders demonstrated a much better understanding and familiarity with the WebEOC information management application than had been the case in previous recent activations. Consequently the tracking of incident and resource status was good.

LAFD assigned staff to serve as EOC Director. The Director was supported by EPD, LAPD, LAFD and Mayor's Office staff as part of the Management Section team.

Inter-agency coordination was very effective within the Operations Section where responders from LAFD, LAPD, Department of Animal Services, Department of Water and Power, Southern California Gas Company, Department of Transportation, Department of Recreation and Parks and the American Red Cross provided effective agency representation. The following challenges were addressed:

- A public shelter site (Marshall High School) was selected by the Incident Command staff at the field level. This decision was not communicated effectively to appropriate emergency response and coordination staff of LAUSD and the City's Department of Recreation and Parks. These issues were resolved at the field level but due to the gap in time between identification of a need for public evacuation and shelter and the activation of the EOC, this process was not routed through a multi-agency coordination center.
- Initially the Department of Transportation was not requested to respond to the City's EOC. Once activated, EOC management requested LADOT response in order to address traffic planning and routing issues.
- Similarly, CAO was not requested to respond until later in the activation when emergency declaration and cost tracking/recovery issues were raised.

- The EOC Director recommended that the Mayor issue a local declaration of emergency while the EOC was activated. This decision to declare a local emergency was not made until after the EOC was deactivated. While this did not impact the City's eligibility to receive reimbursement grants the process of recommending, analyzing and issuing a local declaration needs to be reviewed and streamlined.
- Field level staff experienced problems with telephone and radio service in the affected area. The EOC was made aware of this issue and did their best to insure the flow of accurate information from the ICP to DOCs and the EOC. One suggestion for improved information flow is for key DOCs such as LAPD RACR or LAFD to assign personnel to the ICP with the task of reporting directly to their coordination staff and management in the DOC or EOC.
- While WebEOC was effective for overall situation status documentation some responders felt additional refinement and training is needed for the resource management and shelter management modules. This is an area to address in the ongoing customization and enhancement of the applications and related training.
- Local television coverage of public shelter activities was not reported with closed captioning during the evening hours. The EOC Information and Public Affairs Section was not aware of this problem.

PART 3: ANALYSIS OF ACTIVATION AND RECOMMENDATIONS

This section of the After-Action Report (AAR) provides an analysis of how well participants as a whole responded during the activation and describes the areas for improvement and corrective action.

STRENGTHS

- The field level response by the ICP organization was very effective.
- Departments provided responders to the City's EOC as requested in a timely fashion.
- EOC responders provided an outstanding level of support to field operations.
- Inter-agency coordination within the EOC was very effective.
- EOC responders demonstrated a better understanding and familiarity of the WebEOC information management application than in previous activations.
- Resource management and logistical support to field operations was effective.

RECOMMENDED AREAS OF IMPROVEMENT/CORRECTIVE ACTIONS

- Review and clarify EOC activation and responder call-out protocols to ensure that each agency with responsibilities for this function better understands its specific role.
- Review and reinforce the Public Welfare and Shelter functions and protocols outlined in the Los Angeles Administrative Code and the City's Emergency Operations Master Plan and Procedures at the field, Department Operations Center (DOC) and EOC level to ensure effective coordination and management of public shelters during a disaster.
- Continue and expand the effective use of the WebEOC information management application including regular training of EOC responders in that system and the enhancement of the resource management and shelter management capabilities.

- Review and clarify the protocols for request and declaration of a local emergency to insure more timely and efficient decision making.
- Assignment of DOC liaisons to the Incident Command Post (ICP) for status reporting.
- Review and revise as needed procedures for emergency public information regarding local television station use of closed captioning.

The Emergency Preparedness Department (EPD) will take the lead on implementing and tracking these corrective actions and will report back to the Emergency Management Committee (EMC) and the Emergency Operations Board (EOB) at their September 2007 meetings regarding progress made.