

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

**REGULAR MEETING**

Monday, January 24, 2011

1:30 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 July 19, September 20 and November 15, 2010 Minutes

II. Action Items

A. June 17, 2010, EOC Recall Exercise After Action/Corrective 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 June 17, 2010, EOC Recall Exercise After Action/Corrective Action Report.

B. Creation of Access and Functional Needs Subcommittee – Anna Burton

Recommendation

That the Emergency Operations Board, as recommended by the Emergency Management Department, approve the creation of an Emergency Management Committee Access and Functional Needs Subcommittee.

III. Information Items

A. Comprehensive Preparedness Guide 101 – Eric Baumgardner  
B. 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: November 4, 2010

To: Charlie Beck, Chair  
Emergency Operations Board

Emergency Operations Board Members

From: Anna Burton, Executive Assistant  
Emergency Operations Board

Subject: **JUNE 17, 2010, EOC RECALL EXERCISE AFTER ACTION/CORRECTIVE 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 June 17 2010, EOC Recall Exercise After Action/Corrective Action Report.

Executive Summary

At 0730 hours on Thursday, June 17, 2010, the Emergency Management Department (EMD) activated the Emergency Operations Center (EOC) to Level III for a "Recall Exercise." The purpose of the exercise was to conduct an activation of the City's EOC and recall responders from various City departments and outside agencies. The exercise included the testing of procedures for EOC responder notification, response, security check-in, initial briefing, start-up tasks, and establishment of initial situational awareness and standing objectives. These processes were completed by 1130 hours; the EOC was then deactivated and the exercise concluded. EMD also conducted a "hot wash" review of the exercise.

The exercise After Action/Corrective Action report was drafted by EMD and approved by the Emergency Management Committee on November 3, 2010. EMD will track areas recommended for improvement and, as appropriate, report back through the Emergency Operations Organization.

If approved, this report will be forwarded to the Mayor for approval and transmittal to the City Council.

Attachment

- DRAFT -



# After Action/Corrective Action Report

## June 17, 2010

### EOC Recall Exercise



October 27, 2010



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## **I. Executive Summary**

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

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

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

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

### **B. Event Name**

EOC Recall Exercise

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

June 17, 2010

### **D. Event Location**

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

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

EOC was activated at 0730 hours, Thursday, June 17, 2010, and deactivated at 1130 hours, Thursday, June 17, 2010 (4 hours).

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

Emergency Management Department (EMD)

## **G. EOC Activation Level**

Level III, full activation of the EOC

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

- Department of Airports
- Department of Animal Services
- Department of Building and Safety
- Chief Legislative Analyst
- City Administrative Officer
- Office of the City Attorney
- Emergency Management Department
- Fire Department
- Department of General Services
- Housing Authority
- Housing Department
- Information Technology Agency
- Office of the Mayor
- Personnel Department
- Police Department
- Port of Los Angeles
- Department of Public Works – Bureau of Contract Administration
- Department of Public Works – Bureau of Engineering
- Department of Public Works – Bureau of Sanitation
- Department of Public Works – Bureau of Street Lighting
- Department of Public Works – Bureau of Street Services
- Department of Recreation and Parks
- Department of Transportation
- Department of Water and Power
- Los Angeles Unified School District

## **I. EOC ACTIVATION CHRONOLOGY**

At 0730 hours on Thursday, June 17, 2010, the Emergency Management Department (EMD) activated the EOC to Level III for a “Recall Exercise.” The purpose of the exercise was to conduct an activation of the City’s EOC and recall responders from various City departments and outside agencies. The exercise included the testing of procedures for EOC responder notification, response, security check-in, initial briefing, start-up tasks, and establishment of initial situational awareness and standing objectives. These processes were completed by 1130 hours; the EOC was then deactivated and the exercise concluded. EMD also conducted a “hot wash” review of the exercise.

The following is a basic chronology of events:

- 0730 EOC activated, EMD Duty Team initiates activation protocol
- 0735 EMD Duty Team notifies GSD Office of Public Safety (OPS) to initiate EOC activation security protocol
- 0740 EMD Duty Team notifies ITA 3-1-1 Call Center to initiate responder call out protocol
- 0745 ITA 3-1-1 Call Center begins responder call out process
- 0745 EMD Duty Team establishes responder check-in and briefing stations
- 0805 First EOC responders report; EMD Duty Team initiates check-in process
- 0820 ITA 3-1-1 Call Center completes responder call out process
- 0825 ITA 3-1-1 Call Center begins "information only" call process
- 0845 ITA 3-1- 1 Call Center completes "information only" call process
- 0900 EMD Duty Team conducts initial responder briefing
- 0915 EOC responders begin start-up tasks
- 0940 EMD confirms all requested EOC responders have reported to work positions
- 1010 EOC responder start-up tasks completed
- 1015 EOC responders provided situational awareness and standing objective tasks
- 1045 EOC responders complete situational awareness task using WebEOC duty logs
- 1115 EMD staff addresses questions and begin demobilization including distribution and collection of exercise evaluations
- 1130 Demobilization completed, exercise concludes
- 1145 EMD conducts exercise hot wash

## **J. Synopsis**

The June 17, 2010, Recall Exercise provided the City with a second opportunity to assess its basic EOC activation and start-up processes and protocols. This was the second Level III (full staffing) exercise conducted in the EOC since its opening in 2009.

The exercise provided another opportunity to demonstrate and test the procedures and protocols associated with the readiness of the EOC, its communications equipment and the notification and



recall of responders. It also assessed staff's ability to gain situational awareness and implement initial EOC standing objectives.

The following objectives were established for the exercise:

1. Implement the EOC activation decision and notification process, through the EMD Duty Officer and Duty Team
2. Implement ITA's 3-1-1 Call Center EOC activation notification call out process
3. Assess EOC responder agencies ability to contact their EOC responders and have them report to the EOC
4. Execute EMD's Duty Team EOC deployment processes, including notification of GSD OPS (security roles) and Personnel Department (parking plan)
5. Execute GSD OPS EOC activation security process
6. Execute EOC activation parking plan
7. Execute EMD EOC responder check-in and briefing process
8. Execute EMD EOC responder staffing plan (departmental)
9. Execute initial EOC ICS staffing at Level III
10. Direct checked-in of EOC responders to assigned position
11. Task EOC responders with the following:
  - a. Complete check-in process and report to assigned work stations
  - b. Attend initial EMD briefing
  - c. Check in with Section Coordinator/Branch Director
  - d. Check EOC work area and supplies
  - e. Test phone system (call office)
  - f. Test data system (email and WebEOC log in)
  - g. Complete WebEOC Duty Log (per written instructions)
  - h. Section Coordinators/Branch Directors deploy POD AV system (per written instructions)
  - i. Establish initial situational awareness through use of an activation scenario and facilitated overview, and discussion
  - j. Establish initial objectives for the EOC based on the exercise scenario
  - k. Log out of WebEOC; deactivate AV system
  - l. Complete exercise evaluation form
  - m. Complete check-out process
  - n. Exit EOC

Most of the procedures evaluated relate to EMD's role as manager/coordinator of the EOC; others relate to roles performed by GSD OPS and ITA. EMD notified ITA 3-1-1 Call Center and provided a detailed activation order listing departments required to respond and their specific EOC role(s). The order also listed departments to be notified for "information only – no response required" purposes.

More than twenty (20) City departments, bureaus and outside agencies participated in the exercise. For the responder agencies, the exercise provided an opportunity to receive notification of EOC activation, practice their internal notification procedures, dispatch responder(s) to the EOC, check-in and perform a set of basic start-up tasks. The goal was to provide all responder agencies with familiarization of the EOC facility, parking, and review how responders would begin work following an activation.

A complete, Level III activation staffing plan was implemented during this exercise. EMD developed an EOC organizational structure based on established Incident Command System (ICS) procedures. The following Sections, Branches, Units and staff stood up:

### **Management Staff**

Director, Deputy Directors, Public Information Officer (PIO), Assistant PIOs, Liaison Officer, EOC Coordinator, Management Staff Assistants

### **Operations Section**

Coordinator, Deputy Coordinator

#### Law Branch

Law Branch Director, Evacuation Unit Leader, RACR Unit Leader, Investigation Unit Leader, Fatalities Management Unit Leader, Force Protection Unit Leader

#### Fire/EMS Branch

Fire/EMS Branch Director, Fire Suppression Unit Leader

#### Transportation Branch

Transportation Branch Director, Traffic Planning Unit Leader, ATSAC Unit Leader

#### Public Works Branch

Public Works Branch Director, Engineering Unit Leader, Sanitation Unit Leader, Street Services Unit Leader, Street Lighting Unit Leader, Contract Admin Unit Leader

#### Utilities Branch

Utilities Branch Director, Water Systems Unit Leader, Power Systems Unit Leader

#### Mass Care Branch

Mass Care Branch Director, Shelter Operations Unit Leader, LAUSD Unit Leader, Animal Services Unit Leader, Housing Unit Leader

#### Safety/Damage Assessment Branch

Safety/Damage Assessment Branch Director, Building and Safety Unit Leader, Housing Unit Leader, Engineering Unit Leader

### **Planning Section**

Coordinator, Deputy Coordinator

Situation Analysis Unit Leader, Situation Analysis Unit Support, Resource Status Unit Leader, Documentation Unit Leader, Recovery and Reconstruction Unit Leader, GIS Unit Leader, Demobilization Unit Leader

## **Logistics Section**

Coordinator, Deputy Coordinator

Ground Support Unit Leader, Supply Unit Leader, Facilities Unit Leader, Information Technology Unit Leader, Personnel Unit Leader

## **Finance and Administration Section**

Section Coordinator

Legal Unit Leader

## **II. FINDINGS**

Exercise participants were asked to complete an evaluation. Additional responses and comments made during the hot wash were used to generate the following list of suggested practices to sustain and suggested areas requiring improvement:

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

1. The "Call Out" notification process was appropriately, efficiently and accurately communicated
2. The updated EMD check-in and security processes was well organized
3. The information covered in the exercise gave responders a clear understanding of their initial EOC responsibilities
4. Responders were able to set up rapidly and begin work
5. The exercise was well organized

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

1. Users were not adequately familiar with the WebEOC application
2. Users pointed out errors in the phone directory and other reference materials.
3. There was not a dedicated work position for the Housing Unit in the Mass Care Branch
4. Provide more specific responder roles and responsibilities, specifically Branch Directors
5. Some key positions were not staffed (several units in the Fire Branch, Disability Unit in Mass Care Branch)
6. Departments requested additional reference materials (department specific phone numbers, access to department specific databases, etc.)

## **III. CONCLUSION**

The June 17, 2010, Recall Exercise was an enhanced version of the March 17, 2010, exercise. It provided another opportunity to assess the procedures and protocols associated with activating and staffing the EOC, most notably the security and responder briefing process.

This exercise was designed as part two of a three part series of EOC exercises. Part two gave responders an opportunity to practice the start up procedures, but also to contend with a specific

activation scenario and the task of collecting initial situational awareness. EOC Management Staff were tasked with developing initial EOC objectives. The third phase will be a full-day, Level III activation which will be based on an improvised explosive device scenario. It will include more detailed objectives, messaging and exercise design elements.

Responders came away from this exercise with a more developed understanding of how to respond to the EOC and begin specific NIMS tasks. EMD staff identified areas for improvement that will be addressed in preparation for the phase three functional exercise.

#### IV. JUNE 17, 2010 EOC RECALL EXERCISE IMPROVEMENT PLAN - RECOMMENDED CORRECTIVE ACTIONS

No	Required Improvement	Corrective Action	Lead Agency	Timetable	Resources Required
1	Users were not adequately familiar with the WebEOC application	Provide additional WebEOC training	EMD	60 days	Existing EMD staff
2	Users pointed out errors in the phone directory and other reference materials	Review phone directory and other reference materials and make corrections	EMD	30 days	Existing EMD staff
3	There was no dedicated work position for the Housing Unit in the Mass Care Branch.	Provide a dedicated work position for the Housing Unit in the Mass Care Branch	EMD and Housing	60 days	Existing EMD and Housing staff
4	Provide more specific responder roles and responsibilities, specifically Branch Directors	EMD to work with departments to define specific responder roles and responsibilities, specifically Branch Directors	EMD and departments	60 days	Existing EMD department EM staff
5	Some key positions were not staffed (several units in the Fire Branch, Disability Unit in Mass Care Branch).	Ensure all required positions are staffed	EMD and departments	30 days	Existing EMD and department EM staff
6	Departments requested additional reference materials	Ask departments to provide specific phone numbers, access to department specific databases	EMD, ITA and departments	60 days	Existing EMD, ITA and department staff

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

Date: November 9, 2010

To: Charlie Beck, Chair  
Emergency Operations Board

Emergency Operations Board Members

From: Anna Burton, Executive Assistant  
Emergency Operations Board

Subject: **CITY OF LOS ANGELES EMERGENCY OPERATIONS ORGANIZATION  
CREATION OF ACCESS AND FUNCTIONAL NEEDS SUBCOMMITTEE**

Recommendation

That the Emergency Operations Board, as recommended by the Emergency Management Department, approve the creation of an Emergency Management Committee Access and Functional Needs Subcommittee.

Executive Summary

The Emergency Management Committee (EMC) is the working arm of the Emergency Operations Board (EOB). The EMC has several subcommittees who meet as needed to address specific issues dealing with budget, operations, logistics, planning, training and other issues critical to the organization and the City emergency management program. An identified gap that has been repeatedly discussed and requires our immediate attention, is the City's awareness and incorporation of issues specific to access and functional needs.

History has repeatedly proven that persons with access and functional needs are disproportionately impacted by disaster. To ensure critical issues related to access and functional needs are addressed, and that City emergency plans are reviewed for compliance with recent guidance released by the Federal Emergency Management Agency (FEMA), the Emergency Management Department (EMD) recommends the EOB create a standing Access and Functional Needs Subcommittee of the EMC.

The Access and Functional Needs Subcommittee would be Chaired by EMD, and Co-Chaired by the City of Los Angeles Department on Disability. The primary mission of this subcommittee would be to ensure the City complies with legislation related to emergency planning for those with access and functional needs. The Subcommittee would meet monthly to review existing emergency plans, annexes and programs, and would report monthly to the EMC. Recommendations from the Subcommittee would be forwarded, as appropriate, through the EMC to the EOB for consideration.

If approved, this subcommittee would be effective immediately and would convene a meeting to establish a standing subcommittee meeting schedule, and to develop a strategy to ensure participation by City and non City agencies.