

AGENDA
City of Los Angeles
EMERGENCY OPERATIONS BOARD

REGULAR MEETING

Monday, July 16, 2012
1:30 P.M.
Media Center Conference Room
Emergency Operations Center
500 E. Temple Street, Los Angeles, CA 90012

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 19, 2012 Minutes

II. Action Items

A. December 2011 Windstorm Emergency Operations Center Activation After Action Report/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 December 2011 Windstorm Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Report (AAR/CAR).

B. May Day 2012 Emergency Operations Center Activation After Action Report/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 May Day 2012 Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Report (AAR/CAR).

C. City of Los Angeles Hazard Mitigation Planning Subcommittee

Recommendation

That the Emergency Operations Board, as recommended by the Emergency Management Department, approve the creation of a Hazard Mitigation Planning Subcommittee, and that it be considered a “Standing Subcommittee” of the Emergency Management Committee.

III. Information Items

A. Sea Level Rise and Coastal Change – Patrick Barnard

B. July 2012 Heat Event – James Featherstone

C. 2012 405 Freeway Closure – James Featherstone

D. 2012 Annual EOO Workshop – Carol Parks

E. Executive Crisis Communications Program (Phase I) – Carol Parks

F. Emergency Air Transportation Plan – Rob Freeman

G. 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: July 10, 2012

To: Charlie Beck, Chair
Emergency Operations Board

Emergency Operations Board Members

From: Anna Burton, Executive Assistant
Emergency Operations Board

A handwritten signature in black ink that reads "Anna Burton".

Subject: **DECEMBER 2011 WINDSTORM EMERGENCY OPERATIONS CENTER
(EOC) ACTIVATION 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 December 2011 Windstorm Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Report (AAR/CAR).

Executive Summary

Pursuant to terms of the City's Emergency Operations Master Plan and Procedures (Master Plan), the City's Emergency Management Department (EMD) is responsible for preparing an After Action/Corrective Action Report for each activation of the City's EOC. On December 2, 2011, a joint decision was made by EMD, the Los Angeles Fire Department (LAFD) and the Office of the Mayor to activate the EOC at a Level II Alpha (Fire/EMS Lead) in order to support field activities associated with the windstorm. The EOC provided multi-agency coordination of information and resources.

The attached After Action/Corrective Action report represents a summarization of individual reports from each of the affected EOC response agencies. This report was approved by the Emergency Management Committee at its June 6, 2012, meeting for forwarding to the Board for approval. If approved, EMD will forward to the Mayor for transmittal to the City Council.

EMD will track areas recommended for improvement and, as appropriate, report back through the Emergency Operations Organization.

Attachment - December 2011 Windstorm Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Report

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: May 30, 2012

To: Anna Burton, Chair
Emergency Management Committee

Emergency Management Committee Members

From: Rob Freeman, Operations Division Chief
Emergency Management Department

Subject: **DECEMBER 2011 WINDSTORM EMERGENCY OPERATIONS CENTER (EOC) ACTIVATION AFTER ACTION/CORRECTIVE ACTION REPORT**

Recommendation

That the Emergency Management Committee (EMC) approve and forward to the Emergency Operations Board (EOB) for approval the attached After-Action/Corrective-Action report regarding the December 2011 Windstorm 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 Management Department (EMD) is responsible for preparing an After-Action/Corrective Action Report for each activation of the City's EOC. On December 2, 1011, a joint decision was made by EMD, the Los Angeles Fire Department (LAFD) and the Office of the Mayor to activate the EOC at a Level II Alpha (Fire/EMS Lead) in order to support field activities associated with the wind storm. The EOC provided multi-agency coordination of information and resources.

The attached After-Action/Corrective Action report represents a summarization of individual reports from each of the affected EOC response agencies. Their comments provide an overview of the activation including specific recommendations for improvements in procedures. EMD 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 213 484-4804.

Attachment

- DRAFT -



After Action/Corrective Action Report December 2011 Windstorm EOC Activation

May 30, 2012



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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 Report (AAR/CAR) following all activations of the City's Emergency Operations Center (EOC). AAR/CARs are intended to assist the City of Los 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 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 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

December 2011 Windstorm

C. Event Date(s)

December 1-2, 2011

D. Event Location

Citywide high wind event and Red Flag fire condition alert

E. EOC Activation Duration

Two days. EOC activated at 0930 hours, Thursday, December 1, 2011, and deactivated at 1200 hours, Friday, December 2, 2011.

F. EOC Activation Lead Agency

Los Angeles Fire Department (LAFD)

G. EOC Activation Level

Level II ALPHA (Fire/EMS Lead)

H. EOC Activation Participating Agencies

- City Administrative Officer (CAO)
- City Attorney's Office
- Emergency Management Department (EMD)
- Fire Department (LAFD)
- Department of General Services (GSD)
- Information Technology Agency (ITA)
- Office of the Mayor
- Police Department (LAPD)
- Department of Public Works Bureau of Street Services (PW/BOSS)
- Department of Recreation and Parks (RAP)
- Department of Transportation (DOT)
- Department of Water and Power (DWP)
- American Red Cross

I. EOC Activation Chronology

At 0930 hours, December 1, 2011, the City of Los Angeles activated its EOC due to high wind conditions and a Citywide fire condition Red Flag Alert. The EOC was activated at Level II ALPHA (Fire Department lead). Staff from thirteen (13) City departments and agencies and representatives from the County of Los Angeles and the American Red Cross were notified and responded. A total of 26 responders staffed the activation for an "A Watch" that lasted from 0930 hours on December 1, 2011, to 0600 hours on December 2, 2011.

LAFD served as Lead Agency for the activation. EMD and LAPD served as Deputy Directors in support of LAFD. All five (5) Sections of the EOC were activated (Management, Operations, Planning and Intelligence, Logistics, and Finance and Administration).

The EOC was activated to support field response activities of LAFD, LAPD, LADWP, LADOT and PW/BOSS. The wind storm resulted in fallen trees, power outages, traffic signal outages and downed power wires and transformers throughout the City. The EOC activation allowed the City to focus and coordinate its response and resources to address the Citywide wind damage. By 1100 hours on December 1, 2011, the EOC was operational.

An EMD Bulletin was sent to all City departments and key outside agencies advising them of the activation providing initial information on the wind storm including National Weather Service forecast, advisories from LADWP, the Los Angeles County Department of Public Health, and information regarding persons with disabilities, access and functional needs. Information releases were sent to the media at 1400 hours and 1600 hours with specific information on the City's response and instructions for the public on what to do during a wind storm.

The City's 3-1-1 call center was staffed on a 24-hour basis to take non-emergency storm related calls from the public.

At 1630 hours, a Citywide conference call was held with 24 agencies participating. The purpose of the conference call was to provide an update in the situation status of the wind storm, get specific response information from the participating agencies and identify resource or mission tasking needs.

The EOC maintained a cycle of information gathering and sharing in response to the severe wind conditions that hit the City. All EOC department representatives were tasked with compiling current status of infrastructure damage, status of their current City services/customers, challenges to returning to normal operations and impacts as field response personnel worked to restore damages infrastructure and resumption of customer services.

The major field incidents monitored by the EOC included power outages, downed trees and continued Red Flag fire alert conditions.

The EOC adopted a modified coordination planning process utilizing a series of scheduled briefings and situation status report meetings every two to three hours. These meetings were coordinated by the Planning and Intelligence Section Coordinator with support from the EMD staffed Planning and Intelligence Section Deputy Coordinator.

The EOC established contact with Department Operations Centers (DOCs) for LAFD, LAPD, Recreation and Parks and Public Works Street Services Bureau in order to maintain situational awareness.

A total of 31 responders staffed the activation for the "B Watch" that lasted from 0600 hours to 1200 hours on December 2, 2011.

The EOC was deactivated at 1200 hours on December 2, 2011.

J. Synopsis

This EOC activation supported field activities of five major City response agencies: LAPD, LAFD, Public Works Street Services, LADWP and LADOT. Most of the incidents involved power outages, downed power lines and other storm related damage. The following synopsis covers branch/agency specific activities that were monitored and supported by the EOC Operations Section.

Fire/EMS Branch (LAFD)

- Logged and responded to 179 storm related incident calls
- Responded to seven (7) major downed power line incidents that required Fire Inspectors on scene
- These were taken over by brush patrols and engine companies
- Established an Incident Command Post at Fire Station 88
- Remained on Red Flag pre-deployment until 1500 hours on December 2, 2011

Law Enforcement Branch (LAPD)

- Transitioned operations from Occupy LA event to the Wind Storm
- Occupy LA Unified Command Post remained operational at Fire Station 4

Utilities Branch (LADWP)

- Reported 120,000 customer outages scattered throughout Los Angeles
- Areas hardest hit included Cypress Park, El Sereno, Glassell Park and Highland Park
- Deployed 110 field response crews
- Reported distribution line outages in Atwater and Griffith Park
- Dealt with short term threat to water supply in impacted areas
- Two pump stations were without power; one went to generator power
- No reports of gas service outages

Public Works Branch (Street Services Unit)

- Bureau was overwhelmed with calls on evening of December 1, 2011
- Most calls involved downed trees, some in combination with downed power lines
- By the end of the event more than 2000 incidents were reported
- Urban Forestry Unit responded to calls as rapidly as possible
- Field operations on December 1, 2011 were halted at 2100 hours for safety reasons and resumed on December 2, 2011 at 0630 hours
- Emergency crews remained on standby overnight

Mass Care Branch (Recreation and Parks)

- Power outage was reported at the Griffith Park Ranger Stations and DOC; restored by LADWP at 0305 hours on December 2, 2011
- Griffith Park was closed
- Elysian Park remained open with traffic being diverted through the park
- Reported storm related damage to 69 park properties

Transportation Branch (LADOT)

- Reported loss of traffic signal communications to 22 locations
- Traffic Control Officers were deployed to nine (9) affected intersections
- No reported street or freeway closures
- Enforced Red Flag parking restrictions; issued 70 citations and 8 vehicle impounds

Public Health (Los Angeles County)

- Public Health Advisories were issued by the County of Los Angeles in conjunction with EOC Public Health Advisor
- Advisories dealt with potential for carbon monoxide poisoning, food borne illnesses and other health concerns

II. Findings

(A) Practices to Sustain

1. EOC Process

The EOC Coordination Process developed by EMD provides a standardized structure and process for responders to follow during activations. Many elements of the process such as utilization of standing objectives, structured briefings and meetings worked well during this activation. This element, however, is one where refinements are needed for Level II events (see part B).

2. EOC NIMS Organization

The EOC staffing organization structure is based on NIMS, the National Incident Management System. As refined and developed by EMD, this organizational structure worked well during this activation, especially in the Operations Section. The seven (7) branch operations structure includes Utilities and Public Works. Both of these branches were heavily involved in this event.

3. EOC Training Program

The in-house EMD developed EOC training program (EOC 101/201/301 series) provided responders with a solid foundation for their respective and mutual responsibilities in the EOC. Those responders who completed the training performed well and were comfortable with their roles and responsibilities. EMD should continue this training program with the goal of reaching all members of departmental EOC response rosters.

4. Utilities Branch Information Sharing

The Operations Section, Utilities Branch did an outstanding job of collecting and sharing information regarding power outages. LADWP serves as Utilities Branch Director as well as Power System Unit Leader and Water System Unit Leader for the branch. The Power Unit in particular excelled in providing the Operations Section and EOC Management with timely, accurate and useful information on the status and scope of power outages during the event, as well as ongoing field repair work and anticipated service restoration times.

5. Public Information Management

The EOC PIO and Assistant PIOs worked cooperatively to develop and implement an effective emergency public information plan for this event. PIOs from LAFD, EMD, LAPD, LADWP and the Mayor's Office ran a successful joint information system in order to issue concise, accurate media releases and address questions from the media.

(B) Areas Requiring Improvement

1. EOC Process for Level II Activations

Not all elements of the EOC Coordination Process developed for full Level III activations were used during this event. Some aspects of the full process such as preparing formal written EOC Coordination Plans for incoming operational period shift changes were useful for such a limited duration event. EMD needs to develop a revised EOC process for Level II activations that recognizes the fluidity of shorter term events. There also needs to be more flexibility in the NIMS organization developed for Level II events where branch and unit activation is situational and flexible.

2. Web EOC Familiarity/Training

Responders in this event reported they were not familiar with the details of system usage. As reported in previous EOC Activation After Action Reports, EOC responders need greater familiarity with the WebEOC application. EMD needs to complete ongoing revisions and upgrades to the application and provide comprehensive training for EOC responders.

3. Utilities Branch Communications/Technology

The Utilities Branch did an outstanding job of collecting and sharing information regarding power outages in this event, despite their intranet security protocols that hindered their ability to freely access key LADWP information systems in the City EOC. EMD, ITA and LADWP need to continue to work together to identify Water and Power communication systems (especially data) capabilities and adjust accordingly, within security protocols, to facilitate access to the EOC Utilities Branch responder work station

4. Public Works Mutual Aid

During this event, PW/BOSS was overwhelmed by the volume of incidents requiring field response, especially downed trees. This issue was a regional problem with many cities in the County reporting similar or greater volume of incidents. PW/BOSS was approached by LA County Public Works to provide assistance to other jurisdictions. They were fully engaged responding the volume of incidents within the City. The Windstorm event underscored the need to review the status and capability of Public Works Mutual Aid within the County and Region.

III. Conclusion

The December 2011 Windstorm EOC activation was a successful planned Level II event. The decision to activate was based on weather forecasting and advance information from LAFD regarding the potential for widespread wind related damage. Coming on the heels of the Level I (Citywatch) activation for the Occupy LA camp shut down, the was able to effectively transition from a localized public assembly/disorder event to a more widespread weather event.

Agency response to the EOC was rapid and effective. Under LAFD lead and EMD guidance, an EOC NIMS organizational structure was rapidly put into action and began collecting and sharing situation status information regarding wind related damage and response activities. The Operations Section Fire, Law, Utilities, Public Works and Mass Care Branches did an outstanding job of providing real time information to EOC Coordination Staff and Management. In particular, LADWP worked diligently to provide the EOC with rapid, up to date information on power outages and anticipated time of service restoration. The EOC PIO team executed an effective public information plan that drew on resources from multiple departments and sources.

The EOC coordination process worked well but there is a need to refine and revise the specific planning and meeting processes used in Level II activation. Current processes are geared primarily for sustained Level III events. The WebEOC application was used but there is a need for revision and updating to that application as well as a need for ongoing responder training.

Overall the activation was successful in terms of maintaining Citywide situational awareness and providing resources as needed to support field operations. A list of specific recommended corrective actions is included in the attached matrix.

IV. December 2011 Windstorm EOC Activation Improvement Plan - Recommended Corrective Actions

No.	Required Improvement	Corrective Action	Lead Agency	Timetable	Resources Required
1	Refine the EOC Coordination Process for Level II events	Develop a revised EOC Coordination Planning Process specifically for Level II events.	EMD	30 days	Existing EMD staff and EOC Task Force
2	Improve the WebEOC application and related training	Develop a revised, more contemporary WebEOC application and related training	EMD and ITA	90 days	Existing EMD and ITA staff
3	Provide Utilities Branch with improved communications capabilities	Provide a link between the EOC and LADWP systems for power and water situation status	EMD, LADWP and ITA	90 days	Existing EMD, LADWP and ITA staff
4	Enhance the mutual aid capabilities for Public Works	Review current Public Works mutual aid protocols and identify areas for improvement	EMD and Public Works	60 days	Existing EMD and Public Works staff

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE



Date: July 10, 2012

To: Charlie Beck, Chair
Emergency Operations Board

Emergency Operations Board Members

From: Anna Burton, Executive Assistant
Emergency Operations Board

A handwritten signature in black ink that reads "Anna Burton". The signature is written in a cursive style and is positioned to the right of the typed name.

Subject: **MAY DAY 2012 EMERGENCY OPERATIONS CENTER (EOC)
ACTIVATION AFTER ACTION REPORT/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 May Day 2012 Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Report (AAR/CAR).

Executive Summary

As part of the City's 2012 May Day pre-event planning efforts, a decision was made to activate the EOC, at Level II BRAVO (Law Enforcement Lead), in order to support field activities and coordinate situational information and resources. This occurred on May 1, 2012, 0800 hours through 2000 hours.

Pursuant to the City Emergency Operations Master Plan and Procedures (Master Plan), the Emergency Management Department (EMD) is designated as the lead agency for preparation of such reports. EMD requested and received reports from each of the affected EOC response agencies. The attached After-Action/Corrective Action report provides an overview of the May 1, 2012 activation, including specific recommendations for improvement. This report was approved by the Emergency Management Committee at its July 3, 2012, meeting for forwarding to the Board for approval. If approved, EMD will forward to the Mayor for approval and forwarding to the City Council.

EMD will track areas recommended for improvement and, as appropriate, report back through the Emergency Operations Organization.

Attachment - May Day 2012 Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Report

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: June 22, 2012

To: Anna Burton, Chair
Emergency Management Committee Chair

Emergency Management Committee Members

From: Rob Freeman, Operations Division Chief
Emergency Management Department

Subject: **MAY DAY 2012 EMERGENCY OPERATIONS CENTER (EOC)
ACTIVATION AFTER ACTION REPORT/CORRECTIVE ACTION
REPORT**

Recommendation

That the Emergency Management Committee (EMC) approve the attached 2012 May Day Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Report (AAR/CAR) and forward to the Emergency Operations Board (EOB) for approval.

Executive Summary

As part of the City's 2012 May Day pre-event planning efforts, a decision was made to activate the EOC, at Level II BRAVO (Law Enforcement Lead), in order to support field activities and coordinate situational information and resources. This occurred on May 1, 2012, 0800 hours through 2000 hours.

Pursuant to the City Emergency Operations Master Plan and Procedures (Master Plan), the Emergency Management Department (EMD) is designated as the lead agency for preparation of such reports. EMD requested and received reports from each of the affected EOC response agencies. The attached After-Action/Corrective Action report provides an overview of the May 1, 2012 activation, including specific recommendations for improvement. EMD will be the lead agency for implementing and tracking the recommended corrective actions.

Questions regarding this report can be directed to rob.freeman@lacity.org or 213 484-4804.

Attachment

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After Action Report/Corrective Action Report 2012 May Day EOC Activation

June 12, 2012



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I. Executive Summary

A. Statement of Purpose

Pursuant to the City Emergency Operations Master Plan and Procedures, the Emergency Management Department (EMD) is responsible for preparing a formal After Action Report/Corrective Action Report (AAR/CAR) following all activations of the City's Emergency Operations Center (EOC). AAR/CARs are intended to assist the City of Los Angeles analyze its EOC activation, staffing and management processes in order to document the following:

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

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

B. Event Name

2012 May Day Emergency Operations Center (EOC) Activation

C. Event Date

May 1, 2012

D. Event Location

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

E. EOC Activation Duration

One Day: The EOC was activated at 0800 hours on Tuesday, May 1, 2012 and deactivated at 2000 hours Tuesday, May 1, 2012.

F. EOC Activation Lead Agency

Los Angeles Police Department (LAPD)

G. EOC Activation Level

Level II BRAVO (Law Enforcement Lead)

H. EOC Activation Participating Agencies

- American Red Cross (ARC)
- City Administrative Officer (CAO)
- City Attorney's Office
- Department on Disability (DoD)
- Department of Public Works Bureau of Engineering (PW/BOE)
- Department of Public Works Bureau of Sanitation (PW/SAN)
- Department of Public Works Bureau of Street Services (PW/BOSS)
- Department of Recreation and Parks (RAP)
- Department of Transportation (LADOT)
- Department of Water and Power (LADWP)
- Emergency Management Department (EMD)
- General Services Department (GSD)
- Information Technology Agency (ITA)
- Los Angeles County Office of Emergency Management (LAC OEM)
- Los Angeles County Sheriff (LASD)
- Los Angeles Fire Department (LAFD)
- Los Angeles Police Department (LAPD)
- Los Angeles Unified School District (LAUSD)
- Office of the Mayor
- Metropolitan Transit Authority (MTA)
- Ventura County Sheriff's Office of Emergency Management

I. EOC Activation Chronology

The EOC was activated as a planned measure to provide effective Citywide coordination of information and resources for the 2012 May Day Event. EMD consulted with LAPD, LAFD and the Mayor's Office during the pre-event planning and a joint decision was made to activate the EOC to Level II BRAVO (Law Enforcement Lead). The EOC was activated to provide support to field response agencies and to ensure effective coordination and management of Citywide response should the event escalate. Specifically, there was concern regarding the following intelligence reports:

- May Day is an annual day of celebration for the labor movement internationally
- Estimates that approximately 60,000 people would gather in downtown Los Angeles
- Protest activities planned throughout Los Angeles
- Disruption of major traffic arteries
- Demonstrations on key political issues
- Demonstrations and marches to disrupt passenger traffic at LAX
- Disruption of downtown businesses and streets

- More than 10,000 immigrant rights activists expected to participate in 2012 May Day events

The planned activation of the EOC took place at 0800 hours on May 1, 2012, with pre-determined National Incident Management System (NIMS) positions staffed by City agencies. All five (5) NIMS functional EOC sections were activated: Management, Operations, Planning and Intelligence, Logistics and Finance and Administration.

The Operations Section activated the following Branches: Law, Fire, Mass Care, Public Works, Transportation, and Utilities.

The Planning and Intelligence Section coordinated a scheduled series of management and coordination meetings using processes developed by EMD. This included regular situation briefings and status updates regarding key issues and venues. Meetings were held as follows:

0900 hours – Initial Management and Coordination Staff Meeting

The EOC Director and Deputy Directors briefed Management and Coordination staff on the scope of activities for day/Operational Period and received the “Director’s Intent.” The meeting also provided an opportunity for the Director and Deputy Directors to modify EOC Standing Objectives and add event specific objectives

1130 hours – Situation Update Meeting

This was an informal meeting for the Planning and Intelligence Section to give a brief update on the event situation.

1300 hours – Coordination Meeting

This was a more formal meeting where the Planning and Intelligence Section gave Management an update on the current situation. The Operations Section provided an overview of current priority support missions and anticipated challenges. Each Section Coordinator reported on their situation and any conflicts that required resolution. Management reviewed and approved the coordination effort proposed by the Operations Section.

Operations Branches reported the following:

Law Enforcement

- 50-60 protestors on the move from the “West Wind” event
- 50 protestors on the move from the “South Wind” event (Florence and Normandy)
- 300+ protestors coming from the “North Wind” event (San Fernando Valley)
- 40-50 protestors form the “East Wind” Event (Caesar Chavez and Atlantic)
- No arrests
- Sheriff’s Office monitoring smaller demonstrations

Fire/EMS

- Normal activity, no challenges, prepared to deploy for event

Transportation

- LADOT ready to deploy to Olympic and Temple as needed
- ATSAC camera support requested and provided
- Transportation Plan developed and disseminated
- Some planning conflicts between LAPD, LAFD and MTA
- No hard timeline for marchers actions available
- Airport marchers left to unknown location
- Progressive street closures underway

Public Works

- Bureau of Sanitation and Bureau of Street Services field crews on stand-by
- 150 barricades and 100 traffic cones delivered to LAPD Unified Command Post

Utilities

- No issues to report regarding power, water or gas services
- Two (2) area power outages reported at 0930, not tied to May Day Event

Mass Care

- Recreation and Parks, Red Cross and other support agencies on stand-by

Management - Public Information Officer

- EMD released an informational bulletin to City staff regarding the May Day Event
- Traffic information posted on City website
- General public information posted on EMD Facebook and Twitter sites
- Media Advisory regarding street closures released in advance of event

1500 hours – Situation Update Meeting

A follow-up meeting was held allowing the Planning and Intelligence Section to give Management a brief update on the event situation.

Law Enforcement Branch reported three arrests had been made by LASO at North Hollywood Orange Line platform. Planned arrests made at LAX (Century and Avion)

Finance and Administration Section reported on deployment numbers and costs for field response personnel.

1700 hours – Planning Meeting

This was another formal meeting during which the Planning and Intelligence Section gave a more detailed situation status briefing. The Operations Section provided an update on the scope of anticipated efforts for the remainder of the Operations Period and discussed the possibility of continuing the activation to another Operational Period. Management reviewed staffing needs.

1830 hours – Demobilization Meeting

Discussion to deactivate the EOC at 2000 hours.

II. Synopsis

May Day has become a nationally recognized day by the labor and immigration movements. This year, Immigration rights advocates collaborated with the Occupy movement to coordinate nationwide activities, calling for a general strike known as “Day Without the 99 Percent.” Planned protests, marches, and rallies, modeled partly on the 2006 immigration protests across the country, were scheduled throughout most cities. The goal of the initiative was aimed at disrupting commuting systems and the workday.

In Los Angeles, 2012 Occupy Los Angeles organized around a “4 Winds” event, made up of people, bikes, and cars proceeding through the urban areas of Los Angeles. The physical movement of the protest crowds was scheduled along four (4) routes.

1. West Wind Protest: Running from the Pacific Ocean to the center of downtown Los Angeles
2. East Wind Protest: Running from East LA to downtown Los Angeles
3. South Wind Protest: Running from Cal State University Dominguez Hills, through Compton and Watts, ending near LA Trade Technical College
4. North Wind Protest: Running from Saticoy/Van Nuys in the San Fernando Valley to the Valley Civic Center

A. Major Developments

The EOC was activated at 0800 hours to provide support to the Unified Command Post at Dodger Stadium. The decision to activate the EOC was made jointly by EMD and LAPD in coordination with the Mayor’s Office and LAFD. LAPD served as Director of the EOC, with EMD and LAFD providing Deputy Directors. This model mirrored and supported the Unified Command organization established in the field.

The following EOC sections were staffed: Management, Operations, Planning & Intelligence, Logistics and Finance & Administration. EOC Branches within the Operations Section were established for Law, Fire, Mass Care, Public Works, Transportation, and Utilities. The EOC Liaison Officer integrated the outside Agency representation from LAC OEM.

The Management Section provided overall leadership of the EOC organization and the process of management by objectives. The current EOC operational process enabled the Management Section to develop more effective action plans than in previous activations, however, many responders were still unfamiliar with these processes. Management coordinated the EOC’s emergency Public Information process as well as liaison with other jurisdictions including the County of Los Angeles and State of California Emergency Management Agency.

The Planning & Intelligence Section collected, analyzed and disseminated information from field, Department Operations Center (DOC), EOC and media sources. The Section maintained

situational awareness, coordinating the assembling of section situation reports, setting meeting agendas and facilitating all meetings conducted in the Management Room.

The Operations Section consisted of Branches as already defined. The Branch activities focused primarily on monitoring the status of the May Day marches, rallies, and protests, providing resource support to the field if needed, providing information on the status of the City's traffic situation and street closures, and monitoring the overall City footprint for other threats, disruptions, or impacts to City services.

Once the May Day activities shut down along the four (4) routes, and the UCP communicated initiation of demobilization planning, the decision was made to scale back the EOC to Level I City Watch with EMD Duty Team staffing only at 1630 hours. EOC demobilization of the other City departments was completed by 1700 hours.

At 2000 hours, the City of Los Angeles Emergency Operations Center deactivated for the May Day 2012 planned events. The EOC transitioned its operations to EMD Duty Officer status.

B. Core Capabilities

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

- Intelligence and Information Gathering and Sharing
- Recognition of Indicators and Warnings
- EOC Management and Coordination Planning Processes

C. EOC Objectives

The EOC utilized pre-developed Standing Objectives, and developed event specific objectives during the planning and meeting cycle.

III. Findings

(A) Practices to Sustain

The following EOC practices were reported as effective by responders and are recommended to be sustained.

1. Level II EOC Coordination Planning Process

Subsequent to the December 7, 2011, annual exercise, EMD's EOC Task Force developed an updated coordination planning process for use in Level II activations. The process differs somewhat from the more formal one used in sustained Level III activations and incorporates use of scheduled situation briefings and updates with set structure and agendas. A written coordination plan for future shifts was not developed; standing objectives were used and refined as needed during briefings and coordination meetings.

Responders from several agencies reported the effectiveness of this new process, specifically the meeting agendas, written concept of operations and effective meeting coordination by the

Planning and Intelligence Section Coordinator (LAPD), Deputy Coordinator (EMD) and EOC Coordinator (EMD). Management reported they were comfortable with the process and the way in which the Planning and Intelligence Section and EOC Coordinator ran meetings. In previous exercises and events, Management provided ad hoc direction for meetings that was sometimes at odds with EMD established EOC processes. Use of the new Level II process alleviated this.

2. EOC Responder Check-in Process

EMD used an updated EOC responder check-in process that included use of new technology and intern/volunteer staff support. Both of these new practices proved to be effective. Responders reported that the check-in was efficient and effective.

3. Pre-Event Planning

As a known event, the 2012 May Day EOC activation was incorporated into the City's overall event planning process led by LAPD. EMD advised LAPD on the recommended EOC activation level and specific NIMS/ICS positions to be staffed. EMD worked in advance with City agencies to confirm their EOC position assignments and identify staff that would fill the positions. This advanced planning process worked well and ensured that agencies were informed of their roles and responsibilities allowing them to make specific staffing assignments accordingly. The result was responders were more familiar with their position responsibilities than in previous exercises and events. Responders reported this as an advance compared to previous activations. EMD also utilized the automated EOC responder notification system (CIA) which worked effectively.

4. Situational Awareness

Responders reported improvements in overall EOC situational awareness compared to past exercises and events. This was attributed to a better defined Level II EOC Process and improved communication between Management, the Planning and Intelligence Section, the Operations Section and its Branches. The Planning and Intelligence Section provided regular, efficient situation status briefings and updates using the new Level II concept of operations and meeting structure. The result was Management was well informed about the evolving event and branch level developments.

(B) Areas Requiring Improvement

The following areas were reported as requiring improvement.

1. Continued Enhancement of Level II Process

While the new Level II process worked well during the May Day activation, there is a need for enhancements and improvements. Specific recommendations include the following.

- a. Ensure that the Operations Section has an accurate "big picture" of the situation that encompasses all branches and developments.
- b. Identify technology upgrades that support the Level II process.

- c. Insure that the EOC Coordinator, Operations Section Coordinator and Planning and Intelligence Section Coordinator provide effective support between Management and specific branches and units regarding direct inquiries and assignments.
- d. The Planning and Intelligence Section needs to prioritize tasks and missions.
- e. Strengthen the demobilization process.

2. Review/Improve the EOC Responder Feeding Policy

The overall EOC responder feeding policy and process needs to be reviewed and updated. The current process is informal and subject to ad hoc decisions and non-standard execution. EMD and GSD should be tasked to review the current process and develop a more effective, thorough policy to ensure efficiency.

3. Enhance Integration of Airports (LAWA) and Port of LA (POLA)

In-person agency representatives from LAWA and POLA are generally requested for Level III EOC activations. For the 2012 May Day Level II event, neither LAWA nor POLA representatives were requested to respond to the City EOC. Both agencies had major field response roles at their facilities and activated their DOCs. In retrospect, agency representatives should have been requested for the City EOC. We recommend that LAWA and POLA representatives be requested as part of the Level II process, especially for events and incidents that impact their operations and facilities.

4. Enhance EOC Responder Check-in Process

Overall, the responder check-in process for the 2012 May Day activation was effective. Suggestions were made, however, for additional enhancements and improvements.

- a. Continue implementation of new technology for check-in;
- b. Identify increased support role for GSD Office of Public Safety staff; and,
- c. Review the possibility of staging all responder check-in activities in the EOC Lobby versus the Training Room

IV. Conclusion

The 2012 May Day event provided an important opportunity for use of new process for Level II EOC activations. Many of these proved to be major step forward compared to previous processes and experiences in prior exercises and events. There continues to be room for continued enhancement and improvement of the Level II process; most of our EOC activations are at this level. Overall, this was the most effective and efficient activation of the EOC since 2009. EMD's EOC Task Force should continue its leadership role in crafting and refining operating processes and procedures and is tasked with developing and tracking most of the recommended corrective actions.

V. 05/01/2012 May Day EOC Activation Corrective Action Plan

No.	Required Improvement	Corrective Action	Lead Agency	Timetable	Resources Required
1	Continue Enhancement of the Level II EOC Process	Task EMD EOC Task Force with development of additional guidelines and support documents	EMD	90 days	Existing EMD resources
2	Review/Improve the EOC Responder Feeding Policy	Task EMD and GSD with review of EOC feeding policy and drafting recommendations for improvement	EMD and GSD	90 days	Existing EMD and GSD resources
3	Enhance Integration of Airports (LAWA) and Port of LA (POLA)	Insure agency responders for LAWA and POLA are considered for all Level II events	EMD, LAWA and POLA	30 days	Existing EMD resources
4	Enhance EOC Responder Check-in Process	Review current process, continue procedural and technical improvements	EMD	60 days	Existing EMD resources

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: July 10, 2012

To: Charlie Beck, Chair
Emergency Operations Board

Emergency Operations Board Members

From: Anna Burton, Executive Assistant
Emergency Operations Board

A handwritten signature in cursive script that reads 'Anna Burton'.

Subject: **CITY OF LOS ANGELES HAZARD MITIGATION PLANNING
SUBCOMMITTEE**

Recommendation

That the Emergency Operations Board, as recommended by the Emergency Management Department, approve the creation of a Hazard Mitigation Planning Subcommittee, and that it be considered a "Standing Subcommittee" of the Emergency Management Committee.

Executive Summary

The local hazard mitigation planning process is described in the Disaster Mitigation Act of 2000 (DMA 2000). The DMA 2000 amended the Stafford Act's requirements regarding eligibility to receive certain mitigation grant funding (44 Code of Federal Regulations 201.6). As part of the DMA 2000, the Federal Emergency Management Agency (FEMA) was identified as being responsible for coordinating the implementation of the Act requiring local government, state, and special jurisdictions to develop hazard mitigation plans.

To comply with the Federal Hazard Mitigation Grant Program and DMA 2000, the Emergency Management Department (EMD) coordinates the review, revision and submission of the City's Local Hazard Mitigation Plan (LHMP). Among the tasks required by FEMA to develop this plan is a hazard risk analysis and vulnerability assessment. This includes the development of GIS maps that identify hazard zone areas (e.g., earthquakes, brush fires, floods, etc.), critical facilities and critical infrastructure in the identified areas. The plan requires community involvement through public hearings and workshops, questionnaires, publications, and the internet. Significant emphasis is placed on mitigation measures by identifying and prioritizing mitigation goals and objectives and describing specific projects that can accomplish each.

FEMA requires that the LHMP undergo formal revision by the local government and formal review by FEMA every five (5) years. EMD works with FEMA Region IX to ensure compliance.

The last update to the City's LHMP was approved by the City Council on June 21, 2011 (CF 11-0648). Prior to this date, the City's LHMP was approved October 26, 2004 (CF 04-0293).

On May 31, 2012, the City of Los Angeles Office of the Controller released its audit of the City's Emergency Planning Efforts. This was a follow up process based on the 2008 Audit, also conducted by the Office of the Controller.

In the 2012 audit, it was recommended that the Emergency Operations Board (EOB) elevate the Hazard Mitigation Planning Advisory Task Force of the Emergency Management Committee (EMC) (the body that reports directly to the EOB), with permanent membership that includes police, fire, the major enterprise departments, Public Works, General Services, Recreation and Parks, Information Technology Agency and other departments that own or manage public buildings and infrastructure within the City. (Section 4, Recommendation 4.2)

EMD concurs with Recommendation 4.2, and recommends EOB approval of the creation of this subcommittee. It is also recommended that EMD Chair this subcommittee. EMD will contact the departments noted above, as well as those involved in earlier LHMP efforts, to ensure the subcommittee has the resources and participation necessary to address Citywide hazard mitigation planning needs.