



TRANSMITTAL

TO The Council	DATE OCT 27 2014	COUNCIL FILE No.
FROM The Mayor	COUNCIL DISTRICT All	

On May 1, 2014, the City of Los Angeles EOC was activated as a planned measure to provide Citywide coordination of information and resources for the 2014 May Day Event. The Emergency Management Department consulted with the Los Angeles Police Department, the Los Angeles Fire Department and the Office of the Mayor during the pre-event planning. The EOC was activated to a Level II Bravo (Law Enforcement Lead). The attached report was approved by the Emergency Operations Board (EOB) at its September 15, 2014, meeting.


ERIC GARCETTI
Mayor

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CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: October 14, 2014

To: Eric Garcetti, Mayor

From: Anna Burton, Executive Assistant
Emergency Operations Board

A handwritten signature in blue ink that reads "Anna Burton". The signature is written over the printed name and title of the sender.

Subject: **2014 MAY DAY EMERGENCY OPERATIONS CENTER (EOC)
ACTIVATION AFTER ACTION REPORT/CORRECTIVE ACTION PLAN**

At its September 15, 2014, meeting, the Emergency Operations Board approved the attached 2014 May Day Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan and recommended it be forwarded to the Mayor for approval and forwarding to the City Council.

Executive Summary

On May 1, 2014, the City of Los Angeles EOC was activated as a planned measure to provide Citywide coordination of information and resources for the 2014 May Day Event. The Emergency Management Department consulted with the Los Angeles Police Department, the Los Angeles Fire Department and the Office of the Mayor during the pre-event planning. A joint decision was made to activate the EOC to a Level II Bravo (Law Enforcement Lead).

The attached report was approved by the Emergency Operations Board (EOB) at its September 15, 2014, meeting. The report identifies the departments involved and a chronology of activities. It also provides recommendations of corrective actions specific to the activation of the EOC. EMD will track areas recommended for improvement and, as appropriate, report back through the EOB.

With your approval this report should be forwarded to the City Council with the attached transmittal for its information and file.

Attachment – 2014 May Day Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan

c: Eileen Decker, Deputy Mayor for Homeland Security and Public Safety

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE



Date: September 5, 2014

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, appearing to read 'Anna Burton', written over the printed name in the 'From' field.

Subject: **2014 MAY DAY EMERGENCY OPERATIONS CENTER (EOC) ACTIVATION
AFTER ACTION REPORT/CORRECTIVE ACTION PLAN**

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 2014 May Day Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan.

Executive Summary

On May 1, 2014, the City of Los Angeles EOC was activated at a Level 1 to provide Citywide coordination of information and resources for the 2014 May Day Event. EMD consulted with the Los Angeles Police and Fire Departments and the Office of the Mayor during the pre-event planning. The EOC focused its efforts on maintaining and sharing situational awareness, as well as coordinating requests for support.

The attached report provides a summary of the activation, identifies involved departments and agencies, and details the recommendations for future activations of the EOC. EMD will track areas recommended for improvement and, as appropriate, report back through the Emergency Operations Board.

Attachment - 2014 May Day Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan.

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE



Date: August 25, 2014

To: Anna Burton, Emergency Management Committee Chair
Emergency Management Committee Members

From: Rob Freeman, Operations Division Chief
Emergency Management Department

Subject: **2014 MAY DAY EMERGENCY OPERATIONS CENTER (EOC)
ACTIVATION AFTER ACTION REPORT/CORRECTIVE ACTION PLAN**

Recommendation

That the Emergency Management Committee (EMC) approve the attached 2014 May Day Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan (AAR/CAP) and forward to the Emergency Operations Board (EOB) for approval.

Summary

The EOC was activated as a planned measure to provide effective Citywide coordination of information and resources for the 2014 May Day Event. EMD consulted with the Los Angeles Police and Fire Departments and the Office of the Mayor during the pre-event planning and a joint decision was made to activate the EOC to Level I (EMD 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.

The attached AAR/CAP provides a summary of the activation, identifies involved departments and agencies, and details the recommendations for future activations of the EOC.

Attachment

- DRAFT -



After Action Report/Corrective Action Plan 2014 May Day EOC Activation

August 25, 2014



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I. Executive Summary

A. Statement of Purpose

The Emergency Management Department (EMD) is responsible for preparing a formal After Action Report/Corrective Action Plan (AAR/CAP) following all activations of the City's Emergency Operations Center (EOC). AAR/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

2014 May Day Emergency Operations Center (EOC) Activation

C. Event Date

May 1, 2014

D. Event Location

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

E. EOC Activation Duration

One (1) day: The EOC was activated at 0600 hours on Thursday, May 1, 2014, and deactivated at 2000 hours Thursday, May 1, 2014.

F. EOC Activation Lead Agency

EMD

G. EOC Activation Level

Level I (EMD Lead)

H. EOC Activation Participating Agencies

- EMD

I. EOC Activation Chronology

The EOC was activated as a planned measure to provide effective Citywide coordination of information and resources for the 2014 May Day Event. EMD consulted with the Los Angeles Police Department (LAPD), Los Angeles Fire Department (LAFD), Los Angeles Department of Transportation (LADOT) and the Office of the Mayor. As part of the City's pre-event planning, a joint decision was made to activate the EOC at a Level I (EMD Lead) to support field response agencies and the Unified Command Post (UCP) 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 international labor movement.
- Approximately 50,000 people were expected to gather in downtown Los Angeles.
- Several specific permitted rallies were scheduled per LAPD.
- Several major street closures were ordered per LAPD and LADOT.
- Disruption of major traffic arteries and downtown businesses was anticipated.

The planned activation of the EOC took place at 0600 hours on May 1, 2014. Based on recommendations of LAPD, the EOC was activated at a Level I which requires staffing by an Emergency Management Department (EMD) Duty Officer and Duty Team. Other City response and support agencies performed field response and Unified Command Post (UCP) duties and were on call for EOC deployment, as requested.

EMD's Duty Team staffed the following EOC positions:

- EOC Director
- Planning and Intelligence Section Coordinator
- Planning and Intelligence Section, Situation Status Unit Leader
- Planning and Intelligence Section, Documentation Unit Leader
- Public Information Officer

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. Meetings were held as follows:

0700 hours – Coordination Meeting

The Planning and Intelligence Section Coordinator briefed EOC staff on the scope of activities for the Operational Period (0600-2000 hours) and reviewed EOC Standing Objectives and began development of event specific EOC objectives.

0900 hours – Planning Meeting

The Planning and Intelligence Section Coordinator provided an updated situation report and implemented pre-determined EOC management and coordination objectives that were approved by the EOC Director. (See Section II C)

1300 hours – Coordination Meeting

The Planning and Intelligence Section Coordinator provided an updated situation report and confirmed status of the established objectives. Specific updates were provided on the following street closures.

- Broadway between 11th Street and Ord Street
- Aliso Street between Broadway and Alameda Street
- Alameda Street between Cesar Chavez Avenue and Temple Street

The EOC maintained communications with LAPD Department Operations Center (DOC) and the Transportation Department (LADOT) staff at the UCP regarding closure and opening of streets. EMD staffed a Liaison Officer position in the UCP who provided the EOC with regular situation status updates on the event.

1700 hours – Coordination Meeting

The Planning and Intelligence Section Coordinator provided an update on event status. No specific requests were directed to the EOC by the Unified Command Post (UCP) or DOCs. The EOC continued to monitor the situation and prepared plans to deactivate as scheduled at 2000 hours.

1900 hours – Demobilization Meeting

Plan approved to deactivate the EOC at 2000 hours.

II. Synopsis

May Day has become a nationally recognized day for the labor and immigration movement. Immigration rights advocates collaborated with the Occupy movement to coordinate nationwide activities. The EOC concentrated its situation status monitoring efforts on several known events scheduled to occur in Los Angeles based on information provided by the LAPD DOC

There were six (6) major May Day activities known for the 2014 event in Los Angeles.

Autonomous Action

Dance Against Banks event with a D.J., art and dancing at the Bank of America facility located at 333 South Hope Street. Assembly scheduled between 1200 and 1300 hours. Group encouraged no work and no school. Unknown number of attendees.

Anonymous, Occupy, Truthers

Marijuana activists (Million Mask May Day March) to assemble at Pershing Square at 1100 hours to march to an assembly location at the downtown detention center. No permit filed. Members of this group will paint their faces to avoid LAPD facial recognition programs.

MacArthur Park

Levit Pavillion documentary film "Caesar's Last Fast" to be screened at 1900 hours. Event supported by Councilman Gil Cedillo (Council District 1) and the Department of Cultural Affairs.

American Apparel

No permit filed for this event. Details and schedule unknown

Anarchists - Per Joint Regional Intelligence Center (JRIC)

Department of Homeland Security (DHS) and the Federal Bureau of Investigation (FBI) indicate that anarchist extremists likely will engage in criminal or violent activities in one or more urban areas in the United States on May 1, 2014. They may attempt to co-opt a legal protest activity in carrying out such an attack. LAPD reported to specific credible threats in the City of Los Angeles

Los Angeles Trade Technical College

Located at 400 W. Washington Blvd., Los Angeles, CA 90015. At approximately 1430 hours, 100-200 students will gather at the college and march to Olympic and Broadway.

A. Major Developments

The EOC was activated at 0600 hours to provide support to the UCP set up in City Hall East (P4). The decision to activate the EOC was made jointly by EMD and LAPD in coordination with the Office of the Mayor and LAFD.

This Level I activation was staffed by EMD personnel from our Duty Teams. Level I activation level requires (at minimum) staffing of the EOC Director, Planning and Intelligence Section Coordinator, Situations Status Unit Leader, Documentation Unit Leader, and Public Information Officer positions. EMD personnel maintained regular communications with the LAPD DOC and the City's UCP. EMD assigned a Liaison Officer to work in the UCP. This position attended all UCP briefings and provided the EOC with regular situation status reports which were utilized to prepare EOC situation updates for Citywide use.

The EOC monitored the scheduled/known marches, rallies and events based on information provided by the LAPD DOC. For the most part these events proceeded without incident. The

EOC was not tasked to provide any specific resources or services. All logistical needs were met through the Unified Command.

As a proactive measure, the EOC worked with the Department of Recreation and Parks and other Mass Care Plan partners to identify potential shelter and/or evacuation sites in the area of known events should those services be needed. This included assurances that any such sites were compliant with Americans with Disabilities Act (ADA) requirements. Ultimately, these mass care services were not required.

The EOC Director and Planning and Intelligence Section Coordinator provided overall leadership of the EOC organization and the process of management by objectives. EMD developed advanced EOC coordination objectives as described in Section II above. These objectives were consistent with and supported field level advanced event plan objectives developed by the Unified Command. Management coordinated the EOC's emergency public information process as well as liaison with other jurisdictions including the County of Los Angeles and the California Governor's Office of Emergency Services (Cal OES).

The Planning & Intelligence Section collected analyzed and disseminated information from field, DOC, EOC and media sources. The Section maintained situational awareness, coordinated the assembling of section situation reports, set meeting agendas and facilitated all meetings conducted in the Management Room. Planning and Intelligence focused specifically on City's traffic situation and street closures, and monitored the overall City footprint for other threats, disruptions, or impacts to City services.

At the conclusion of the May Day activities, the UCP communicated initiation of demobilization planning. At 2000 hours, the decision was made to deactivate the EOC. 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 including development of advanced event EOC coordination objectives
- Proactive development of Mass Care Planning capabilities to support the unified command

C. EOC Objectives

The EOC developed the following advanced event plan objectives based on the Unified Command's Advanced Event Plan.

Management Objectives

- Ensure information sharing is established and maintained between the EOC, any activated DOC and the Los Angeles County EOC.
- Provide support to the UCP in the event Citywide emergency services are required.
- Gather information and intelligence from appropriate resources.

Coordination Objectives

- Maintain situational awareness on May Day rally activities and any impacts to the City.
- Monitor media reports and coordinate public information related to May Day activities.
- Provide mass care coordination in support of any field evacuations or incidents.
- Facilitate policy direction as needed.
- Coordinate/ share information with the UCP, activated DOCs and other applicable jurisdiction EOCs.
- Provide resource support to the UCP if requested.
- Keep City executives and elected officials informed of any significant event related incidents.

III. Findings

A. Practices to Sustain

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

1. Level I EOC Activation Policies and Procedures

EMD has developed a set of policies and procedures for Level I activations of the EOC. During Level I activations, the EOC is staffed by an EMD Duty Officer and Duty Team members. A system of primary and back-up Duty Officers and Duty Teams ensures sufficient depth of coverage for key positions such as EOC Director, Planning and Intelligence Section Coordinator and Situation Status Unit Leader as well as support positions such as Documentation Unit Leader, Management Staff Support and Public Information Officer. Typical Level I staffing requires these six (6) positions to be filled.

The model relies on liaison with representatives from other operating departments and effective communication with activated DOCs for situational awareness and resource coordination. Should the event or incident escalate, the activation level can be increased to II or III which require staffing of various positions by other departments. Most of the recent EOC activations have been at Level I using this model which has proven to be efficient and cost effective. It is recommended that these policies and procedures be sustained.

2. Advanced Event EOC Coordination Planning Process

EMD plays an active role in advanced event planning with LAPD, LAFD, LADOT and other field response agencies. An EMD planning liaison is assigned to work with advance event planning teams to ensure that inter-agency coordination issues are managed proactively from a Citywide perspective. Their role includes recommending appropriate EOC activation levels, assignment

of an EMD Liaison Officer to UCPs or ICPs, and development of an advanced event EOC Coordination Plan that is based on objectives of the field level Advanced Event Plan.

This process was used successfully for the 2014 May Day event and provided the EOC responders with a set of specific management and coordination objectives versus a generic set of standing objectives. It is recommended that this practice be sustained.

3. Proactive Mass Care Planning

EMD, in concert with the City's Public Shelter and Welfare Subcommittee, has developed a Citywide Mass Care Plan that can be applied to all incidents and events, whether or not the EOC is activated. The plan ensures that all mass care stakeholder agencies (Recreation and Parks, American Red Cross, LA Unified School District, Department on Disability, and Animal Services Department) are involved in the development of mass care plans for specific events and incidents. This process also ensures that the City is compliant with requirements of the Americans with Disabilities Act (ADA) and accommodates the needs of people with disabilities and others with access and functional needs.

In preparation for the 2014 May Day event, the City's mass care stakeholders provided specific recommendations for appropriate evacuation and shelter sites that might be needed. Although no such need arose during the activation, the process ensured the City's readiness to execute appropriate mass care efforts.

B. Areas Requiring Improvement

The following areas were reported as requiring improvement.

1. Formalization of DOC to EOC Communications Processes

Many City departments with EOC response roles also maintain their own DOC. These centers provide internal coordination of department response and resources and serve as a vital information link between field level UCPs/ICPs and the City's EOC. But the process and procedures for information sharing with the EOC vary from DOC to DOC. Some DOCs do not have well established concepts of operations which impact their ability to coordinate with the EOC. EMD and operating departments with DOCs need to work together to formalize standardized processes and procedures for information sharing. This need is especially critical for larger City response agencies.

2. Further Development of EOC Branch Reporting Capabilities Using WebEOC

EMD is working in concert with the Information Technology Agency (ITA) to develop function specific EOC Branch level reporting capabilities in the WebEOC information management system. Templates for some branches have already been developed and require ITA programming work to implement. This Branch level reporting capability was critical for LAPD as the EOC Law Branch Director for the 2014 May Day event. EMD and ITA need to accelerate the further development of these WebEOC Branch level reports in order to ensure effective information sharing between DOCs and the EOC, as well as between Sections and Branches in the EOC, all of whom will have access to the reports.

IV. Conclusion

EMD has developed a staff efficient and cost effective set of processes and procedures for Level I activations of the City's EOC. The major improvement over past practices has been staffing of Level I activations with trained emergency managers from EMD. These staff provide core EOC position capabilities and maintain situational awareness and coordinate available resources by communicating with personnel from other response and support agencies at the DOC and UCP/ICP level.

Most EOC activations are done at this level; the 2014 May Day event demonstrated the benefits of this lean and agile staffing process. EMD staffs the physical EOC. Other departments are brought to bear in a "virtual" EOC environment through effective communication and use of technology. Physical staffing of EOC positions by these agencies is generally required for Level II and III activations only.

The following matrix identifies specific recommended corrective actions.

V. 05/01/2014 May Day EOC Activation Corrective Action Plan

No.	Required Improvement	Corrective Action	Lead Agency	Timetable	Resources Required
1	Formalize DOC to EOC communications processes	Develop a standardized process for information sharing between DOCs and the EOC	EMD and agencies with EOC Branch - leads	90 days	Existing EMD staff resources, EOC Task Force, and key department representatives
2	Improve WebEOC Branch Reporting Capabilities	Enhance and accelerate ongoing development of EOC Branch level reports in the WebEOC system	EMD and ITA	120 days	Existing EMD, ITA, DOC staff resources. Contract programmers as available (grant funding)