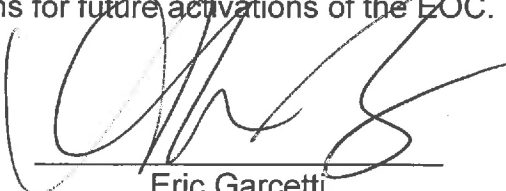


TRANSMITTAL

TO The Council	DATE JAN 26 2016	COUNCIL FILE NO.
FROM The Mayor	COUNCIL DISTRICT ALL	

On December 8, 2014, the City of Los Angeles Emergency Operations Center (EOC) was activated to a Level I as a result of a fire that occurred at the Da Vinci apartments, 400-900 blocks of South Freemont Street in Downtown Los Angeles. The Los Angeles Fire Department responded to the fire and extinguished the blaze by the early morning hours. The fire impacted ten (10) City Departments that were located at the Figueroa Plaza Buildings, 201 and 221 N. Figueroa Street, directly across the street from the Da Vinci apartments. The EOC was activated to a Level I to provide support to field response agencies and to ensure effective coordination and assistance with possession recovery efforts and Department staff relocations. 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.


Eric Garcetti
for Mayor

Ana Guerrero

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: December 28, 2015

To: Eric Garcetti, Mayor

From: Anna Burton, Executive Assistant
Emergency Operations Board

Anna Burton

Subject: **DA VINCI APARTMENT FIRE EMERGENCY OPERATIONS CENTER
ACTIVATION AFTER ACTION REPORT/CORRECTIVE ACTION PLAN**

At its November 17, 2015, meeting, the Emergency Operations Board approved the attached Da Vinci Apartment Fire Emergency Operations Center Activation After Action Report/Corrective Action Plan (AAR/CAP) and recommended it be forwarded to the Mayor for approval and forwarding to the City Council.

Executive Summary

On December 8, 2014, the City of Los Angeles Emergency Operations Center (EOC) was activated to a Level I as a result of a fire that occurred at the Da Vinci apartments, 400-900 blocks of South Freemont Street in Downtown Los Angeles. The Los Angeles Fire Department responded to the fire and extinguished the blaze by the early morning hours. The fire impacted ten (10) City departments that were located at the Figueroa Plaza Buildings, 201 and 221 N. Figueroa Street, directly across the street from the Da Vinci apartments. The EOC was activated to a Level I to provide support to field response agencies and to ensure effective coordination and assistance with possession recovery efforts and department staff relocations.

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.

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

Attachment – Da Vinci Apartment Fire Emergency Operations Center Activation After Action Report/Corrective Action Plan

cc: Jeff Gorell, Deputy Mayor, Mayor's Office of Public Safety

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE



Date: July 13, 2015

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: **DA VINCI APARTMENT FIRE EMERGENCY OPERATIONS CENTER
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 Da Vinci Apartment Fire Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan.

Executive Summary

The EOC was activated to Level I from 0830 to 1730 hours on December 8, 2014, as a result of a fire that occurred at 0130 between the 400 -900 blocks of South Freemont Street, located at the Da Vinci apartments in Downtown Los Angeles. The Los Angeles Fire Department (LAFD) responded to the fire and extinguished the blaze. The fire impacted ten (10) City Departments that were located at the Figueroa Plaza Buildings (201 and 221 N. Figueroa St.), directly across the street from the Da Vinci apartments. The EOC was activated to provide support to field response agencies and to ensure effective coordination and assistance with possession recovery efforts and department staff relocations.

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 – Da Vinci Apartment Fire Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan.

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE



Date: June 24, 2015

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

From:  Larry Meyerhofer, Community Emergency Management Division Chief
Emergency Management Department

Subject: **DA VINCI APARTMENT FIRE
EMERGENCY OPERATIONS CENTER (EOC) ACTIVATION
AFTER ACTION REPORT/CORRECTIVE ACTION PLAN**

Recommendation

That the Emergency Management Committee (EMC) approve the attached Da Vinci Apartment Fire 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 to Level I from 0830 to 1730 hours on December 8, 2014, as a result of a fire that occurred at 1:30 a.m. between the 400-900 blocks of South Fremont Street, located at the Da Vinci apartments that were under construction, in Downtown Los Angeles. The Los Angeles Fire Department (LAFD) responded to the fire and extinguished the blaze by daylight in the early morning hours. The fire impacted ten (10) City Departments that were located at the Figueroa Plaza Buildings (201 and 221 N. Figueroa Street), directly across the street from the Da Vinci apartments. The EOC was activated to Level I to provide support to field response agencies and to ensure effective coordination and assistance with possession recovery efforts and department staff relocations.

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.



After Action Report/Corrective Action Plan Da Vinci Apartment Fire – Dec. 8, 2014 EOC Activation

May 18, 2015



TABLE OF CONTENTS

I.	Executive Summary	2
A.	Statement of Purpose	2
B.	Incident Name	2
C.	incident Date.....	2
D.	Incident Location	2
E.	EOC Activation Duration	2
F.	EOC Activation Lead Agency	2
G.	EOC Activation Level	2
H.	EOC Activation Participating Agencies	3
I.	EOC Activation Chronology	3
II.	Synopsis.....	5
A.	Major Developments	6
B.	Core Capabilities	6
C.	EOC Objectives.....	7
III.	Findings	7
A.	Practices to Sustain	7
B.	Areas Requiring Improvement.....	8
IV.	Conclusion	8
V.	Improvement Plan Matrix.....	9

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 recommendations 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. Agencies may also need to identify short-term solutions along with a future long-term solution. Each agency should review the recommendations and determine the most appropriate action and time needed for implementation.

B. Incident Name

Da Vinci Apartment Fire Emergency Operations Center (EOC) Activation

C. Incident Date

December 8, 2014

D. Incident Location

400-900 Block, South Fremont Street, Los Angeles, CA 90012

E. EOC Activation Duration

One (1) day: The EOC was activated at 0830 hours on Monday, Dec 8, 2014, and deactivated at 1730 hours Monday, Dec. 8, 2014.

F EOC Activation Lead Agency

Emergency Management Department (EMD)

G. EOC Activation Level

Level I (EMD Lead)

H. EOC Activation Participating Agencies

Emergency Management Department (EMD)

I. Unified Command Post Agencies

LAFD, LAPD, EMD, GSD, DOT

J. EOC Activation Chronology

At approximately 0130 hours on December 8, 2014, the City of Los Angeles Fire Department (LAFD) responded to an apartment construction fire between the 400-900 blocks of South Fremont Street, located in Los Angeles. A Unified Command Post (UCP) was established at Fire Station #3, 108 N. Fremont Ave, directly across the street from the fire itself. The fire was extinguished the same day, before sunrise early in the morning. LAFD continued monitoring the impacted area for flare ups throughout the day.

The fire impacted ten (10) City departments located at Figueroa Plaza, directly across the street. The EOC assisted with the relocation of staff from the impacted City Departments. In addition, LAFD, the Department of General Services (GSD), the Department of Transportation (DOT), and the EOC (EMD) coordinated possession recovery efforts at two (2) buildings at Figueroa Plaza at 201 and 221 N. Figueroa Street. LAFD escorted approved department representatives allowing them to enter their offices to retrieve critical files or laptops in order to continue essential City functions.

The Los Angeles County Public Health Administration Building at 314 N. Figueroa Street was also impacted by the fire. Los Angeles County Office of Emergency Management (OEM) relocated county employees to 241 N. Figueroa Street. (LA County Public Health Department Operations Center (DOC)).

EMD staffed the EOC and the Unified Command Post with LAFD, LAPD and DOT.

The ten (10) City Departments that were located at Figueroa Plaza impacted by the fire were:

- Department of Aging
- Animal Services Department
- Department of Cultural Affairs
- Department on Disabilities (DOD)
- Department of Transportation
- Department of Building and Safety
- Department of Public Works (PW)
- LA Fire Department
- LA Police Department
- Department of Recreation and Parks (RAP)

The activation of the EOC took place from 0830 hours to 1730 hours on December 8, 2014. Based on recommendations of LAFD, the EOC was activated at a Level I, which requires staffing by an EMD Duty Officer and Duty Team. Other City response and support agencies performed field response and UCP duties.

EMD's Duty Team staffed the following EOC positions:

- EOC Director
- Planning and Intelligence Section Coordinator
- Public Information Officer
- EMD Duty Officer

Significant events during the activation were as follows:

0830 hours - EOC Level I Activation

Activated the EOC to Level I at the request of the EMD Duty Officer following discussions with LAFD, EMD General Manager, and other impacted departments to assist with department staff relocation, possession recovery operations, and department continuity of operations issues.

0930 hours – EOC Activation Conference Call

A City-wide conference call was coordinated by EMD and chaired by Jim Featherstone, EMD General Manager. The following departments were present on the first conference call and all additional calls that took place for four (4) additional days following the activation:

- EMD
- Office of the Mayor
- LAPD
- LAFD
- GSD
- RAP
- City Clerk
- Animal Services
- City Administrative Officer (CAO)
- DOD
- Aging
- Public Works – Bureaus of Engineering & Sanitation
- Building and Safety
- Department of Cultural Affairs
- City Planning Department
- CBRE (CB Richard Ellis - Building Management Company)
- Chief Legislative Analyst (CLA)
- Information Technology Agency (ITA)
- DOT

Issues discussed included possession recovery specifics, displaced City employee relocations, creating an authorized personnel possession recovery list, media releases, EMD Bulletins for City departments, and other related recovery matters.

1230 hours – Unified Command Post Objective Meeting (Fire Station #3)

Meeting was lead by LAFD at UCP. Meeting took approximately 30 minutes to establish incident objectives.

1300 hours – Unified Command Post Incident Action Plan Meeting

An Incident Action Plan meeting was lead by LAFD, Chief Phil Fligiel. Employee possession recovery was the major issue. In addition, rain was in the forecast on Friday, Dec. 12, 2014, further complicating possession recovery efforts because of blown out windows on both high-rise buildings at Figueroa Plaza.

1600 hours – Conference Call

GSD lead a conference call discussion regarding long-term building recovery construction operations from damage caused from the extreme heat (windows blown) and water damage caused from building fire sprinkler activation inside the facility.

1730 hrs – EOC Deactivation

The EOC deactivated at 1730 hrs and transitioned to EMD Duty Officer status only.

II. Synopsis

The EOC was activated at 0830 hours in response to the Da Vinci Apartment Fire between 400-900 blocks of South Fremont Street and to provide support to the Unified Command Post (UCP) at LAFD Fire Station #3. Ten (10) City departments were directly impacted at 201 and 221 N. Figueroa Street with employee's displaced and essential public services disrupted. The decision to activate the EOC was made jointly by the EMD Duty Officer, EMD management, LAFD, and LAPD in coordination with the Office of the Mayor.

An immediate City-wide conference call chaired by EMD with approximately 19 City department representatives occurred at 0930 hrs and continued each morning, daily, for four (4) additional days through Friday, December 12, 2014. The EOC assisted the LAFD, DOT, GSD and LAPD at the UCP with possession recovery coordination and displaced employee assistance. EMD activated several temporary workstations in the EOC for displaced City employees.

EMD Bulletins regarding the status of the response and recovery operation were developed and distributed daily, December 8 through December 12, 2014.

The Level I EOC activation was staffed by EMD personnel from Duty Teams. Level I activation requires (at minimum) staffing of the EOC Director, Planning and Intelligence Section Coordinator, the Public Information Officer, and the UCP Liaison Positions. EMD personnel maintained regular communications with all ten (10) departments that were impacted by the fire. EMD chaired and conducted a City-wide conference call at 0930 hours and participated in a GSD lead afternoon conference call regarding building operations and recovery issues. The

major issue impacting the EOC was City employee relocation assistance displaced from 201 and 221 N. Figueroa Street buildings at Figueroa Plaza. The other major issue was possession recovery coordination for departments to retrieve vital equipment and files in order to continue providing essential City services to the public. LAFD, EMD and GSD lead the effort by developing a list of authorized department personnel that would have access to retrieve critical information, files and computer hard drives. Staff would be escorted by LAFD in order for City departments to continue core operations. In addition, EMD set up temporary workstations in the Media Room of the EOC to offer those departments that did not have a relocation office for displaced staff available.

Lastly, stormy weather was forecasted in the immediate days to follow risking further water damage to critical files and data. Building recovery operations included window boarding, water damage remediation, and electrical power restoration before the storm arrived. Conference calls continued daily through Friday, December 12, 2014, to coordinate recovery operations and staff relocation assistance.

A. Major Developments

One major development which occurred during the recovery operation was the forecast of rain in the two days following the fire. This would have a significant impact on the high rise buildings since most of the windows in 201 and 221 Figueroa Plaza buildings were blown out from the heat of the fire. Forecasted rain could further damage computer equipment and critical files if windows were not boarded up in an expedited manner. GSD worked diligently to address the issue with construction forces. In addition, water damage remediation from the building fire sprinklers being activated was needed. Building carpets, furniture, equipment and files were impacted. Possession recovery teams consisting of City employees escorted by LAFD would have to work fast to prevent additional damage to equipment and files. City employee authorization lists were developed at the EOC and provided on site. Credentialing requirements were implemented by GSD and LAFD at the site for security assurance.

B. Core Capabilities

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

- Intelligence and Information Gathering and Sharing
- EOC Management and Coordination Planning
- Staffing Liaison Officer position in the UCP
- Possession Recovery Coordination
- Implementation of 10 City Department Continuity of Operations Plans (COOP)
- Set up and implementation of work stations in the EOC Media Center for displaced City employees

C. EOC Objectives

Gather and disseminate fire/event information, assist with possession recovery coordination, assist impacted City departments with displaced employees, and provide support with all other recovery related issues.

Management Objectives

- Ensure information sharing is established and maintained between the EOC, any activated Department Operations Centers (DOCs), and the Los Angeles County EOC.
- Provide support to the UCP to assist with response and recovery efforts.
- Gather information and intelligence from appropriate resources
- Monitor the response and recovery efforts and be ready to advise City leadership if the EOC activation needs have to be increased
- Conduct City-wide response and recovery coordination

Coordination Objectives

- Maintain situational awareness on the response and recovery activities and any impacts to the City.
- Monitor media reports and coordinate public information related to impacts to streets and public counters that affect the public
- Provide City-wide response and recovery coordination through conference calls to all affected City departments and City support agencies
- 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, Situation Status Unit Leader, Public Information Officer (PIO), and the EMD Duty Officer. Typical Level I staffing requires these five (5) 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 requires 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. EMD Staffing of UCP Liaison Officer Position

EMD has a standing practice of staffing the UCP Liaison Officer position for significant disasters/events. This position ensures effective interagency coordination and cooperation, especially between the established Unified Command agencies (e.g., LAPD, LAFD, DOT) and City support agencies such as the GSD, the Department of Water and Power, the Bureau of Street Services, etc. This practice is especially valuable for Level 1 EOC activations where the Liaison Officer also provides the EOC with regular informational briefings to ensure good situational awareness and a "common operating picture" with the Unified Command.

B. Areas Requiring Improvement

The following areas were reported as requiring improvement.

1. City Departments need to ensure they maintain updated Continuity of Operations Plans (COOP)

Numerous City departments COOP Plans were out-of-date. Ten (10) departments that were located at the Figueroa Plaza buildings were significantly impacted from the Da Vinci Fire because of displaced City employees, disrupted City services, and critical equipment and data/files on the verge of being compromised. A number of Department COOP Plans identified alternate work site locations that no longer existed or were no longer available. Because of this, EMD coordinated and activated temporary workstations in the EOC Media Room for department employees that were displaced and had no alternate work site to go to.

Various departments had damage to computer servers and computer hard-drives. Critical data/files needed to be salvaged to continue core department responsibilities. Departments need to update this section of their COOP Plans and identify a means to backing up critical data/files so that relocation efforts work seamlessly in order to continue to administer core department services.

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.

Department COOP Plans are vital and City department plans need to be up-to date in order to be effective. Alternate work site locations and sufficient data file backup and redundancy are two critical areas that were clearly affected in this instance. A department's resiliency is directly

related to the effectiveness of its continuity capability. A department's continuity capability, its ability to perform its essential functions continuously, rests upon key components, which are in turn built on the foundation of continuity planning and program management. In order for a department to carry out its essential responsibilities, COOP Plans must be kept current and policies contained in it must be implemented.

The following matrix identifies specific recommended corrective actions.

#	Required Improvement	Corrective Action	Lead Agency	Timetable	Resources Required
1	City departments need to update and revise their Continuity of Operations Plans (COOP) so that alternate work sites are up-to-date and data backup measures are in place	Request Mayors Office to require City departments to update their Continuity of Operations Plans (COOP).	Mayor's Office/ EMD Planning Section	180 days	Key department representatives as needed