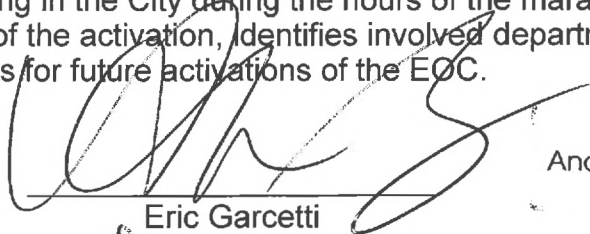


TRANSMITTAL

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

On March 15, 2015, the City of Los Angeles Emergency Operations Center (EOC) was activated to provide effective Citywide coordination of information and to support the Unified Command Post and Multi-Agency Coordination Center for the Los Angeles Marathon. This annual event brings hundreds of athletes and spectators from all over the world. EMD consulted with the Los Angeles Police Department, the Los Angeles Fire Department and the Office of the Mayor prior to the LA Marathon and determined that at a minimum, this event would warrant an EOC Level I activation. The EOC was activated to provide support to field response agencies and to ensure effective Citywide coordination and response in the event of significant race related incidents or other unrelated activities occurring in the City during the hours of the marathon. 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.



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

A handwritten signature in black ink that reads "Anna Burton". The signature is written in a cursive style and is positioned over the "From:" field of the letterhead.

Subject: **CITY OF LOS ANGELES 2015 LOS ANGELES MARATHON
EMERGENCY OPERATIONS CENTER ACTIVATION AFTER ACTION
REPORT/CORRECTIVE ACTION PLAN**

At its November 17, 2015, meeting, the Emergency Operations Board approved the attached 2015 Los Angeles Marathon 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 March 15, 2015, the City of Los Angeles Emergency Operations Center (EOC) was activated to provide effective Citywide coordination of information and to support the Unified Command Post and Multi-Agency Coordination Center for the Los Angeles Marathon. This annual event brings hundreds of athletes and spectators from all over the world. The Emergency Management Department (EMD) consulted with the Los Angeles Police Department, the Los Angeles Fire Department and the Office of the Mayor prior to the LA Marathon and determined that at a minimum, this event would warrant an EOC Level I activation. The EOC was activated to provide support to field response agencies and to ensure effective Citywide coordination and response in the event of significant race related incidents or other unrelated activities occurring in the City during the hours of the marathon.

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 – 2015 Los Angeles Marathon 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, appearing to read 'Anna Burton', written over the printed name in the 'From:' field.

Subject: **2015 LOS ANGELES MARATHON 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 2015 Los Angeles Marathon Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan.

Executive Summary

The EOC was activated to provide effective citywide coordination of information and to support the Unified Command Post and Multi-Agency Coordination Center for the Sunday, March 15, 2015, Los Angeles Marathon. EMD consulted with the Los Angeles Police Department, the Los Angeles Fire Department and the Office of the Mayor prior to the event and determined that a Level I activation was warranted.

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 – 2015 Los Angeles Marathon 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, Chair
Emergency Management Committee
Emergency Management Committee Members

From: Carol Parks, Special Projects Division Chief
Emergency Management Department

A handwritten signature in black ink, appearing to be 'CP', written over the 'From:' line.

Subject: **2015 LOS ANGELES MARATHON EMERGENCY OPERATIONS
CENTER ACTIVATION AFTER ACTION REPORT/CORRECTIVE
ACTION PLAN**

Recommendation

That the Emergency Management Committee (EMC) approve the attached LA Marathon 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 provide effective citywide coordination of information and to support the Unified Command Post and Multi-Agency Coordination Center for the Sunday, March 15, 2015, Los Angeles Marathon. This annual event brings hundreds of athletes and spectators from all over the world.

EMD consulted with the Los Angeles Police Department, the Los Angeles Fire Department and the Office of the Mayor prior to the LA Marathon and determined that at a minimum, this event would warrant an EOC Level I activation. The EOC was activated to provide support to field response agencies and to ensure effective Citywide coordination and response in the event of significant race related incidents or other unrelated activities occurring in the City during the hours of the LA Marathon.

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
2015 LOS ANGELES MARATHON
EOC Activation**

March 15, 2015



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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/CAPs 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, and
- Improvement plan with recommended corrective actions, responsibilities and timelines.

The AAR/CAP 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

2015 LA Marathon

C. Event Dates

Sunday, March 15, 2015

D. Event Location

Citywide

E. EOC Activation Duration

0500 – 1700 hours

F. EOC Activation Lead Agency

EMD

G. EOC Activation Level

Level I (EMD Lead)

H. EOC Activation Participating Agency

EMD

I. EOC Activation Chronology

The EOC was activated to ensure information sharing was maintained between the EOC and the Unified Command Post, Multi-Agency Coordination Center (MACC), and any activated Department Operations Centers (DOCs); to provide support to the UCP in the event emergency services were needed and to gather information and intelligence from appropriate resources. Based on discussions with the Los Angeles Police Department (LAPD), the Los Angeles Fire Department (LAFD) and the Office of the Mayor prior to the LA Marathon; there was an EOC Level I (EMD Lead) activation to support field response agencies and the Unified Command Posts (UCPs). The following factors weighed into this decision:

- To ensure the safe movement of event attendees.
- Provide crowd management, and if necessary, crowd control measures.
- Deploy law enforcement resources to deter criminal activity.
- Provide Basic and Advance Life Support treatment and transportation.

The activation of the EOC occurred at 0500 hours on March 15, 2015. The EOC was activated at Level 1. The EOC was deactivated for this event at 1700 hours on March 15, 2015. Staffing for this activation included the EMD Duty Officer and Duty Team. Other City response and support agencies performed field response, MACC and UCP duties.

EMD's Duty Team staffed the following EOC positions:

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

The Planning and Intelligence Section used an Event Action Plan that was developed by the Unified Command staff. The Unified Command staff consisted of LAFD, LAPD and DOT. EMD staff attended all planning meetings for this event.

Initial Briefing and Coordination Meetings

The Planning and Intelligence Section Coordinator briefed the EOC responders on the advance EOC Coordination Plan and the anticipated schedule of events. EMD also staffed the Liaison Officer position at the UCP located in the LAFD Metro Fire Communications Center (500 E. Temple Street). This Liaison Officer provided the EOC with regular status briefings based on their attendance at UCP and MACC briefings and planning meetings.

Planning Meetings

The Planning and Intelligence Section Coordinator provided an updated situation report and implemented the pre-established, advanced event EOC management and coordination objectives that were approved by the EOC Director (See Section C – Objectives on page 5).

Coordination Meetings

The Planning and Intelligence Section Coordinator provided an updated situation report and confirmed status of the established objectives. The EOC coordinated with the LAFD DOC to monitor life safety issues. The EMD Liaison Officer position in the UCP also provided the EOC with regular situation status updates on the event.

Final Coordination and EOC Demobilization Meeting

The Planning and Intelligence Section Coordinator provided a final update on event status. No specific requests were directed to the EOC by the UCP.

No significant incidents or unusual occurrences were reported. Final EOC 909 report was approved and released on March 15th at 1700 hours.

II. Synopsis

The EOC was activated on Sunday, March 15, 2015, at 0500 hours, and was de-activated at 1700 hours, to provide support to the UCP and the MACC located at the City of Los Angeles EOC (500 E. Temple Street). The decision to activate the EOC was made by EMD and supported by LAPD, LAFD and the Office of the Mayor.

This Level I activation was staffed by EMD personnel. 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 LAPD's DOC, the MACC and the UCP. EMD assigned a Liaison Officer to work at the UCP. These representatives attended all UCP briefings and provided the EOC with regular situation status reports which were utilized to prepare EOC situation updates for City-wide use.

The EOC monitored the activities of the runners and attendees associated with LA Marathon. This monitoring included mitigating traffic, providing basic and/or advanced life support treatment and transportation. The EOC was not tasked to provide any significant resources or services. All logistical needs were met through the UCP.

A. Major Developments

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. The EMD Public Information Officer coordinated the EOC's emergency public information process with the UCP.

The Planning & Intelligence Section collected analyzed and disseminated information from field, DOC, EOC and media and social media sources. The Section maintained situational awareness, coordinating the assembling of section situation reports, setting meeting agendas and facilitating all meetings conducted in the EOC Management Room.

Planning and Intelligence focused specifically on the safety of the LA Marathon runners/ attendees, the City's traffic situation and monitoring the overall City footprint for any threats, disruptions, or impacts to City services. This monitoring included using social media outlets and other information related to the event.

EOC deactivation occurred and the EOC transitioned its operations to the EMD Duty Officer.

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
- Staffing a Liaison Officer position at the UCP

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 DOCs 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.
- Monitor the event and be ready to advise City leadership if the EOC activation level needs to be increased.

Coordination Objectives

- Maintain situational awareness regarding the LA Marathon and any impacts to the City.
- Monitor media reports and coordinate public information related to the LA Marathon.
- Facilitate policy direction as needed.
- Coordinate/share information with the UCP and MACC; activate 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 EOC Level I activations. 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 that these six (6) positions are filled.

This 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. 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 advanced 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 Incident Command Posts, and development of an advanced event EOC Coordination Plan that is based on objectives of the field level Advanced Event Plan.

3. EMD Staffing of UCP Liaison Officer Position

EMD has a standing practice of staffing the UCP Liaison Officer position for major planned events. This position ensures effective interagency coordination and cooperation, especially between the established Unified Command agencies and City support agencies such as the Department of General Services, the Department of Transportation, etc. This practice is especially valuable for Level I 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 area was reported as requiring improvement.

Further Development of the EOC 909 Situation Report Process

A key component of the established, successful Level I EOC Activation Process and Procedures has been the enhancements to the MCR Management Room and use of the EOC 909 form for standardized Situation Status Reporting. The Management Room is currently equipped with a manual that can assist EMD staff during the EOC activation. While this process has become standard for Level I events, it is recommended that the EMD EOC Task Force continue to refine and further develop this process for information gathering and reporting and refining the recipient list to ensure all appropriate department representatives are informed and updated.

The EOC 909 was provided electronically to key City agencies and decision makers. EMD should evaluate expanding the scope of distribution and areas for overall improvement.

IV. Conclusion

EMD continues to improve on the staff efficient and cost effective set of processes and procedures for Level I activations of the City's EOC. The improvement over past practices will proceed with Level I staffing of EOC 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.

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.

V. LA Marathon EOC Activation Corrective Action Plan (Improvement Plan Matrix)

The following matrix identifies specific recommended corrective action.

Required Improvement	Corrective Action	Lead Agency	Timeframe	Resources Required
Continue enhancement of the EOC 909 Situation Reporting Process	Continue to refine and further develop this process to ensure effective information flow, management and distribution.	EMD	On-going	EMD staff resources, EOC Task Force, and public safety department representatives, as needed