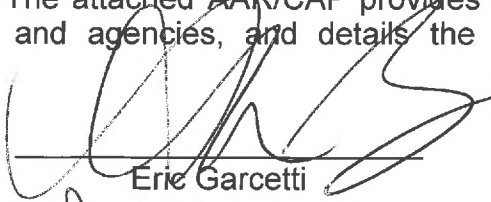


**TRANSMITTAL**

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

On April 24, 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 for the Armenian March. This event brought thousands of marchers from California and 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 Armenian March 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 march. 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

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 "From:" field.

Subject: **ARMENIAN GENOCIDE CENTENNIAL MARCH FOR JUSTICE  
EMERGENCY OPERATIONS CENTER ACTIVATION AFTER ACTION  
REPORT/CORRECTIVE ACTION PLAN**

At its November 17, 2015, meeting, the Emergency Operations Board approved the attached Armenian Genocide Centennial March for Justice 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 April 24, 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 for the Armenian March. This event brought thousands of marchers from California and 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 Armenian March 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 march.

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 – Armenian Genocide Centennial March for Justice 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: November 10, 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: **ARMENIAN GENOCIDE CENTENNIAL MARCH FOR JUSTICE (ARMENIAN MARCH) 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 attached Armenian Genocide Centennial March for Justice (Armenian March) Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan (AAR/CAP).

Executive Summary

The EOC was activated to provide effective Citywide coordination of information and to support the Unified Command Post for the Friday, April 24, 2015, Armenian March. This event brought thousands of marchers from California and 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 Armenian March 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 march.

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. This report was approved by the Emergency Management Committee at its November 4, 2015, meeting. With approval by the EOB, EMD will forward to the Mayor for approval and transmittal to the City Council.

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


Attachment – Armenian Genocide Centennial March for Justice (Armenian March) Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan.

CITY OF LOS ANGELES  
INTER-DEPARTMENTAL CORRESPONDENCE



Date: October 27, 2015

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

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

Subject: **ARMENIAN GENOCIDE CENTENNIAL MARCH FOR JUSTICE  
EMERGENCY OPERATIONS CENTER ACTIVATION AFTER ACTION  
REPORT/CORRECTIVE ACTION PLAN**

Recommendation

That the Emergency Management Committee (EMC) approve the attached Armenian Genocide Centennial March for Justice (Armenian March) 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 for the Friday, April 24, 2015, Armenian March. This event brought thousands of marchers from California and 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 Armenian March 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 march.

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 ARMENIAN GENOCIDE CENTENNIAL  
MARCH FOR JUSTICE  
EOC Activation**

**APRIL 24, 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**

Armenian Genocide Centennial March for Justice (Armenian March)

**C. Event Dates**

Friday, April 24, 2015

**D. Event Location**

Citywide

**E. EOC Activation Duration**

0822 – 1800 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 (UCP) 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 Armenian March; there was an EOC Level I (EMD led) activation to support field response agencies and the UCP. The following factors weighed into this decision:

- 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 0822 hours on April 24, 2015. The EOC was activated at Level I. The EOC was deactivated for this event at 1800 hours on April 24, 2015. Staffing for this activation included the 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
- Unified Command Post Liaison

### Initial Briefing and Coordination Meetings

The Planning and Intelligence Section Coordinator briefed the EOC responders on the EOC Coordination Plan and the anticipated schedule of events. EMD also staffed the Liaison Officer position at the UCP located at the LAPD Hollywood Police Station, Community Room (1358 N. Wilcox Avenue). The Liaison Officer provided the EOC with regular status briefings based on their attendance at UCP 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 Department Operations Center (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 such as crowd size and traffic issues.

### **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 from the March. LAPD sought assistance from the EMD Duty Officer with the NotifyLA system for an unrelated incident in the San Fernando Valley. The EMD Duty Officer was able to provide the assistance as requested from LAPD. Final EOC 909 report was approved and released on April 24<sup>th</sup> at 1800 hours.

## **II. Synopsis**

The EOC was activated on Friday, April 24, 2015, at 0822 hours, and was de-activated at 1800 hours, to provide support to the UCP located at the Hollywood Police Station, Community Room (1358 N. Wilcox Avenue). The decision to activate the EOC was made by EMD and supported by LAPD, LAFD, DOT, 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 LAFD's DOC, and the UCP. EMD assigned a Liaison Officer to work at the UCP. The EMD Liaison Officer 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 activities of the marchers and attendees associated with Armenian Genocide Centennial March for Justice. The monitoring actions included mitigating traffic, protestors, 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 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 Armenian March participants, protestors, the City's traffic situation, and monitoring of 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 march, protest activities, and any impacts to the City.
- Monitor media reports and coordinate public information related to the march.
- Facilitate policy direction as needed.
- Coordinate/share information with the UCP; 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**

There were no areas of improvement recommended for the EOC Level I process as related to this activation. One area of recommendation for improvement is related to the use of the NotifyLA system for an unrelated incident that occurred during the activation.

### **Continued and Routine Training of the City's NotifyLA System**

During the Level I EOC Activation, LAPD staff from Real-Time Analysis and Critical Response (RACR) Division requested assistance with sending a notification through the NotifyLA system for an unrelated barricaded suspect incident in the San Fernando Valley. The Duty Officer and EOC support staff provided assistance. As a result of the implementing a new mass notification system, the message delivery to the targeted area was delayed three-five minutes. Fortunately, the delayed messaged notification did not have any impact on the incident outcome or the local residents. The incident closed without any additional issues related to the NotifyLA notification.

### **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.

The following matrix identifies one specific recommended corrective action.

**V. Armenian March EOC Activation Corrective Action Plan (Improvement Plan Matrix)**

<b>Required Improvement</b>	<b>Corrective Action</b>	<b>Lead Agency</b>	<b>Timeframe</b>	<b>Resources Required</b>
Continue enhancement of the NotifyLA training for all EMD staff and LAPD authorized users.	Develop a comprehensive user manual and quick reference guide to outline the action items needed to complete a mass notification alert.	EMD	Completed	EMD staff resources, Nixle staff, and LAPD staff.