



After Action Report/Corrective Action Plan 2014 Sunset Water Main Break EOC Activation

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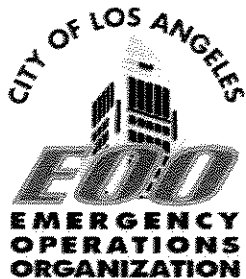


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1. Executive Summary

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 Sunset Water Main Break Emergency Operations Center (EOC) Activation

C. Event Date

July 29, 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 1700 hours on Tuesday, July 29, 2014, and deactivated at 2100 hours Tuesday, July 29, 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)
- Office of the Mayor

I. EOC Activation Chronology

The EOC was activated to support the field response efforts of DWP and LAFD regarding a major water main break on Sunset Blvd., between Veteran and Hilgard, across the street from the University of California, Los Angeles (UCLA) campus.

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
- Mayor's Office of Homeland Security and Public Safety Representatives

The Planning and Intelligence Section supported the EOC Director to monitor the City's response to this water main break, gather information related to the response and keep affected City agencies informed. The City EOC was in regular communication with LAFD Metro Fire communications, LAFD's Department Operations Center (DOC), the UCLA EOC, and field level responders from DWP. The water main break was reported at approximately 1530 hours. The City EOC activated at Level 1 at 1700 hours to provide Citywide support. While no formal action planning meetings were convened, the EOC staff monitored the situation as a precautionary measure and offered logistical support to UCLA. Informal briefings were held on the hour by City EOC staff.

II. Synopsis

The EOC activation was in response to a rupture in a 30 inch dimension water main underneath Sunset Blvd. at Westwood Plaza between Veteran Avenue and Hilgard Avenue. The water main break released a large volume of water with great force into the street and onto the campus of UCLA. It took DWP several hours to repair.

A. Major Developments

The EOC was contacted by LAFD's DOC and the UCLA EOC regarding the need for sand, sand bags and water pumping equipment. Ultimately UCLA was able to obtain these resources through state contracts, but the City EOC obtained commitments from the Department of General Services to provide this assistance should City support be necessary. DWP did not activate its DOC. The City EOC was able to maintain situational awareness about the water

main repair job by contacting DWP field response staff at the Incident Command Post (ICP) which was established at Fire Station 37 at 1090 Veteran Avenue.

DWP's on scene crew were dealing with a 95 year old water main that took more than four (4) hours to shut off. This process ensured no further water mains ruptured and that service could be maintained to the surrounding community. According to DWP, the break released more than 20 million gallons of water onto the streets and the UCLA campus. LAFD responders were concerned about damage to several key facilities at UCLA including underground parking structures, Drake Field, Pauley Pavilion, and the John Wooden Center. Numerous cars were stranded in flooded parking garages on campus.

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 to DOC Communications

C. EOC Objectives

The EOC utilized standing objectives for this activation.

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 needs to be increased

Coordination Objectives

- Maintain situational awareness on the water main break and related repair efforts and any impacts to the City
- Monitor media reports and coordinate public information related to the incident.
- 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. EOC to DOC Communications

The EOC relies heavily on information from DOCs in order to maintain good situational awareness regarding incidents or events. This is especially true in Level I activations where operating departments are not staffing positions in the EOC. During the Sunset Water Main Break event, the EOC maintained good communication with the LAPD and LAFD DOCs as well as the UCLA EOC. This provided the EOC with reliable and up to date situation status. It is recommended that these practices be maintained and enhanced for all Level I events and incidents.

B. Areas Requiring Improvement

The following areas were reported as requiring improvement.

1. Level I EOC Coordination With LADWP

During this event, staff in the EOC were able to obtain utilities related situation status information from LADWP through their emergency management staff and first responders at the UCP. The EOC was advised by LADWP that they would not activate their DOC for this event. While the EOC respects department's internal decision regarding whether or not to activate its DOC, we found it was more difficult to get information from field responders than from a DOC. Both LAPD and LAFD activated their respective DOCs and the information flow to the EOC was more effective. It is recommended that EMD work with LADWP to better understand their DOC functions and operations and how situation status information flow with the EOC can be enhanced for future Level I activations that impact utilities.

IV. Conclusion

This Level I activation was effective and short in duration. Our main mission was to maintain situational awareness to share with the City family and to assist with any resources needs City first responders or state personnel at UCLA could not address. Enhancing our information flow with LADWP is the main area for improvement.

The following matrix identifies specific recommended corrective actions.

V. Sunset Water Main Break 2014 EOC Activation Corrective Action Plan

No.	Required Improvement	Corrective Action	Lead Agency	Timetable	Resources Required
1	Enhance information flow between the EOC and LADWP for Level I events.	Review current information flow processes between LADWP and the EOC and identify areas for improvement including better understanding of LADWP's DOC process.	EMD and LADWP	90 days	Existing EMD and LADWP emergency management staff resources