

TRANSMITTAL

To:

THE COUNCIL

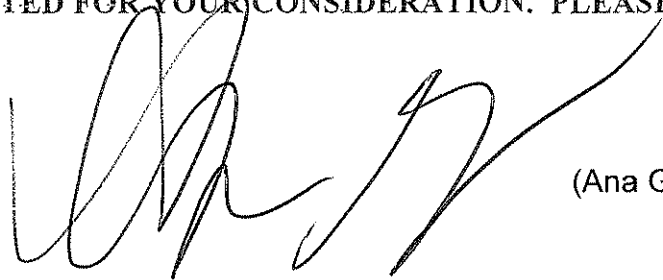
Date:

MAR 27 2014

From:

THE MAYOR

TRANSMITTED FOR YOUR CONSIDERATION. PLEASE SEE ATTACHED.



(Ana Guerrero)

ERIC GARCETTI
Mayor



CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: March 12, 2014

To: Eric Garcetti, Mayor

From: Rob Freeman, Executive Assistant *RBF*
Emergency Operations Board

Subject: **NOVEMBER 1, 2013 LAX ACTIVE SHOOTER INCIDENT EMERGENCY OPERATIONS CENTER (EOC) ACTIVATION AFTER ACTION REPORT/CORRECTIVE ACTION PLAN**

At its January 27, 2014 meeting, the Emergency Operations Board approved the attached LAX Active Shooter Incident 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 November 1, 2013, City of Los Angeles EOC was activated to support the City's field response to the active shooter incident at Los Angeles International Airport (LAX). The EOC was activated at a modified Level I to support law enforcement, emergency medical as public mass care response efforts.

The attached report was approved by the Emergency Operations Board at its January 27, 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 Emergency Operations Organization.

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

Attachment – November 1, 2013 LAX Active Shooter Incident 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: January 21, 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: **NOVEMBER 1, 2013, LAX ACTIVE SHOOTER INCIDENT 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 November 1, 2013, LAX Active Shooter Incident Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan.

Executive Summary

On November 1, 2013, the City of Los Angeles EOC was activated at an enhanced Level 1 to support field operations associated with the active shooter incident at the Los Angeles International Airport (LAX). The EOC focused its efforts on maintaining and sharing situational awareness regarding the status of the incident, as well as supporting requests for mass care.

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 - November 1, 2013, LAX Active Shooter Incident Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan

CITY OF LOS ANGELES

INTER-DEPARTMENTAL CORRESPONDENCE



Date: December 31, 2013

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

From: Rob Freeman, Operations Division Chief
Emergency Management Department

Subject: **NOVEMBER 1, 2013, LAX ACTIVE SHOOTER INCIDENT
EMERGENCY OPERATIONS CENTER (EOC) ACTIVATION
AFTER ACTION REPORT/CORRECTIVE ACTION PLAN**

Recommendation

That the Emergency Management Committee (EMC) approve the attached November 1, 2013, LAX Active Shooter Incident Emergency Operations Center (EOC) Activation After Action Report/Corrective Action Plan (AAR/CAP) and forward to the Emergency Operations Board (EOB) for approval.

Summary

At 1000 hours on November 1, 2013, the EOC was activated at an enhanced Level I to support field operations associated with the active shooter incident at Los Angeles International Airport (LAX). The EOC focused its efforts on maintaining and sharing situational awareness regarding the status of the incident as well as logistical support for mass care efforts for affected airline passengers. The EOC was deactivated at 2000 hours on November 1, 2013.

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
November 1, 2013 LAX Active Shooter Incident
Emergency Operations Center (EOC) Activation**

December 31, 2013



TABLE OF CONTENT

TABLE OF CONTENTS

I.	Executive Summary	2
A.	Statement of Purpose	2
B.	Event Name	2
C.	Event Date.....	2
D.	Event Location	2
E.	EOC Activation Duration	2
F.	EOC Activation Lead Agency	2
G.	EOC Activation Level	3
H.	EOC Activation Participating Agencies	3
I.	EOC Activation Chronology	3
II.	Synopsis.....	10
A.	Major Developments	10
B.	Core Capabilities	10
C.	EOC Objectives.....	10
III.	Findings	11
A.	Practices to Sustain	11
B.	Areas Requiring Improvement.....	11
IV.	Conclusion	12
V.	Corrective Action Plan	13

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
- 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

November 1, 2013 LAX Active Shooter Incident Emergency Operations Center (EOC) Activation

C. Event Date

November 1, 2013

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 1000 hours on Friday, November 1, 2013, and deactivated at 2000 hours on Friday, November 1, 2013.

F. EOC Activation Lead Agency

Emergency Management Department (EMD)

G. EOC Activation Level

Enhanced Level I (Citywatch)

H. EOC Activation Participating Agencies

- American Red Cross (ARC)
- Department on Disability (DOD)
- Department of Recreation and Parks (RAP)
- Department of Transportation (LADOT)
- Emergency Management Department (EMD)

I. EOC Activation Chronology

The EOC was activated in response to an active shooter incident at the Los Angeles International Airport (LAX) which occurred at approximately 0925 hours on Friday, November 1, 2013. The incident took place in Terminal 3 of LAX. The City established a Unified Command Post at LAX with Los Angeles World Airport (LAWA) Police, Los Angeles Police Department (LAPD), Los Angeles Fire Department (LAFD) and the Federal Bureau of Investigation (FBI) among the responding agencies.

EMD, in consultation with LAWA's Department Operations Center (DOC) and LAFD, activated the EOC at an enhanced Level I (Citywatch). The normal Level I protocol of an EMD Duty Team staffing the EOC was augmented by staffing a Mass Care Branch and a Transportation Branch in anticipation of mass care and ground transportation needs.

The EOC was activated at 1000 hours on Friday, November 1, 2013. Agencies were contacted directly and advised to send responders. EMD's Duty Team followed its normal Level I EOC activation protocols and provided staff to serve as EOC Director, Planning and Intelligence Section Coordinator, Situation Status Unit Leader and Unit Support, and Public Information Officer. The EOC conducted a series of teleconferences with key field response and support agencies and distributed regular Reports on Current Conditions (ROCC) regarding situation status of the incident and its impact on the City and region. The EOC's Mass Care Branch developed an incident specific mass care plan with support from the Transportation Branch.

This chronology lists key EOC activities, meetings, teleconferences and documentation:

0938 hours – EMD Duty Officer Contacted

EMD Duty Officer received a telephone call from the LAWA DOC advising him of the active shooter incident at Terminal 3 and that the DOC had been activated. A Unified Command Post (UCP) was being established at LAX.

1000 hours – EOC Activated at Level I Enhanced

EMD activated the EOC at Level I with the enhancement of a Mass Care Branch and a Transportation Branch. Notifications were issued to RAP, DOD, LADOT, and the ARC. The following staff served in the EOC for this incident:

Emergency Management Department

Rob Freeman, EOC Director
Anna Burton, EOC Deputy Director
Carol Parks, Management Staff Support
Joann Troncale, Planning and Intelligence Section Coordinator
Mona Curry, Situation Status Unit Leader
Alen Pijuan, Situation Status Unit Support
Simran Sandhu, Documentation Unit Leader
Chris Ipsen, Public Information Officer
Veronica Hendrix, Assistant Public Information Officer

Department of Recreation and Parks

Brian Lam, Mass Care Branch Director
Dan Hammer, Shelter Operations Unit Leader
Jimmy Kim, Shelter Operations Unit Support

Department on Disability

Ralph Acuna, Disabilities, Access and Functional Needs Unit Leader

Department of Transportation

Sylvia Vasquez, Transportation Branch Director

American Red Cross

Craig Renetzky, Mass Care Branch, Red Cross Unit Leader
Stephen Maxey, Mass Care Branch, Red Cross Unit Leader

Los Angeles Unified School District (On Call)

1030 hours – Initial Briefing and Coordination Meeting

The EOC Director and Planning and Intelligence Section Coordinator briefed staff on the status of the incident based on available sources of information which included telephone calls with the LAWA DOC, bulletins from LAPD's Real Time Analysis Critical Response (RACR) Division, LAFD Metro Fire and media sources. The following coordination objectives were established:

1. Develop and maintain situational awareness regarding the incident
2. Prepare and disseminate regular Reports on Current Conditions (ROCC)
3. Conduct regular teleconference calls with affected response and support agencies
4. Develop a mass care plan to support affected airline passengers and other civilians at LAX
5. Coordinate a public information plan in conjunction with the Joint Information Center (JIC) at LAWA

6. Provide logistical support to field responders as needed in conjunction with LAWA's DOC.

1100 hours – EMD Bulletin #1

EMD issued an informational bulletin advising City agencies that the EOC had been activated at Level I and that conference calls would be held.

1115 hours – Teleconference #1

Standard Level I protocols call for conducting telephone conferences with affected agencies to gain situational awareness and identify coordination issues and solutions. The following agencies participated in teleconference for this incident:

- American Red Cross (ARC)
- Department on Disability (DOD)
- Emergency Management Department (EMD)
- Los Angeles Fire Department (LAFD)
- Department of General Services (GSD)
- Los Angeles World Airports (LAWA)
- Office of the Mayor
- Los Angeles Police Department (LAPD)
- Department of Recreation and Parks (RAP)
- Department of Transportation (DOT)
- Los Angeles County Office of Emergency Management (OEM)
- Los Angeles County Department of Mental Health
- Mayor's Crisis Response Team
- Los Angeles Unified School District (LAUSD)

The following agenda was used for the teleconference:

- Situation Status
- Coordination Issues
 - Evacuations
 - Shelter in Place
 - Long Term Sheltering
 - Safe and Well/Critical Incident Stress/Mental Health
 - Mass Care Support
 - Family Assistance Center
 - Traffic and Transit Impact
- Communications/Notifications
- Public Information Management
- Logistics Support

During this conference call, LAWA DOC provided an overall incident status report. They advised EOC that affected passengers were being sheltered in place. EOC inquired about mass care for evacuees. LAWA advised that up to 600 passengers might require formal

sheltering. EOC moved forward to develop a mass care plan to meet that need, including identification of shelter site(s), coordination with ARC to manager and supply those sites, and ground transportation to take passengers to and from those sites. At LAWA's request, ARC reported they were providing food and water to evacuated passengers at LAX. EOC also requested the County of Los Angeles Department of Mental Health and the Mayor's Crisis Response Team to provide mental health/crisis counseling services to responders and passengers.

LAFD reported on their rescue/emergency medical services response. They continued to triage, treat and transport patients as needed. They were working directly with LAWA and LAPD in the Unified Command. They confirmed that two (2) TSA agents were shot, of which one (1) was killed. DOD requested that LAWA provide two (2) sign language interpreters for the incident.

The Mayor's Office advised that a press conference had been scheduled for 1150 hours at LAX. LAPD reported that they were part of the Unified Command and that their DOC was activated to Level I to monitor the rest of the City and that all Bureaus (except Valley) were on Tactical Alert. RAP was directing the Mass Care Plan out of the EOC. LADOT was managing traffic issues around LAX. OEM and County Mental Health offered their assistance. A continuation conference call was scheduled for 1400 hours.

1200 hours – Report on Current Conditions (ROCC) #1

Based on information gathered in the teleconference and further direct communication between the EOC and LAWA DOC, an initial ROCC was developed and emailed to City agencies. The ROCC provided incident situation status, impact of the incident on life safety, infrastructure and traffic, and a list of specific tasks that EOC was managing, notably mass care, and the current weather information.

1400 hours – Teleconference #2

A second teleconference was held at 1400 hours with the same participating agencies and standing agenda. The following noteworthy reports were provided:

LAWA DOC reported that 3000-4000 passengers were still on aircraft and would come out of Terminals 1, 2 and Tom Bradley Terminal. Law enforcement would clear Terminals 1, 2 and 3 of personal items left behind by passengers. LAWA stage a staggered opening-rolling road block concept. LAWA planned to open the Central Terminal Area (CTA) at 1500 hours. Dedicated LAWA social media site would be communicating shelter locations. LAWA has designated Parking Lot C as a "marshalling area" where displaced passengers would be relocated.

EMD reported that the EOC remained at Level I activation with Mass Care and Transportation Branches staffed and moving forward with a mass care/shelter plan.

RAP identified primary and secondary shelter sites (Westchester Recreation Center and Westwood Recreation Center). LAUSD representative participated in conference call. ARC established a canteen on the tarmac and stated additional liaison personnel were en route to LAX. A second canteen is on standby. Confirming capacity of identified shelter locations. DOD

coordinating with RAP on sheltering; Westchester site is ADA compliant. Mass Care Branch moving to open that site.

LADOT reported that Terminal 3 was secured; working on securing the parking structure and moving the command post to Fire Station 5 (Sepulveda and La Tijera). LADOT also coordinated bus transportation (Metropolitan Transportation Agency (MTA) with Los Angeles County Sheriff escorts) for those who wish to relocate to the City shelter site (approx. 300-400 persons per LAWA). Street closures still in effect: Sepulveda between Imperial and Airport; Century between Sepulveda and Aviation, I-105 off-ramp for LAX, I-405 northbound closed at Century. Recommends pushing out traffic info to KFI Radio AM 1070 and issuing portable restrooms and drinking water for LAWA Parking Lot C.

LAFD has scaled back their resources by 30% and was supporting movement of the Command Post to Fire Station 5. No additional incidents reported by LAPD. Next conference call scheduled for 1600 hours.

1430 Hours – Report on Current Conditions (ROCC) #2

EOC prepared and issued an updated ROCC with the following notes:

LAWA requested EOC to provide shelter for 300-400 persons. EOC Mass Care Branch has opened Westchester Recreation Center as the primary shelter site. RAP coordinated shelter operations with ARC, DOD and LADOT. Ground transportation coordinated by LADOT through MTA with Los Angeles County Sheriff's Department escorts. Buses were directed to LAWA Parking Lot C to pick up and transport the 300-400 individuals needing longer term sheltering. LAWA advised they would have personnel on site at Lot C to coordinate.

LADOT reported street closures as per 1400 hours conference call, anticipating staggered re-opening of CTA at 1530 hours.

UCP moved to Fire Station 5, as per teleconference report.

1600 Hours – Teleconference #3

A third and final teleconference was held at 1600 hours with the same participating agencies and standing agenda. The following noteworthy reports were provided:

ARC reported that a shelter management team was deployed to the Westchester Recreation Center. This facility can accommodate approximately 130 clients with another 50 in the adjacent senior center. A second shelter management team was placed on standby for deployment to the Westwood Recreation Center, if needed. This location can accommodate 290 clients. ARC provided bottled water per request to LAWA/LAX. Canteen service was established on the tarmac at LAX; a second canteen is on standby. Another vehicle arrived at LAX and was providing snacks and beverage service. ARC has deployed responders to the City EOC, the LAWA DOC and the UCP at LAX.

DOD continues to support shelter operations with RAP. Westchester Recreation Center has a Senior Multipurpose Center that is suitable for people with disabilities and access and functional needs, and is ADA compliant.

RAP has put operand Westchester Recreation Center as a shelter location in coordination with ARC and DOD. Westwood Recreations Center is on standby. Contingency options have been identified with Penmar Recreation Center and Mar Vista Recreation Center; both are on standby for potential use.

LADOT reported that traffic control officers have been assigned to Jenny and 96, Vickburg and 98, Sepulveda and Imperial, and Century and Sepulveda. Four (4) MTA buses are en route to Terminal 1 lower level, three (3) buses en route to Hawthorne Station. These buses are tasked with transporting passengers to Westchester Recreation Center shelter location or other ground transportation missions as needed by the UCP. Street closures are still in effect at Sepulveda between Imperial and Airport, Century between Sepulveda and Aviation, and the LAX off-ramp to the 105 Freeway.

LAWA reported that the Unified Command was relocated to Fire Station 5. Busses are being sent to Lot C with clients to be transported to the shelter site at Westchester Recreation Center. Portable toilets were ordered by the LAWA DOC to be staged at Lot C. Discussions ongoing with airlines and the Unified Command to re-open LAX. Water and food needs are reported as being met. Passengers on board airliners at Terminals 1, 2 and Tom Bradley are being allowed to deplane. Busses will transport those passengers to Lot C. Parking Lot 3 remains closed. Passengers are being allowed to leave in their vehicles unless parked in Lot 3. The CTA has been opened to public transportation operators.

LAFD reported twenty (20) patients have been transported.

LAPD remained in investigative mode. Modified Tactical Alert for 3 of the 4 Bureaus (not Valley) remained in effect.

The Los Angeles County Department of Mental Health reported that three (3) staff were assigned to assist with ARC at Gate 140 of the Tom Bradley Terminal.

EMD continued operation of the City EOC at Enhanced Level I. Mass Care and Transportation Branches remained activated and tasked with shelter operation options for LAWA/LAX. Based on information from LAWA DOC, this would be the last scheduled teleconference for the activation.

1630 Hours - Report on Current Conditions # 3

EOC prepared and issued an updated ROCC with the following notes:

LAWA has asked EOC to provide shelter for 300-400 people currently at Parking Lot C. RAP identified two (2) shelter sites. Westchester Recreation Center has been activated with assistance from ARC and DOD. Westwood Recreation Center was on standby. Evacuees at Lot C would be transported by MTA buses to the shelter site. LAWA advised they would have personnel on site at Lot C to coordinate logistics.

LADOT reported continued street closures. Sepulveda was closed between Imperial and Airport, Century was closed between Sepulveda and Aviation, westbound 105 Freeway LAX off-ramp was closed, northbound 405 Freeway Century off-ramp was closed.

LAX CTA was still closed due to LAPD and LAWA PD investigative efforts in the parking garage. LAWA PD would conduct a staggered re-opening of the CTA when law enforcement completed their investigation. Currently the CTA was open to public transportation only. LAWA stated they believe they would be able to resume airport operations within two (2) hours.

LAWA's Airport Response Center remained activated at Level 2. The UCP was relocated to Fire Station 5 at Sepulveda and LaTijera. Passengers on in-bound aircraft in Terminals 1, 2 and Tom Bradley (approx. 3000-4000) were being deplaned and transported to Lot C.

LADOT has coordinated bus ground transportation for evacuees at Lot C who wish to go to the City provided shelter site at Westchester Recreation Center. Some confusion with LAWA DOC as to where those passengers would be picked up.

The ARC continued to support the evacuees with resources at Terminals 1, 2, 4 and Tom Bradley. They were responding to a request for an additional 5000 bottles of water.

The EOC would re-evaluate need to remain activated when CTA was fully re-opened.

2000 Hours - Report on Current Conditions # 4 (Final)

EOC prepared and issued an updated ROCC with the following notes:

City shelter site at Westchester Recreation Center was preparing to stand down. No airline passengers were transported to the site by LAWA. The MTA buses assigned to provide ground support to this shelter operation were re-assigned by the Unified Command to shuttle passengers from Lot C back to LAX. LAWA personnel were assigned to Lot C to assist passengers. One passenger was transported to the shelter but chose to return to airport terminal.

LADOT reported Sepulveda had re-opened in both directions. Century remained closed between Sepulveda and Aviation. The LAX CTA has been re-opened to all traffic. LAX Terminals 1, 2, 4, 5, 6 and Tom Bradley have been re-opened. UCP remained activated at Fire Station 5. LAWA ARC remained activated at Level 2.

Based on no further mission tasking for EOC Mass Care Branch and Transportation Branch by LAWA DOC, EOC was deactivating at 2000 hours.

2000 Hours – EMD Bulletin #2

City staff were advised that the EOC was deactivated at 2000 hours; returned to Duty Officer on-call status.

II. Synopsis

A. Major Developments

The City's EOC was activated to support field operations associated with the response to the active shooter incident at LAX. From the beginning of the activation EOC staff identified mass care and "people support" issues to be paramount for operations. The Unified Command placed primary importance on securing the safety of the site, apprehending the shooter, facilitating life-safety rescue operations, and coordinating investigative efforts related to the crime. EOC worked in concert with LAWA DOC to identify mass care and shelter issues and to put a specific mass care plan into effect in a proactive manner. This effort was the major development of the activation.

EOC strove to maintain and share situational awareness about the incident. EOC was reliant on both the LAWA DOC and UCP for information which was formatted into a Report on Current Conditions (ROCC). Three (3) multi-agency teleconferences were hosted from EOC to gather additional information and ensure a common operating picture of the incident.

EOC staffed a Public Information Officer (PIO) position that maintained contact with the LAWA DOC PIO. Press conferences were staged at LAX and managed by the Unified Command and DOC PIOs. There were some challenges regarding use of Twitter and the EOC interfacing with the LAWA Joint Information Center (JIC) at LAX. Additionally there was some conflicting information released at the field level press conferences specific to shelter locations.

EOC was impacted by the sporadic nature of situation reporting from the LAWA DOC as well as delays in confirming specific needs in terms of mass care and shelter for displaced passengers. Based on available information, EOC moved forward aggressively to establish a mass care and shelter plan and opened a shelter site. Ultimately, this site was not used as a shelter location and buses intended for ground transportation of evacuees were used to shuttle passengers back to the LAX when the CTA re-opened.

After the CTA re-opened, EOC was deactivated. ARC continued to provide mass care support on site working directly with the Unified Command.

B. Core Capabilities

The following core capabilities were provided by EOC.

1. Situational awareness
2. Information management/sharing
3. Mass care and shelter support
4. Focus on Citywide operations inside and outside the LAX incident

C. EOC Objectives

The following EOC objectives were established.

1. Develop and maintain situational awareness regarding the incident

2. Prepare and disseminate regular Reports on Current Conditions (ROCC)
3. Conduct regular teleconference calls with affected response and support agencies
4. Develop a mass care plan to support affected airline passengers and other civilians at LAX
5. Coordinate a public information plan in conjunction with the Joint Information Center (JIC) at LAWA
6. Provide logistical support to field responders as needed in conjunction with LAWA's DOC.

III. Findings

A. Practices to Sustain

Based on input from the responding agencies in the EOC, the following practices are recommended to continue:

1. EOC was activated rapidly and effectively. Within 30 minutes of the incident, EOC was up and running at Enhanced Level I.
2. The enhancement to the traditional Level I activation proved very effective; staffing of a Mass Care Branch and a Transportation Branch allowed EOC to take a proactive approach towards "people care" issues.
3. The EOC Mass Care Branch process worked very effectively. This branch brings together key players in the mass care arena including RAP, DOD, ARC and LAUSD. This branch developed an effective Mass Care Plan that anticipated needs and ensured inclusionary planning for people with disabilities and others with access and functional needs.
4. The scheduling of regular teleconferences proved effective as a means of developing and maintaining situational awareness during an incident where information for the Unified Command and LAWA DOC was sporadic.
5. The EOC Transportation Branch did an effective job of coordinating regional resources, specifically the use of MTA buses for ground transportation of affected passengers.

B. Areas Requiring Improvement

1. Mass Care needs and issues should be identified as a higher priority from command post personnel. LAWA DOC and EOC assumed responsibility for this mission. EOC took a proactive approach while LAWA DOC took a more reactive approach, waiting for approval from the Unified Command before proceeding with development and execution of a mass care plan. Local media coverage of the impact on passengers showed many waiting in "marshalling areas," without clear information on shelter options.
2. Communication between EOC and LAWA DOC was sporadic which created problems for developing situational awareness and a common operating picture. EOC was not clear on how information was being managed in LAWA DOC and had to contact the Unified Command Post directly regarding logistics issues related to mass care. EOC relied on the teleconferences as the main, formal means of acquiring situational awareness regarding the incident.
3. Public information was not managed effectively at the field level. LAWA focused their outreach through the use of Twitter. Single application use for outreach has limitations

based on user-audience. More effective use could have been made of LADOT portable message signs. Misinformation regarding shelter site location was released through media leading to confusion and EOC rumor control.

4. The Wireless Emergency Alert System (WEA) could have been used to provide affected passengers and the public with timely, accurate information on the incident and its impact on airport operations.
5. There is a need for more effective collaboration between LAWA DOC and EOC. The lack of standardized processes impacted situational awareness and execution of a mass care plan as well as coordinated public information management.

IV. Conclusion

Activation of the EOC, with notification to supporting agencies was conducted efficiently. EOC did an effective job in anticipating mass care needs and moving proactively to develop and execute a mass care plan. EOC also did an effective job of communicating with affected agencies through the teleconferences and sharing situational awareness through the release of ROCC. EOC awareness and operations were impacted by the lack of standardized processes and coordination with LAWA DOC. Recommended corrective actions should focus on these areas.

V. November 1, 2013, EOC Activation Corrective Action Plan

No.	Required Improvement	Corrective Action	Lead Agency	Timetable	Resources Required
1	Establish standardized DOC to EOC coordination and communication processes	EMD should work with LAWA to develop formal procedures for DOC to EOC communication and coordination	EMD and LAWA	90 days	Existing EMD and LAWA emergency management staff
2	Educate Unified Command agencies regarding the established EOC Mass Care Process	Provide LAWA PD, LAPD and LAFD with training on the City's established Mass Care Process especially the role of EOC and DOCs	EMD and RAP	90 days	Existing EMD and EOC Mass Care Branch emergency management staff
3	Improve the Unified Command's ability to share situational awareness with DOCs and EOC	Schedule additional on and off-site situational awareness training classes for command agencies	EMD	120 days	EMD emergency management staff, contract vendors and FEMA
4	Improve the Unified Command's ability to coordinate and manage public information with DOC and EOC	Schedule additional on and off-site public information officer training classes for command agencies	EMD	120 days	EMD emergency management staff, contract vendors and FEMA