

CITY OF LOS ANGELES
CALIFORNIA

CAROL P. PARKS
GENERAL MANAGER

EMERGENCY
MANAGEMENT
DEPARTMENT



KAREN BASS
MAYOR

200 N. SPRING STREET,
ROOM 1533
LOS ANGELES, CA 90012

TEL (213) 978-2222
TEL (213) 484-4800
FAX (213) 978-0517

May 23, 2023

The Honorable Public Safety Committee
200 North Spring Street, Room 395
Los Angeles, CA 90012

**RE: Response to Council File #23-0214 Relative to Existing Plans for
Weather-Related Emergencies**

Background

On January 4, 2023, a series of atmospheric river events began, causing widespread winter storms across California that resulted in heavy rain and flooding. The Emergency Management Department (EMD) coordinated the city-wide response to impacts within the City of Los Angeles. Storm-related events impacting the city included significant erosion, downed trees and power lines, utility outages, street closures, and sinkholes.

The Emergency Operations Center (EOC) was activated to Level 2 on January 10, 2023, to coordinate response and recovery efforts. To supplement response efforts, a chain of proclamations took place. The Governor of California proclaimed a state of emergency throughout the state on January 4, 2023. The County Board of Supervisors proclaimed a local emergency on January 10, 2023, and the Mayor of the City of Los Angeles proclaimed a local emergency on January 12, 2023. In addition, on the evening of January 8, 2023, President Biden declared California a state of emergency to have federal assistance supplement response efforts due to the impacts resulting from the severe winter storms, flooding, and mudslides.

Lessons Learned

The City of Los Angeles currently has a suite of [emergency plans](#) designed to outline response strategies for emergency functions and specific hazards. Plans applicable to the storm season response include the Emergency Operations Plan, Adverse Weather Annex, Debris Flow Annex, Emergency Alert and Warning Annex, Public Information Annex, and Urban Flooding Annex.

Following the 2022/2023 storm season, the Emergency Management Department conducted a formal after action review process to review these plans, identify best practices and lessons learned, and implement needed updates. The after action review process included a survey sent to all stakeholders involved in the response, as well as debriefs and listening sessions with select Department Heads, Deputy Mayors, and elected official offices. The full After Action Report can be found attached to this report.

Key findings include:

- Need for improved coordination for information and requests from elected official offices to the EOC, as well as a need for more awareness on behalf of elected officials and the EOC on issues reported by the public and current status of resolution of those issues;
- Uncertainty among the public about which numbers to call for specific issues related to adverse weather conditions such as downed trees, power outages, debris flow, and other related concerns; and
- Need for a single City-wide platform to distribute both emergency and non-emergency information to the public including status updates on service requests.

Proposed Solutions

EMD is aware that oftentimes City Council offices are the first representatives that residents turn to for information. Therefore, it is imperative that Council Office representatives have a firm understanding of response structures and informational resources available. Through the after action process, EMD has identified opportunities for improving situational awareness and bolstering resources Council Offices can provide to the public. The full Improvement Plan Matrix can be found on Page 20 of the January 2023 Storms After Action Report. Select key updates include:

- EMD will update the Adverse Weather Annex to include hosting an annual meeting with elected official offices to review response strategies, incident specific contact information, public information tactics, identification of communication channels, and appropriate seasonal information;
- EMD will produce an “Elected Officials Emergency Management Handbook” to serve as a reference document for Councilmember Offices when an emergency occurs;
- EMD will improve access for Councilmember Offices to Veoci, the City’s EOC information and resource management software;

- EMD will codify within the Emergency Operations Plan that the Office of the Chief Legislative Analyst will serve as the liaison between the Emergency Operations Center and all City Councilmember Offices;
- EMD will provide training to elected official offices and the Office of the Chief Legislative Analyst on liaising with the Emergency Operations Center;
- EMD will support collaboration among appropriate City stakeholders to create a single public platform that hosts both emergency and non-emergency information including updates to resident service requests; and
- EMD and Joint Information System partners will increase public information campaigns relating to incident specific contact information and the City's 3-1-1 phone service and application prior to forecasted adverse weather events.

Conclusion

In conclusion, EMD understands the importance of keeping elected officials engaged during emergency response and the need for robust information sharing among City partners and public. Continuous improvement is a cornerstone of the after action process and EMD strives to ensure lessons learned are identified, documented, and acted upon to create a more resilient and safe Los Angeles.

Sincerely,

A handwritten signature in black ink that reads "Carol P. Parks". The signature is written in a cursive style with a large, sweeping flourish over the first name.

CAROL P. PARKS

General Manager



Adverse Weather: January 2023 Storms Emergency Operations Center Activation

January 10, 2023 – January 17, 2023

**After Action
Report and
Improvement
Plan**

ACTIVATION OVERVIEW

| | |
|--------------------------|--|
| Incident Name | Adverse Weather: January 2023 Storms |
| EOC Activation | January 10 – January 17, 2023 |
| Scope | The City of Los Angeles Emergency Operations Center (EOC) was activated at Level II to monitor and support storm related events in the City of Los Angeles. Coordination of city resources for this event was managed from the EOC, located at 500 E. Temple Street, Los Angeles, CA 90012. |
| Mission Area | Response |
| Core Capabilities | <ul style="list-style-type: none"> Planning Intelligence and Information Sharing Public Information Operational Coordination Situational Assessment |
| Threat or eHazard | Atmospheric River Events |
| Incident | <p>On January 4, 2023, a series of atmospheric river events began, causing widespread winter storms across California that resulted in heavy rain and flooding. The Emergency Management Department (EMD) coordinated the city-wide response to impacts within the City of Los Angeles. Storm-related events impacting the city included significant erosion, downed trees and power lines, utility outages, street closures, and sinkholes. The Emergency Operations Center (EOC) was activated to Level 2 at 11:30 a.m. on January 10, 2023, to coordinate response and recovery efforts. To supplement response efforts, a chain of proclamations took place from the office of the Governor of California, the County Board of Supervisors, and the Mayor of the City of Los Angeles. The Governor of California proclaimed a state of emergency throughout the state on January 4, 2023. The County Board of Supervisors proclaimed a local emergency</p> |

City of Los Angeles Emergency Management Department
Adverse Weather: January 2023 Storms EOC Activation Level II AAR/IP

| | |
|--|--|
| | <p>on January 10, 2023, and the Mayor of the City of Los Angeles proclaimed a local emergency on January 12, 2023. In addition, on the evening of January 8, 2023, President Biden declared California a state of emergency to have federal assistance (FEMA) supplement response efforts due to the impacts resulting from the severe winter storms, flooding, and mudslides.</p> |
|--|--|

| | |
|-------------------|---|
| Objectives | <p>1.Situational Awareness:</p> <ul style="list-style-type: none">● Maintain situational awareness, develop and distribute situation reports as needed to the EOC, other City Departments, and other approved agencies.● Closely monitor hard and soft road closures and any damage caused by the previous storm in affected areas.● Continue to support EOC personnel and agency partners with incident related Veoci dashboards.● Continue to utilize Veoci to share information across the City and with partner agencies.● Monitor forecast for the upcoming storm.● Coordinate with PIO to create a public facing map of road closures. <p>2. Critical Resources:</p> <ul style="list-style-type: none">● Track, anticipate, and document all resources that are currently in place or will be deployed to mitigate the impacts of the storm.● Prioritize resource requests that are life-saving and will protect properties.● Pre-determine resources that could potentially be deployed. <p>3. Operational Readiness:</p> <ul style="list-style-type: none">● Ensure strong coordination and communications with all EOC and field personnel.● Ensure and maintain a unified and coordinated operational structure and processes.● Ensure appropriate staff and critical resources are identified prior to the upcoming storm. <p>4. Public Information and Crisis Messaging:</p> <ul style="list-style-type: none">● Coordinate with and support City DOC's, Unified Command Post, and Joint Information System.● Collect incident information originating with the media or the public and relay to operational branches for verification and response.● Monitor media and general public postings and share for public awareness when issues are deemed to have a broader, direct impact on LA City residents.● Ensure elected officials are included in public messaging.● Coordinate between operations and JIC to draft and approve NotifyLA messaging for the upcoming storm. <p>5. Finance and Admin:</p> <ul style="list-style-type: none">● Gather, track and update costs and expenditure information from the City Departments related to the City's January 2023 storm response.● Facilitate the City's proclamation of emergency process if needed. |
|-------------------|---|

City of Los Angeles Emergency Management Department
 Adverse Weather: January 2023 Storms EOC Activation Level II AAR/IP

| | |
|---|---|
| <p>Lead Agency</p> | <p>Los Angeles Emergency Management Department</p> |
| <p>Participating Organizations</p> | <p>Los Angeles City’s EOC activation was conducted in a hybrid setting. The following agencies participated:</p> <p>In-Person Participation: Los Angeles City Emergency Management Department (EMD) Los Angeles Fire Department (LAFD) Los Angeles Police Department (LAPD) Los Angeles Department of Transportation (DOT) Los Angeles Department on Disability Los Angeles Department of Public Works Streets Services Los Angeles Department of Public Works Sanitation Los Angeles Department of Public Works Engineering Los Angeles City Department of Recreation & Parks (RAP) Los Angeles General Services Department (GSD) Mayor's Office of Public Safety (MOPS) City Administration Office (CAO)</p> <p>Virtual Participation: National Weather Service (NWS) Los Angeles County Office of Emergency Management Los Angeles World Airports (LAWA) SoCal Gas</p> |
| <p>Point of Contact</p> | <p>Carol Parks Emergency Management Department General Manager (213) 484-4815 Carol.Parks@lacity.org</p> |

TABLE OF CONTENTS

| | |
|--|-----------|
| <u>Table Of Contents</u> | 6 |
| <u>Incident Overview</u> | 7 |
| <u>Incident Timeline</u> | 11 |
| <u>Survey Analysis</u> | 12 |
| <u>Analysis Of EOC Activation</u> | 17 |
| <u>Improvement Plan</u> | 20 |
| <u>Improvement Plan Matrix</u> | 21 |
| <u>Appendix</u> | 23 |

INCIDENT OVERVIEW

On January 4, 2023, a series of atmospheric river events began in California, resulting in widespread winter storms and heavy rain. The National Weather Service (NWS) reported 2-4 inches of rain in the coastal and valley areas, with 4-8 inches of rain reported in the foothills and mountain areas. The City of Los Angeles' Emergency Management Department (EMD) coordinated the city-wide response to the impacts. The storms caused significant erosion, downed trees and power lines, utility outages, street closures, flooding, and sinkholes in the City. Prior to the atmospheric river event that impacted the region starting January 9th, several other storms caused damage in the City that was still being actively addressed. Two pre-existing incidents of significant concern were a mudslide on Mulholland Blvd. near Coldwater Canyon, and damaged structures on Merrywood Drive (Image 1). Slope erosion resulting in an undermined road on Mulholland Blvd between Bowmont Ave and Summit Circle resulted in a hard road closure, and required coordination between many responding departments. The slope erosion carried over 100 tons of debris down the slope impacting roads below the erosion. Nearby in the Hollywood Hills, slopes on Merrywood Drive became unstable, damaging a home's foundation and threatening to further impact the access road to the property (Image 2-3). The home was red-tagged by City officials prior to the January 9th storm, and the road was closed in coordination with the residents. Photos of these two major incidents are shown on the next page. On January 8th, at 1600 hours, a NotifyLA message was sent to opt-in residents due to the high-impact incident on Mulholland Drive. A total of 76,711 alert notifications were distributed.

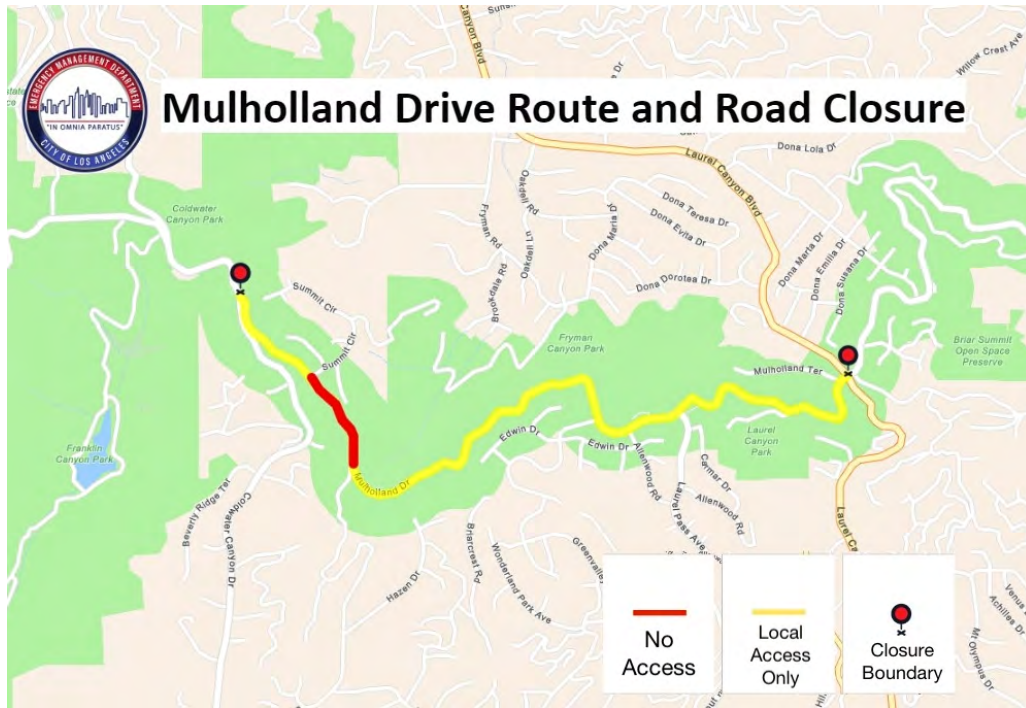
Due to the impact seen to a number of departments after the storm, the EOC was officially activated to Level 2 at 1130 on January 10, 2023. By then, NWS reported additional rain amounts to increase by 1-2 inches with peak rain rates to reach 0.50-1.0 inches per hour. Prior to the EOC activation, the City took multiple steps to prepare for the storm by staging city resources and maintaining interdepartmental communications among stakeholders and city agencies. Four adverse weather coordination calls and two other coordination calls regarding the major incident on Mulholland Drive were held to inform and coordinate with city agencies.

The EOC tracked many significant incidents in the aftermath of the storm, including the following:

1. A sinkhole formed on Iverson Road between the 118 Freeway and La Quilla Drive in the Chatsworth area, and the occupants of two cars had to be rescued by LAFD responders.
2. A freeway closure on the 5 South Interstate Freeway and 110 South Freeway connector near Downtown Los Angeles due to debris flow impacting freeway lanes.
3. Power outages throughout the City, with communities in Laurel Canyon most significantly impacted.
4. Multiple reports of downed trees and debris blocking traffic access and requiring professional removal including 10 individual reports requiring more advanced multi-departmental collaboration through the EOC to be addressed.

While additional atmospheric river events occurred in February and March, the response did not rise to a Level 2 EOC activation which necessitates a formal AAR. However, best practices and lessons learned from those events were also included within this report in order to implement the most comprehensive improvements possible.

Image 1



Images 2-3



National Weather Service - Weather Risk Outlook

WEATHER RISK OUTLOOK

Risk levels incorporate potential impacts from weather hazards and likelihood of occurrence.

| | Mon 1/9 | Tue 1/10 | Wed 1/11 | Thu 1/12 | Fri 1/13 | Sat 1/14 | Sun 1/15 |
|-----------|-----------------------------------|---|------------|----------|------------|---------------------------|-------------------|
| Ocean | Rain Wind | Rain & Thunderstorms Wind Large Seas | Large Seas | | Large Seas | Rain Wind | Rain |
| Coasts | Rain & Flood Wind High Surf | Rain & Thunderstorms Wind High Surf | High Surf | | High Surf | Rain High Surf Wind | Rain High Surf |
| Valleys | Rain & Flood Wind | Rain & Thunderstorms Wind | | Winds | | Rain Wind | Rain |
| Mountains | Rain & Flood Wind | Rain & Thunderstorms Snow Wind | | Winds | | Rain & Snow Wind | Rain & Snow |
| Deserts | Rain Wind | Rain & Thunderstorms Wind | | | | Rain | Rain |

| Risk Levels | Little to None | Minor | Moderate | Major | Extreme |
|-------------|----------------|-------|----------|-------|---------|
|-------------|----------------|-------|----------|-------|---------|

WEATHER RISK OUTLOOK

Risk levels incorporate potential impacts from weather hazards and likelihood of occurrence.

| | Thu 1/12 | Fri 1/13 | Sat 1/14 | Sun 1/15 | Mon 1/16 | Tue 1/17 | Wed 1/18 |
|-----------|-----------|------------|----------------------------|----------------------------|----------------------------|----------------------------|-----------|
| Ocean | | Large Seas | Rain Wind Large Seas | Rain Wind Large Seas | Rain Wind Large Seas | Rain Wind Large Seas | |
| Coasts | High Surf | High Surf | Rain High Surf Wind | Rain High Surf Wind | Rain High Surf | Rain High Surf | High Surf |
| Valleys | Winds | | Rain Wind | Rain Wind | Rain Wind | Rain | |
| Mountains | Winds | | Rain & Snow Wind | Rain & Snow Wind | Rain & Snow Wind | Rain & Snow Wind | |
| Deserts | | | Rain Wind | Rain Wind | Rain Wind | Rain Wind | |

| Risk Levels | Little to None | Minor | Moderate | Major | Extreme |
|-------------|----------------|-------|----------|-------|---------|
|-------------|----------------|-------|----------|-------|---------|

Incident Timeline

January 10 – January 17, 2023

The following timeline follows the atmospheric river event specifically as it relates to the City of Los Angeles and the Emergency Operations Center’s role monitoring response, and public information. This timeline does not include information from surrounding jurisdictions involved in the event.

| Adverse Weather: Atmospheric River Incident Timeline | | |
|---|-------------|--|
| Date | Time | Event |
| January 4, 2023 | 1400 | Adverse Weather Coordination Call |
| January 6, 2023 | 1400 | Adverse Weather Coordination Call |
| January 9, 2023 | 1400 | Adverse Weather Coordination Call |
| January 10, 2023 | 0900-1000 | January 2023 Storms Situational Update |
| January 10, 2023 | 1130 | EOC Activation/Check-in |
| January 10, 2023 | 1130 | Operations Section Coordination /Liaison Coordination Check-In |
| January 10, 2023 | 1200 | EOC Briefing |
| January 10, 2023 | 1330 | Section Specific Meetings |
| January 10, 2023 | 1600 | EOC Coordination Meeting |
| January 10, 2023 | 1730 | EOC Planning Meeting |
| January 10, 2023 | 1830 | EOC Section Reports Due to Planning |
| January 10, 2023 | 1900 | End of Operational Period |
| January 11, 2023 | 0800 | EOC Activation/Check-in |
| January 11, 2023 | 0830 | EOC Briefing |
| January 11, 2023 | 0930 | Section Specific Meetings |
| January 11, 2023 | 1330 | EOC Coordination Meeting |
| January 11, 2023 | 1500 | EOC Planning Meeting |
| January 11, 2023 | 1600 | End of Watch Meeting |
| January 11, 2023 | 1630 | End of Operational Period |
| January 12 2023 | 0800 | Virtual EOC Activation |
| January 12 2023 | 0930 | Section Specific Meetings |

City of Los Angeles Emergency Management Department
 Adverse Weather: January 2023 Storms EOC Activation Level II AAR/IP

| | | |
|---------------------|------|---|
| January 12 2023 | 1430 | Section Specific Meetings |
| January 12, 2023 | 1600 | End of Watch Meeting |
| January 12, 2023 | 1630 | End of Operational Period |
| January 13 2023 | 0800 | Virtual EOC Activation |
| January 13 2023 | 9000 | Augmented Winter Shelter Program Conference Call |
| January 13 2023 | 0930 | Section Specific Meetings |
| January 13 2023 | 1300 | Adverse Weather Coordination Call |
| January 13 2023 | 1430 | Section Specific Meetings |
| January 13, 2023 | 1600 | End of Watch Meeting |
| January 13, 2023 | 1630 | End of Operational Period |
| January 14, 2023 | 1000 | Weather Pre-deployment & Augmentation Discussion |
| January 14 2023 | 1100 | Section Specific Meetings |
| January 14 2023 | 1600 | Section Specific Meetings |
| January 14, 2023 | 1630 | End of Operational Period |
| January 14 2023 | 1800 | Transition to Duty Officer Status |
| January 15-17, 2023 | | Duty Officer Status |

SURVEY ANALYSIS

Summary

Following the EOC activation, a survey was conducted by the Emergency Management Department and distributed to all participating partners and stakeholders. This information was used to determine the areas for improvement and overall strengths during the Adverse Weather: January 2023 Storms EOC Activation. Additionally, EMD hosted debrief sessions with affected Council Districts, key Department heads, and Deputy Mayors where valuable feedback was solicited and incorporated into this report.

Responses from the open-ended questions suggest that it would be helpful to have the meetings occur no later than Thursday of the week prior to severe weather expected over a weekend or holiday to allow for resource deployment. Additionally, it is recommended that meetings be kept shorter and that relevant information such as street names and intersections be stated in every meeting to avoid confusion among different departments. Suggestions for improving communication to the public about adverse weather and the City's response include: increase participation within departments, increase sharing of links to available resources, have more message boards available during emergencies, promote the online 311 portal, provide more updates on clean up efforts, increase the number of traffic message boards in the city, and provide briefings from the EMD PIO through additional media outlets to coordinate weather reports to the public.

The best practices observed in the city-wide coordination between departments' response during the adverse weather event include easy access to resources and real-time information, in-person meetings with agenda reports and questions, prompt response to requests for assistance, the use of Veoci for project status updates, excellent information gathering and sharing across agencies, regular briefing calls for situational awareness, and involving a wide variety of city departments and partners.

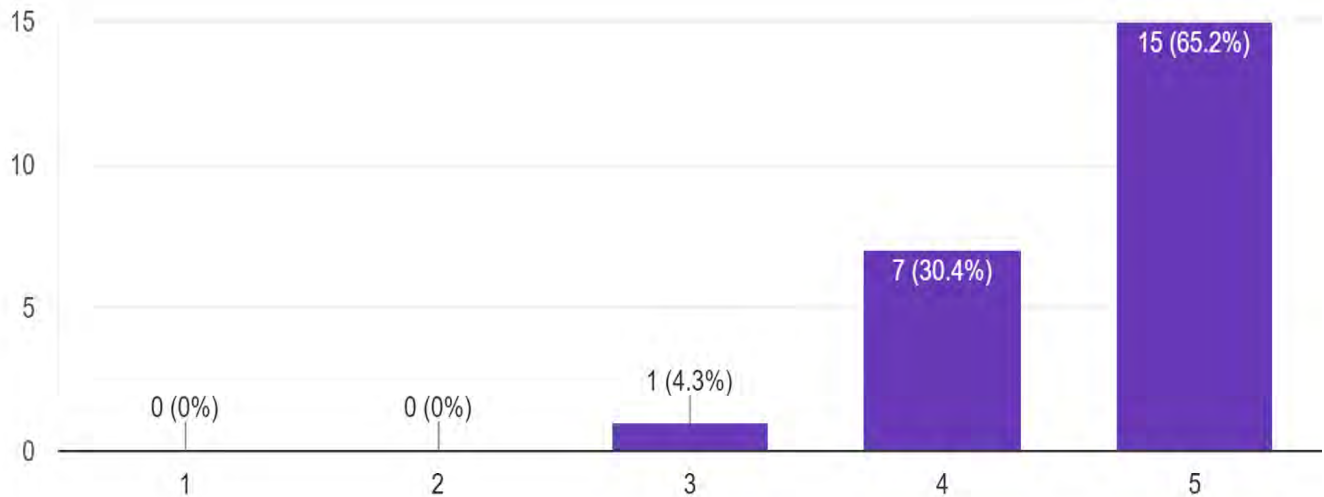
Responses from the open-ended questions also provide insight on areas of improvement during the adverse weather event and include increased deployments for key players to address collateral damage, an internal all-hands-on-deck approach within departments during the first 24 hours, ensure the right people are at the table, keep meetings shorter with a regular schedule, coordinate requests and information dissemination through the EOC to avoid duplication of efforts, improve the coordination

process for clean-up of storm-affected areas, and provide partners with better access to information in LA City Veoci.

The following graphics detail responses obtained regarding pre-planning efforts, planning and intelligence, EOC functions and operations, and Veoci competency and coordination.

On a scale of 1-5, do you feel the Adverse Weather Meetings informed you about the weather forecast?

23 responses

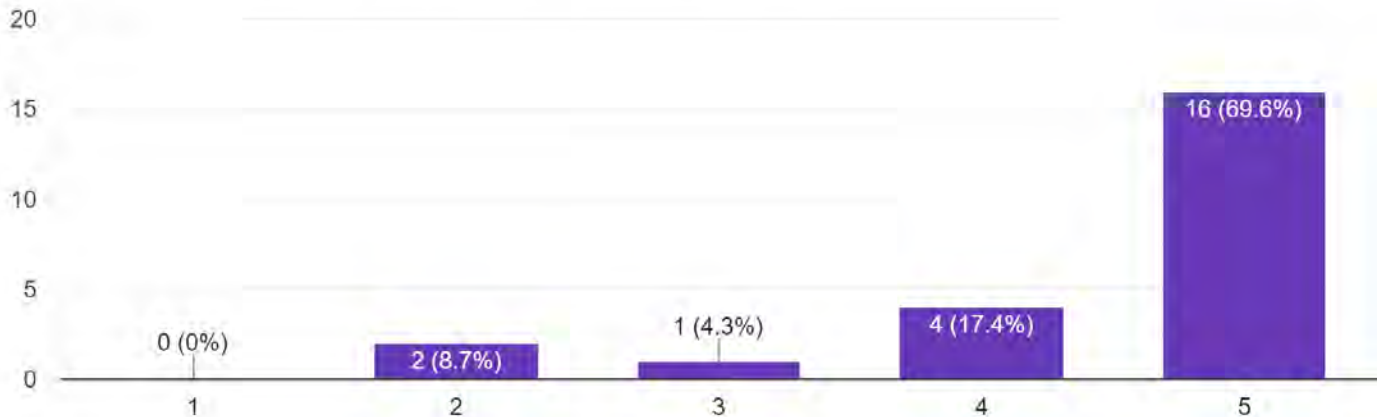


****1 = Not at all informed 5 = Very Informed****

City of Los Angeles Emergency Management Department
Adverse Weather: January 2023 Storms EOC Activation Level II AAR/IP

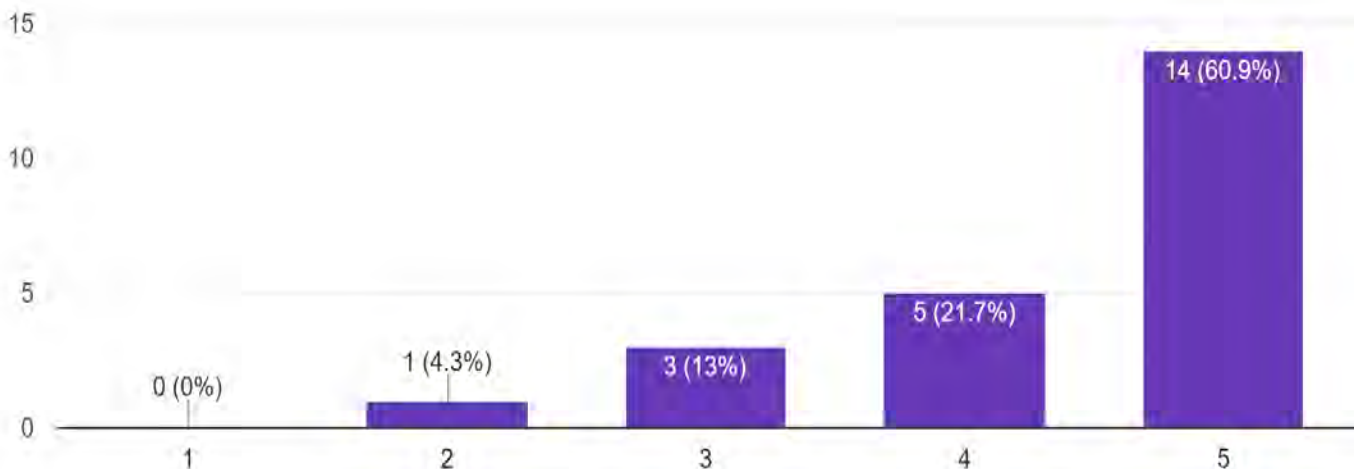
On a scale of 1-5, were the Adverse Weather Meetings informative regarding the emergency actions taken due to the weather (emergency alerts, sheltering, etc)?

23 responses



On a scale of 1-5, were the Adverse Weather Meetings informative regarding the City department's responses to the weather (staffing, resource coordination, etc)?

23 responses

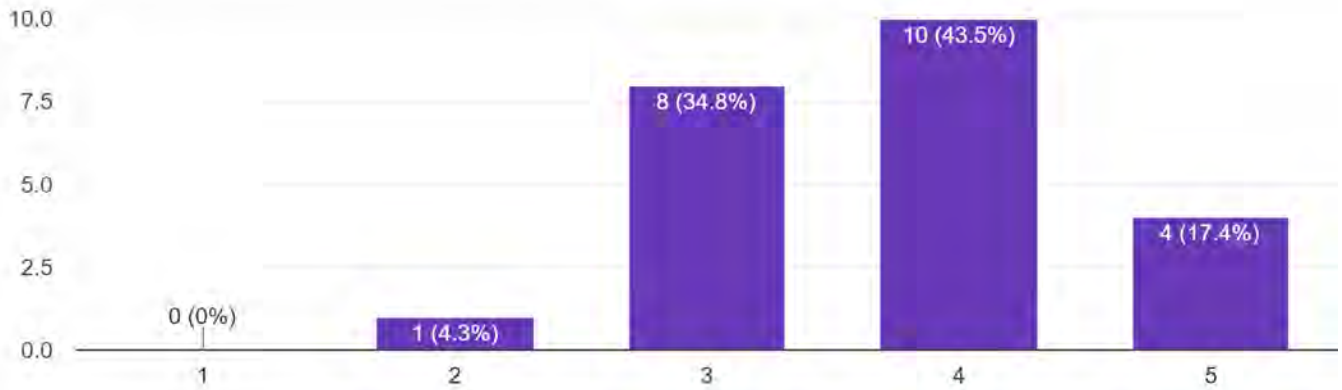


****1 = Not at all informed 5 = Very Informed****

City of Los Angeles Emergency Management Department
Adverse Weather: January 2023 Storms EOC Activation Level II AAR/IP

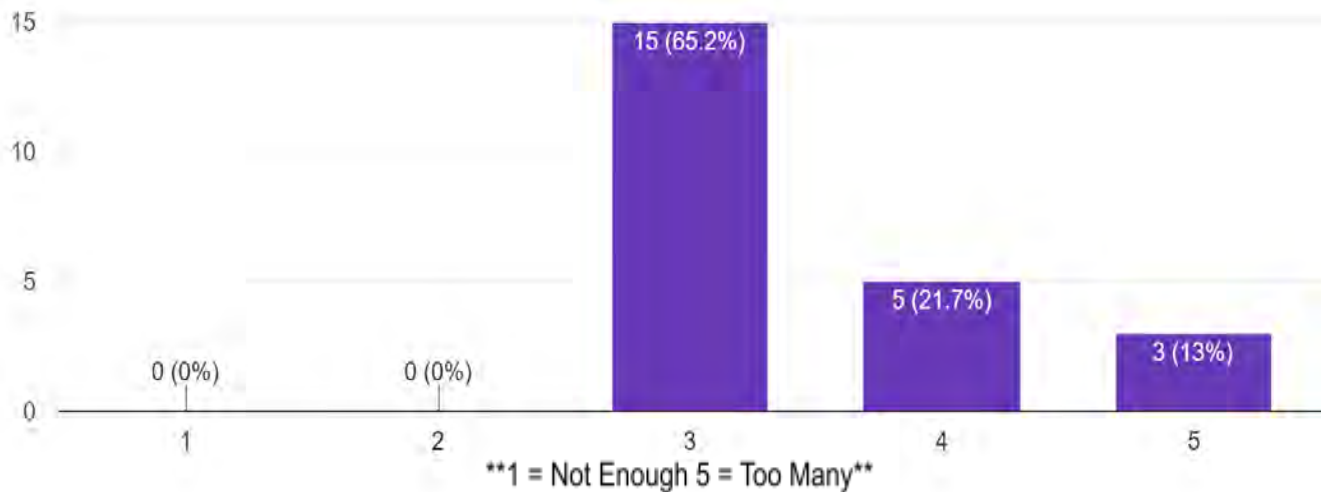
On a scale of 1-5, how well do you feel that the City did at informing the public about its responses to the weather (available shelters, public resources, road closures, etc)?

23 responses



On a scale of 1-5, how do you feel about the frequency of Adverse Weather Meetings (one per day, or two days)?

23 responses



ANALYSIS OF EOC ACTIVATION

Best Practices

The best practices identified during this activation were as follows:

- Information gathering and sharing across all interdepartmental agencies in a timely manner.
- Significant storm-related incidents that came in through 311/911 were then tracked in Veoci to allow all responding departments/bureaus to have shared awareness of the current status of the response to that specific incident.
- Having the National Weather Service routinely participating in adverse weather calls ensured that City agencies had the latest updates on anticipated weather and allowed agency representatives to ask specific questions about how the weather may affect their operations, ensuring the safety of City responders.
- Timely distribution of the minutes after adverse weather meetings ensured that city agencies had awareness of response activities, even if they didn't have a representative on the meeting.
- Robust interdepartmental communication assisted with prompt response in relation to flood assistance.
- The transition to a structured, in-person EOC response facilitated faster, more effective communication between agencies and allowed incidents to be promptly addressed. When many rapidly changing incidents are arising simultaneously, an in-person EOC should be considered.
- Utilization of Veoci allowed for status updates to be more streamlined and minimized the volume of emails. The City Council liaison was also able to promptly update Council Members about situations in their districts without needing to disrupt EOC operations.
- Routinely scheduled adverse weather meetings before significant storms allowed departments to properly adjust staffing prior to a major incident.

Primary Areas for Improvement

Planning and Intelligence

- Rather than sending call summary spreadsheets, allow the EOC direct access to 311 portal data and notes for cross-referencing with Veoci in real time to better track multi-agency coordination requests.
- Elected officials offices needed a better understanding of how to obtain information relevant to constituent requests and visibility into City response operations.
- Promoting specific incident-related contact information and increasing public awareness of the 311 phone service and application prior to adverse weather will raise awareness about emergency contact numbers for different needs, such as downed trees, power outages, street cleanup, and life safety emergencies.
- Adverse Weather Call participants were not able to anticipate the timing of the adverse weather calls. Adverse weather calls should be scheduled at a consistent time of day, in coordination with other agency weather calls. This will allow agency representatives to anticipate when such calls will be made and make necessary preparations.
- Develop a method to collect data from 911 and 311 services for EOC awareness.
- Identify the information needed by Council Districts and provide CLA Liaisons with the necessary resources and training to obtain the required information.
- During LA City activations, the EOC should report on weather-related events outside the city's boundaries that could impact the city and its response efforts.
- Capture contact information from participants in the AAR Survey to be able to reach out to specific individuals for more context or explanation on responses.

EOC Functions and Operations

- Ensure private property requests go through 911 and 311 to prevent duplication of requests and responses.
- Direct EOC response efforts towards supporting field personnel instead of managing tactics. Due to the lack of a UCP/ICP in the field, some EOC staff had the dual role of directing personnel and managing field tactics. Having a field UCP/ICP in place would allow the EOC to focus on supporting field personnel and EOC objectives.

Veoci Competency and Coordination

- Enhance access to Veoci information for partners who do not have login credentials.

IMPROVEMENT PLAN

Introduction

Several areas for improvement were identified during this activation. The primary areas for improvement, including recommendations, are outlined below in the Improvement Matrix chart.

The recommendations are based on the findings previously detailed in the Analysis of EOC Activation section. This improvement plan is intended to be a stand-alone document. If needed, this improvement plan can be excerpted from the rest of this AAR. The recommended solutions described represent the best thinking of stakeholders following the end of the activation. Further investigation and more in-depth reflection is possible by other lead and supporting organizations. The Emergency Management Department will provide periodic updates to all outstanding Improvement Plan items from real world emergencies and exercises.

EMD will initiate the recommendations offered in this improvement plan to better improve EOC activations in the future. The support from all City departments and external partners are important for successful implementation of these solutions.

Timeframe and priority represent when the activity or solutions should be completed. All activities should be initiated immediately as appropriate.

- Immediate (High) – Next 6 months
- Short-term (Medium) – Next 12 months
- Medium-term (Medium) – Next 13-24 months
- Long-term (Low) – More than 24 months

Improvement Plan Matrix

Throughout the activation, several areas for improvement were identified. The primary areas for improvement, including recommendations, are as follows:

| Identified Issue | Corrective Action | Core Capabilities | Lead Agency | Priority | Timeframe |
|---|--|--|---|---|--|
| <p style="text-align: center;">Need for improved coordination for information and requests from elected official offices to the EOC</p> | <p>Codify within the Emergency Operations Plan that the Office of the Chief Legislative Analyst will serve as the liaison between the Emergency Operations Center and all City Councilmember Offices. Conduct annual training with the CLA and elected official offices on response strategies, incident specific contact information, public information tactics, identification of communication channels and appropriate seasonal information. Finalize and update annually an “Elected Officials Emergency Management Handbook” as a reference document.</p> | <p style="text-align: center;">Intelligence and Information Sharing Operational Coordination</p> | <p style="text-align: center;">EMD, CLA</p> | <p style="text-align: center;">High</p> | <p style="text-align: center;">Immediate</p> |

City of Los Angeles Emergency Management Department
Adverse Weather: January 2023 Storms EOC Activation Level II AAR/IP

| Identified Issue | Corrective Action | Core Capabilities | Lead Agency | Priority | Timeframe |
|---|--|--|-----------------------|-----------------|------------------|
| Adverse weather calls/agendas should be shared in a timely manner from the moment the city is informed of a weather event with major or extreme impact levels | Establish an SOP with timeline for adverse weather coordination | Intelligence and Information Sharing Operational Coordination | EMD | High | Immediate |
| Lack of awareness from elected officials and the EOC on issues reported by the public and current status | Ensure the EOC and elected officials have access to 3-1-1 incident reports in order to deconflict information effectively. Ensure responding Departments update service requests with actions taken. | Intelligence and Information Sharing Operational Coordination | EMD, CLA, ITA | High | Immediate |
| Improve access to information in LA City Veoci for partners | Create a one page guide on how guests or first-time users can log into their own or departmental account. | Intelligence and Information Sharing Operational Coordination | EMD | High | Immediate |
| Uncertainty among the public about which numbers to call for specific issues related to adverse weather conditions, such as downed trees, power outages, debris flow, and other related concerns. | Promote specific incident-related contact information and increase public awareness of the 3-1-1 phone service and application prior to adverse weather. | Public Information and Warning | EMD, JIC partners | High | Immediate |
| Due to a lack of a single lead agency in the field after first responders were | Establish a lead agency in the field with all Public Works Bureaus, LADOT, LADBS, | EOC Functions and Operations | Public Works Bureaus, | Medium | Short-Term |

City of Los Angeles Emergency Management Department
Adverse Weather: January 2023 Storms EOC Activation Level II AAR/IP

| Identified Issue | Corrective Action | Core Capabilities | Lead Agency | Priority | Timeframe |
|--|---|--------------------------------|--|----------|-------------|
| released, many departments were responding to individual locations without the support needed from other Departments. | and other necessary agencies to allow for coordination once first responders are no longer the lead agency. | | LADBS, LADOT, LADWP | | |
| With no Unified Command Post (UCP) in the field, EOC responders defaulted to coordinating tactics from the EOC. | Establish a UCP in the field or drive tactics from the DOC level. | EOC Functions and Operations | Public Works Bureaus, LADBS, LADOT, LADWP | Medium | Short-Term |
| Lack of a single City-wide platform to distribute both emergency and non-emergency information to the public including status updates on service requests. | Collaborate with City stakeholders to identify public information needs, the most appropriate platform(s) to meet those needs, and requirements for Departmental updates. | Public Information and Warning | Mayor's Office in coordination with relevant City Depts. | Medium | Medium-Term |
| Critical facilities that experienced power outages were not prioritized automatically. | LADWP to conduct GIS analysis of critical infrastructure (i.e. Fire/Police Stations, Hospitals, Schools, etc.) within the outage area and prioritize restoration as possible. | EOC Functions and Operations | LADWP | Medium | Medium-Term |

Appendix

Open Ended Survey Responses

Do you have any additional feedback about Adverse Weather meetings?

1. It would be great if severe weather as expected over a weekend or holiday if the meetings would occur no later than Thursday of the week prior to providing capacity to deploy resources.
2. Frequency may be OK if meetings are kept much shorter.
3. Frequency, notifications and information are all relevant and appropriate.
4. When discussing an incident caused by the weather (such as debris flow), please always state street names, intersections in every meeting - don't assume that all on the call know what/where you are talking about, as some departments may have different reps on the weather calls over time.

What suggestions do you have for improving communication to the public about adverse weather and the City's response?

1. Just more participation within the Departments that will allow for more staff to manage intel gathering.
2. It would be great if adverse weather notices would be shared no later than Thursday the week prior to the weather event. In addition, the notices should have a link to the resources that will be available.
3. EMD needs to be better about disseminating key information to the public. While other agencies shared information consistently, not much was being shared through EMD social media channels.
4. During emergencies, the city should make more message boards available to ensure effective communication.
5. Push online 311 portal more. Make it possible for the public to see entries into the 311 online portal, so they know what is happening with clean up and if something has already been reported.
6. There seems to be a continuous need for more traffic message boards in the city
7. More communications regarding closures, flooded areas, areas to avoid, who to contact for downed trees, live wires, or power outage info,
8. possibly briefings from EMD PIO through additional media outlets - I don't really see or hear that information in coordination with the weather reports to the public.

What were the best practices you have observed in the city-wide coordination between departments' response during the adverse weather event?

1. Easier access to resources that supported making locations safe for the public and real time information to act on.
2. Having everybody meet in person and sharing information in person
3. Agendas with reports from each department and their efforts.

4. The meetings, sharing information and allowing questions.
5. Communication was better
6. We received a prompt response to our requests for assistance with flooding on park property.
7. In-person response allowed for closer coordination between the Public Works Bureaus and DOT. Veoci allowed CLA to see the status of clean up projects without many emails.
8. We have found city agencies to be very responsive when we reach out for information or make requests.
9. Information gathering and sharing across agencies is excellent
10. The briefing calls as part of the situational awareness rhythm.
11. Communication was transparent and thorough.
12. Holding the calls with a wide variety of city depts and partners and having NWS/NOAA on the calls to explain in depth.
13. Departments share more information regarding their activities

What are the areas of improvement during the city-wide coordination between Departments' response during the adverse weather event?

1. Increased deployments for key players in response to addressing collateral damage during adverse weather events. Internal all hands on deck approach in the first 24 hours within Departments needed.
2. Having the right people at the table.
3. Shorter meetings. Keep a schedule at the same time each day.
4. There were some direct inquiries for response to failures and damage assessment from the CDs to the various departments which created duplicate requests and possibly duplicated responses. I think the stream of requests and dissemination of information should have been coordinated through the EOC to avoid duplication.
5. Transfer staff beforehand so that they know what needs to get done.
6. The coordination process for clean-up of storm affected areas was tactically managed by the EOC- this shouldn't be the case.
7. Access to information in LA City Veoci for partners - either in Veoci itself (can you create city log-ins for your partners?) or give the partners the info in a different format (email the maps etc.)

What additional information should the EOC monitor, collect, and distribute when responding for future adverse weather events?

1. 311 data, 911 data
2. Damage assessments for departments that have something to report.
3. What is happening (weather-wise and effects) outside the City's boundaries that could impact the city.