



Chief Executive Office.

COUNTY OF LOS ANGELES

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, CA 90012
(213) 974-1101 ceo.lacounty.gov

ACTING CHIEF EXECUTIVE OFFICER

Joseph M. Nicchitta

December 15, 2025

To: Supervisor Hilda L. Solis, Chair
Supervisor Holly J. Mitchell, Chair Pro Tem
Supervisor Lindsey P. Horvath
Supervisor Janice Hahn
Supervisor Kathryn Barger

FROM: Joseph M. Nicchitta
Acting Chief Executive Officer

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Joseph M. Nicchitta (Dec 15, 2025 20:11:47 PST)

IMPLEMENTING AFTER ACTION REPORT RECOMMENDATIONS FOR THE JANUARY 2025 EATON AND PALISADES FIRES (ITEM NO. 54-A, AGENDA OF SEPTEMBER 30, 2025)

On September 30, 2025, the Board of Supervisors (Board) received and accepted the January 2025 Eaton and Palisades Fires After Action Report (AAR), prepared by the McChrystal Group.

The AAR identified operational gaps and resource constraints within County departments, focusing primarily on the Office of Emergency Management (OEM), the Los Angeles County Sheriff's Department (LASD), and the Los Angeles County Fire Department (Fire). These gaps and constraints jeopardize the County's ability to effectively respond under extreme emergency conditions. The AAR provided recommendations through which the County could close operating gaps and overcome constraints to better prepare its first responders for the next major disaster.

Also on September 30, 2025, the Board approved a motion directing next steps to implement the recommendations of the AAR. The motion directed OEM, LASD, and Fire to implement the recommendations identified in the AAR and to provide progress reports at regular intervals until the recommendations are implemented. The first progress report is due at 60 days, and thereafter, every 90 days until the recommendations are implemented. Progress reports will include:



1. A timeline for implementation of all the recommendations and the status of their efforts in implementing each recommendation in the AAR;
2. A list of any additional recommendations, above and beyond those included in the AAR, proposed or already initiated by each agency; and
3. Any challenges or barriers to implementing any of the recommendations.

The Board also directed the Chief Executive Office (CEO) to work with the LASD, Fire, and OEM to assess the fiscal impact of the recommendations included in the AAR, and report back to the Board with recommendations in 60 days, including a thorough review of potential funding sources, including reallocation of existing resources where applicable and appropriate.

The Board further instructed the CEO to provide a written feasibility report and fiscal impact with next steps in 60 days to implement the AAR recommendation to initiate a restructuring of OEM's organizational framework to address findings in the AAR regarding the lack of autonomy and fragmented authority that currently undermines OEM's ability to coordinate emergency management effectively. The Board directed the report to consider the feasibility of moving OEM out of the CEO's office, to an organizational framework that enhances its autonomy and authority, as well as the following:

1. Current staffing levels and funding within OEM, including federal, State, and local grants; anticipated staffing levels, including surge staffing during activations, space needs, and funding considerations.
2. Assessment of whether OEM's current structure aligns with its coordination responsibilities and best practices in emergency management. Establish clear authority frameworks and standardization operational protocols, including updates to Standard Operating Procedures for emergency activations, messaging protocols, and partner coordination.
3. A high-level schedule for the creation of the new department of OEM and the transition of programs and funding, with a focus on "critical path" milestones to ensure that the Board and the public are aware of the action items and associated processes that must be completed and by when.
 - a. The schedule/report should include:
 - i. A summary of County programs and functions that will transition to the new County department, should the Board choose to create the new County department.
 - ii. A functional organizational chart, to be refined as the process continues, and description of programs that will operate out of the new department.
 - iii. Any proposed phasing of department operations, funding transfers, department's projected staffing needs, necessary classifications, and job duties.

Finally, the Board instructed OEM to report back with an update on past efforts to identify and deploy non-digital emergency alert systems like community sirens, air horns, and vehicle-mounted loudspeakers in high-risk and communications vulnerable areas.

Attached is a comprehensive report that consolidates responses from Fire and Sheriff, and those departments have reviewed and concurred with the contents of the report. The report consists of the following:

- Attachment A: The Integrated Feasibility and Status Report on Implementation of After-Action Report (AAR) Recommendations
- Attachment B: AAR of Alert Notification Systems and Evacuation Policies for the Eaton and Palisades Fires – Tracker
- Attachment C: Functional organization chart that establishes roles and responsibilities in a three-year phase up
- Attachment D: High-level timeline to achieve the three-year phase up

This report is informed by research and analysis conducted by members of OEM, LASD and Fire. Research and analysis included meetings with, and review of information provided by, Board Offices, County departments, as well as external public safety and emergency management organizations, including the California Governor's Office of Emergency Services (Cal OES), New York City Emergency Management Department (NYCEM), and southern California county emergency management organizations. Collectively, this comprehensive approach reflects best industry practices, peer insights, and County leadership priorities while grounding recommendations in operational and fiscal analysis. Board offices' priorities included increasing emergency management capacity and capabilities for public information, community preparedness, emergency alerts and notifications, Emergency Operations Center (EOC) staffing, Duty Officer/Watch Center operations, situational awareness, field deployments, surge staffing and recovery operations, while maintaining nimble, fast, and effective operations. These priorities, along with the AAR recommendations, guided the development of the attached recommendations.

In our next report due on January 30, 2026, detailed updates on progress made in implementing AAR recommendations will be provided. Additionally, a fiscal and staffing plan for the new department, which should include, but not be limited to, all emergency programs and funding sources across departments which will be consolidated into the new department will be provided.

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Should you have any questions concerning this matter, please contact me or Kevin McGowan at (323) 980-2261 or kmcgowan@ceooem.lacounty.gov.

JMN:JG:ADC
KM:LL:EM:md

Attachments

c: Executive Office, Board of Supervisors
County Counsel
Sheriff
Fire

**INTEGRATED FEASIBILITY AND STATUS REPORT ON IMPLEMENTATION OF
AFTER-ACTION REPORT (AAR) RECOMMENDATIONS
OFFICE OF EMERGENCY MANAGEMENT (OEM)
LOS ANGELES COUNTY FIRE DEPARTMENT (FIRE)
LOS ANGELES COUNTY SHERIFF'S DEPARTMENT (SHERIFF)**

The following integrated report consolidates a feasibility and fiscal analysis impacting OEM, along with implementation status updates from OEM, Fire, and Sheriff regarding timeline, progress, and execution of the AAR recommendations. This report also outlines the challenges and barriers encountered during the implementation process.

**FEASIBILITY AND FISCAL REPORT
IMPACTING OEM**

The Los Angeles County OEM is the County's primary agency responsible for organizing, directing, coordinating, and supporting emergency preparedness, response, recovery, mitigation, and emergency public information across the Los Angeles County Operational Area (OA). OEM serves as the day-to-day Operational Area coordinator under County Code (Chapter 2.68). OEM's mission spans a wide range of functions, including emergency planning and coordination; disaster response and recovery operations; training and exercises; administrative and grant management; public education and information; and operational preparedness.

OEM is currently housed within the Chief Executive Office (CEO) Administrative Services Division and is funded through a combination of federal, State, and local grants as well as County resources. While the existing structure provides a foundation for emergency management, the scope of OEM's responsibilities has expanded significantly in recent years. The frequency and complexity of emergencies, including wildfires, severe winds, multi-hazard events, mass fatality incidents, COVID-19, civil unrest, and large-scale planned events, have created operational requirements that exceed OEM's current capacity and capability.

The January 2025 wildfires revealed critical gaps in emergency notifications, evacuations, situational awareness, interagency coordination, public communication, and recovery operations that are a result of limited staffing and resource capacity. These gaps, documented in the McChrystal Group AAR, demonstrate that OEM's current structure is insufficient to reliably support operational needs under severe emergency conditions. Accordingly, this report outlines a proposed multi-year transformation plan, beginning in 2026, to strengthen OEM's operational, administrative, and governance capacity and capabilities.

Current Roles, Responsibilities, and Functions of OEM:

The legal authority for OEM's operations derives from Los Angeles County Code Chapter 2.68 (Emergency Services). Under Chapter 2.68, OEM is authorized to and charged with organizing and coordinating the emergency organization of the County, including coordinating training, the development and review of the Los Angeles County Operational Area Emergency Plan and Board-ordered departmental emergency plans, and County emergency preparedness activities. Specific authorities include:

- To establish and maintain liaison with city governments within Los Angeles County and other governmental and quasi-governmental agencies and volunteer organizations relating to emergency preparedness.
- To develop appropriate plans, standard operating procedures, and planning guidance in collaboration with other County departments.
- To coordinate initial disaster recovery services to the public, including the administration of local/federal/State financial aid programs, which may include one-stop disaster assistance centers, applicants' briefing for State and federal grant programs, and provision of County services to expedite recovery.
- To obtain (for operational and administrative purposes) vital supplies, equipment, and such other properties found lacking and needed for the protection of life and property, and to bind the County for the fair value thereof and, if required immediately, to commandeer the same for public use.
- To require emergency services of any County officer or employee, and to command the aid of as many citizens of the County as the Director of the Office of Emergency Management deems necessary.
- To coordinate emergency management mutual aid for the County.
- To enter into no-cost emergency management agreements.
- To issue, disseminate, and coordinate alerts, warnings, and emergency notifications to the public including coordinating consistency of messaging.
- To provide staff support to the Emergency Management Council, as necessary.
- To perform such other emergency-related actions as may be assigned or delegated by the Chief Executive Officer.

Pursuant to its authority under Chapter 2.68, OEM provides comprehensive emergency management services for Los Angeles County departments, county unincorporated areas, 88 cities and special districts, coordinating with governmental, nonprofit, private-sector, and community partners.

Key responsibilities include:

Planning & Coordination

- Maintains the County's Operational Area Emergency Response Plan (OAERP) and County All-Hazards Mitigation Plan.
- Lead the countywide disaster council, known as the Emergency Management Council.

- Supports departmental emergency plans, continuity of operations/government (COOP/COG) plans, and hazard-specific contingency plans.
- Ensures coordinated planning with County departments, special districts, municipal partners and federal and State governmental partners.

Operations

- Maintain readiness of the County/Operational Area Emergency Operations Center (CEOC).
- Oversees the 24/7/365 Watch Center Duty Officer program for situational awareness and initial incident coordination.
- Lead and manage the County Unified Coordination Group and County Emergency Operations Center operations during activations.
- Issues public emergency alerts and deploys County Agency Representatives (A-Rep) to Incident Command Posts and city EOCs.

Public Education & Information

- Leads preparedness campaigns through the Emergency Survival Program (ESP), community outreach and the establishment and management of unincorporated preparedness task forces.
- Produces multilingual disaster preparedness materials and guides.
- During incidents, operates Joint Information Centers, provides public information and issues emergency alerts.

Training & Exercises

- Delivers standardized training for OEM staff, department emergency coordinators, and countywide partners.
- Works with State and federal agencies to conduct Homeland Security Exercise and Evaluation Program (HSEEP)-compliant exercises.
- Maintains proficiency in critical systems such as OARRS, Alert LA County, and Integrated Public Alert and Warning System (IPAWS).

Recovery & Administration

- Leads recovery operations, including Recovery Task Forces, Local Assistance Centers, and Family Assistance Centers.
- Conducts Initial Damage Estimates (IDEs) and Preliminary Damage Assessments (PDAs).
- Coordinates disaster cost recovery, grants, and federal/state reimbursement processes.

Gaps Identified in the 2025 Wildfires AAR and Need for Transformation:

The January 2025 wildfires exposed key vulnerabilities in the County's ability to manage major disasters that are fast-moving and complex. The AAR highlighted deficiencies in the following areas:

- Public information and alerting, including timely notifications, multilingual communication, and outreach to access and functional needs populations.

- Community preparedness, requiring broader partnerships with unincorporated communities, cities and special districts.
- 24/7/365 Watch Center staffing, which lacks surge depth for prolonged or concurrent incidents.
- EOC staffing and recovery operations, which demand significantly more personnel during major disasters.
- Training, exercises, and interagency coordination, strained by the scale of the Operational Areas (OA) (88 cities, 8 Disaster Management Areas, 137 special districts).
- Administrative capacity, including procurement, contracts, logistics, information technology systems, fiscal/grant management, and Human Resources.

The AAR concluded, among other things, that OEM's current structure and staffing levels are insufficient to meet operational requirements necessary for its life-safety mission during extreme conditions.

Current Status of OEM Staffing, Funding, Facilities, and Capital Assets

The table below identifies the current budgeted, filled, and vacant staff at OEM:

OEM POSITIONS	Budgeted	Filled	Vacant	
Senior Manager, CEO	1.0	1.0	0.0	
Manager, CEO	1.0	1.0	0.0	
Supervising Emergency Management Coordinator	5.0	6.0	(1.0)	*
Emergency Management Coordinator III	13.0	15.0	(2.0)	*
Emergency Management Coordinator II	11.0	11.0	0.0	
Emergency Management Coordinator I	4.0	3.0	1.0	
Management Secretary IV	1.0	1.0	0.0	
Senior Typist Clerk	1.0	1.0	0.0	
Total Positions	37.0	39.0	(2.0)	

*A negative value indicates that OEM's staff includes a temporary loaned, unbudgeted item.

OEM is funded by various sources, including locally generated revenue and federal grant funding. The following table shows the various funding sources and amounts for Fiscal Year 2025-26:

OEM FUNDING SOURCES	Amount	FTE
Net County Cost	\$ 6,747,000	33.0
Revenue - Federal Grants	3,228,000	1.0
Revenue - Fire Department	498,000	2.0
Intrafund Transfer	226,000	1.0
Total Funding Sources	\$ 10,699,000	37.0

OEM is also responsible for the operation, readiness, and stewardship of the County Emergency Operations Center (EOC), a critical County capital asset that serves as the hub for coordinated emergency response. Constructed in the early 1990s, the facility was designed for a different era of emergency management and is not configured to support contemporary, large-scale, multi-jurisdictional operations. The facility lacks the infrastructure and physical design needed to effectively integrate advancing technologies, real-time data systems, and modern communications platforms. As a result, the County EOC requires modernization to ensure it can meet current and future operational demands and support Countywide resilience.

Recommended Organizational Design for OEM

The Board's September 30, 2025, motion directed the CEO to evaluate the appropriate organizational model for OEM, including consideration of whether to establish a new department of OEM. As described below, while we do not recommend creating a new department entirely, we agree that OEM should be largely organizationally independent with a direct reporting line to the CEO and, effective December 2028, to the elected County Executive.

OEM is currently located within the Administrative Services Branch of the CEO, reporting to the Branch Manager, who reports directly to the Acting Chief Executive Officer. OEM underwent a significant restructuring and repositioning beginning in 2019, including increases in staffing and organizational capacity, updates to classifications, and modernization and professionalization of the County's emergency manager function. The Administrative Services Branch provided substantial hands-on support during this transitional period, including personnel and fiscal management, establishing job duties and specs, and contracting.

The AAR found, however, that OEM has outgrown this support phase and that its current reporting structure through the Administrative Service Branch is inhibiting OEM's independence and effectiveness.

At the same time, OEM derives substantial operational benefit and support from its organizational location within the CEO's office. The CEO is empowered by County Code and the Board to coordinate and direct the activities of departments during an emergency, and is responsible for identifying and releasing funding to address

urgent response needs, and establishing countywide leadership structures to support response and recovery. With over 500 employees, the CEO also provides surge staffing capacity directly to OEM during an emergency, particularly in the areas of contracting, communications, and financial support.

Additionally, beginning in December 2028, County emergency management will be governed by an elected County Executive pursuant to voter-approved Measure G. Measure G provides that:

Subject to State law, the County Executive shall be responsible for initiating, coordinating, and directing the County's activities and operations relating to emergency and disaster preparedness, response, and recovery, and shall be the designated operational area coordinator and the chair of the County's Emergency Management Council. Any ordinance adopted by the Board of Supervisors relating to the County's emergency and disaster preparedness, response, and recovery, and the exercise of the County's emergency powers shall be consistent with this Section.

Finally, the County is facing substantial resource constraints with unprecedented budgetary pressure from changes in federal policy, Assembly Bill 218 lawsuits, slowing revenue growth, and the cost to respond and recover from the January 2025 wildfires. The creation of a new department of OEM will require substantial and potentially redundant investment in administrative personnel (e.g., human resources, facilities, fiscal, contracts and procurement). Given resource constraints, we recommend focusing funding on programmatic expansion and enhancement of OEM activities, as well as investing in facilities, equipment, vehicles and training.

Below we recommend a strategic three-year phase-up for OEM that will begin in year one (Fiscal Year 2026-27) with urgent operational capacity build-out, enhanced administrative and support infrastructure in year two (Fiscal Year 2027-28) to ensure operational independence, and finally, structural and governance reforms in year three (Fiscal Year 2028-29), which will include a mature organizational model and appropriate ordinance authorities. This phase-up will help the County manage the fiscal impact of growth, as well as reduce risk associated with rapid growth, expedited mass hiring and organizational instability.

This risk reduction is important because of the central role OEM serves during disasters. During the three-year phase-up, OEM must maintain 24/7 readiness, continue response and recovery operations, support long-term wildfire recovery, implement AAR improvements, and sustain strong interagency and community partnerships.

We will report on the detailed staffing and funding plans during our 120-day report.

Concurrently, we are working with the Department of Public Works to evaluate facility upgrades to the County Emergency Operations Center (EOC) or the construction of a new EOC to support operational capacity and effectiveness over the next several decades. We will report further on this effort, and the estimated costs involved, during our 120-day report back.

Proposed Multi-Year Transformation Plan (2026–2029):

Fiscal Year 2026–2027: Operational Capability Build-Out

During this phase, we will focus on building emergency management capacity and capabilities. This will address the AAR recommendations 1.A, 1.B, 2.A, 3.B, 4.C, 5.A, 5.B and 5.D.

- Add Emergency Management Coordinator (EMC) positions to expand capacity in public information, community preparedness, emergency alerts and notifications, EOC staffing, Duty Officer/Watch Center operations, situational awareness, field deployments, and recovery operations.
- Implement AAR recommendations related to public information, communication, community preparedness, evacuation planning and coordination, logistics, interagency coordination, and situational awareness.
- Enhance readiness for major planned events, including the 2026 FIFA World Cup and the 2027 Super Bowl.
- Implement changes in reporting structure by having the OEM Director report directly to the CEO.

Fiscal Year 2027–2028: Build Administrative & Support Infrastructure

During this phase, we will focus on building administrative and support infrastructure while continuing to build emergency management capacity and capabilities. This will address the AAR recommendations 1.B, 3.B, 5.A, 5.B and 5.D.

- Continue adding EMCs to complete operational expansion.
- Add administrative personnel focused on fiscal services, procurement, contracts, logistics, information technology, and human resources.
- Establish robust business operations to support Countywide preparedness, response, and recovery.
- Ensure capacity for major events, including pre-Olympic readiness planning and exercises.

Fiscal Year 2028–2029: Structural & Governance Changes

- During this phase, we will focus on structural and governance changes. This will address the AAR recommendations 1.B and 3.B. Continue adding administrative personnel focused on fiscal services, procurement, contracts, logistics, information technology, and human resources to complete administrative expansion.
- Finalize the transition of OEM reporting directly to the elected County executive.,
- Formalize OEM’s governance structure, oversight role, and OA leadership responsibilities.
- Implement the final organizational structure and staffing model.

- Institutionalize strategic coordination, decision-making processes, and oversight functions for long-term organizational stability.

Attachment C shows a functional organization chart that establishes roles and responsibilities in a 3 year build out.

Attachment D includes a high-level timeline to achieve the multi-year build out.

Strategic Value and Rationale:

Transforming OEM is a strategic and necessary investment in Los Angeles County’s resilience. The proposed changes:

- Strengthen Countywide capacity and capability to manage modern threats and major disasters—from climate-driven wildfires and severe weather events to earthquakes, multi-hazard disasters, and large-scale planned events such as the 2026 FIFA World Cup, the 2027 Super Bowl and the 2028 Olympic and Paralympic Games.
- Address critical gaps identified in the 2025 Wildfires AAR, improving community preparedness, public information and communication, public alerting, evacuation coordination, situational awareness, recovery operations, and interagency coordination.
- Improve administrative and logistical capacity, enabling sustained, legally compliant emergency and recovery operations, at scale and speed.
- Enhance organizational authority and governance, allowing OEM to serve as the County’s lead multi-agency emergency management authority with direct oversight from the elected County executive.
- Reduce risk to life, property, and infrastructure, while strengthening public trust and Countywide preparedness.

TIMELINE AND STATUS OF IMPLEMENTATION OF RECOMMENDATIONS

CRITICAL FOCUS AREA 1: POLICIES, PROTOCOLS, STANDARD OPERATING PROCEDURES, AND AUTHORITY

Planning meetings with OEM, Fire, Sheriff and the Department of Public Works are taking place to finalize the Evacuation Annex to the County’s Emergency Operations Plans (EOP). An initial draft of the annex is under review by County departments and County Counsel, and will identify roles and responsibilities, and delineate authority for issuing evacuation notifications, as well as include coordination based on a hazard-specific ConOps matrix, updates to the County Emergency Operations Center (CEOC) structure, integration of situational analysis tools, high-level summaries of coordination and communication tools for evacuation, updates to best practices for mass notification, and development of job aids to support use of the

hazard-specific matrix. The annex also formalizes documentation standards and the role of the OEM A-Rep in zone evacuation updates.

In alignment with this Annex development, Sheriff has completed a comprehensive update to their Emergency Operating Procedure (EOP) 2-6 (Evacuations), approved in October 2025, which establishes standardized Department procedures for zone-based evacuations, clarifies authority for issuing warnings and orders, codifies roles under Unified Command, and aligns Department operations with the Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS). The updated EOP also incorporates revised alert templates, an updated Emergency Incident Evacuation Plan, and standardized Incident Commander checklists to ensure operational consistency across all Sheriff's patrol stations. Sheriff will ensure that all evacuation-related procedures are aligned with the County's forthcoming Evacuation Annex, including elements such as hazard-specific considerations, communication pathways, and multi-agency coordination responsibilities.

To facilitate call log documentation for protective actions initiated by incident command and given to OEM, an initial evacuation and protective action job aid worksheet has been drafted and is in the review process. This worksheet facilitates documentation by an OEM A-Rep, including tracking requested protective actions by zone and the times that action requests were made by incident command, zone status was changed, and alert and warning message requests were communicated to the EOC.

CEO and OEM initiated restructuring of the OEM organization in 2025 to improve autonomy and authority for more effective emergency management coordination. This restructuring encompasses updates to Standard Operating Procedures (SOPs) for critical functions, such as the 24/7 Duty Officer program, hazard alert and warning messaging, and the A-Rep program.

Sheriff maintains a fully staffed 24-Hour Operations Center that operates continuously, regardless of incident activation. This center monitors Department-wide and Countywide activity, provides real-time situational awareness, and ensures immediate coordination during emergent events. When activated for a specific incident, the Sheriff's Department Operations Center (DOC) also transitions to 24/7 staffing to support Incident Management Team (IMT) of the affected station, monitor zone status changes, process resource requests, and ensure communication with the CEOC. In addition, the Sheriff's Emergency Operations Bureau maintains an on-call Duty Sergeant to respond to large-scale incidents, coordinate law enforcement mutual aid, and communicate with the 24-Hour Operations Center.

Sheriff enhanced documentation procedures to ensure decisions are consistently captured through the shared DOC and the IMT Incident Command Post. This shared logging process is now built into DOC operations and is routinely provided to the IMT for situational awareness and input.

As part of the Sheriff's Department's broader policy modernization, IMT checklists for Command and General Staff positions were revised to streamline activation and help guide staff during large-scale activations, ensuring clarity and consistency. These updates provide clearer operational direction during fast-moving evacuations, reduce delays, and give supervisors and IMT staff the tools they need to manage complex evacuations safely and efficiently.

Sheriff, Fire, OEM, and its partners maintain a unified leader's intent during large-scale incidents and preplanned events. Unified Command meetings are held to confirm objectives, priorities, and resource needs, with decisions documented in the Incident Action Plan (IAP) for emergent incidents and Event Action Plan (EAP) for planned events. Both formats outline objectives, strategies, assignments, safety measures, and coordination requirements to ensure all agencies operate from a shared plan.

CRITICAL FOCUS AREA 2: TRAINING AND PLANNING COORDINATION

In June 2025, Fire, in conjunction with OEM and Sheriff, conducted a Chief Officers Wildland Management Training, mandatory for all LA County Fire Chief Officers and open to all chief offices in the Los Angeles Operational Area. The training focused on the key wildland management objectives of: Evacuations and Alert/Warning, Unified Command, Leadership and Resource Management, and the Community Brigade.

In September 2025, Fire, Sheriff, and OEM, in collaboration with County departments and other local governmental emergency management partners, conducted a tabletop exercise to strengthen interagency coordination and decision-making during complex, multi-jurisdictional incidents. The scenarios focused on threats in regions of the County not traditionally considered high-risk for wildfires and the importance of Unified Command across multiple agencies and jurisdictions.

County partners continue to develop and facilitate training programs with enhanced modules on fire dynamics, notification, evacuation protocols, and Unified Command coordination with partner agencies. These targeted trainings expand on localized, scenario-driven learning designed around regional wildfire conditions. Advanced courses will reinforce Unified Command operations, foster consistency in response protocols, improve communication flow, and ensure that County leadership teams are well-prepared to manage extended, multi-operational period incidents across jurisdictional boundaries. Operational area partners continue to participate in these courses to enhance fire behavior awareness and interagency collaboration.

Sheriff and Fire will continue to host ICS-300: Intermediate Incident Command System for Expanding Incident and ICS-400: Advanced Incident Command System for Command and General Staff courses for Fire, Sheriff, and OEM leadership. This course will ensure mid-level and executive management understand scalable organizational structures, span-of-control principles, and resource management strategies to maintain operational effectiveness across all incident types. Moving

forward, County partners will build upon these trainings and exercises with annual joint training and tabletop events focusing on multiple threats and hazards.

In alignment with this effort, Sheriff now requires ICS 300 and ICS 400 for all Captains, Commanders, and Chiefs, with Lieutenants next in the implementation timeline. This ensures Department supervisors are fully prepared to function effectively within Unified Command, IMT, and multi-agency coordination structures.

Sheriff has formalized evacuation training and policy through an updated, internal Emergency Operations Plan and development of a standardized evacuation curriculum. This Department-wide curriculum provides instruction on evacuation planning, door-to-door operations, Genasys zone awareness, the Citizen Evacuation Tracker (CET), Hi-Lo siren activations, communications during degraded conditions, and required documentation processes. In total, 14 stations have already completed the training, with the remaining stations scheduled. This ensures personnel receive consistent instruction on evacuation operations.

Training completion is documented for accountability and verification of participation. Additionally, the curriculum has been integrated into the Sheriff's Academy (LD-26), Patrol School, and Supervisory School, ensuring a sustainable and long-term training pipeline. This institutionalizes evacuation training for future generations of Sheriff personnel.

OEM, Fire, and Sheriff currently utilize the Incident Command System and IMT structure for overall incident management, including to fulfill the function of evacuation during a wildfire response. The IMT framework allows flexibility for rapid deployment throughout the County to ensure scalable response capabilities. Also, Sheriff's personnel deploy rapidly to assist Incident Commanders, supported by Search and Rescue teams from multiple stations to ensure scalable, countywide response capability.

CRITICAL FOCUS AREA 3: RESOURCE MANAGEMENT

Sheriff continues to take active steps to address staffing shortages, particularly in critical areas of patrol, custody, and courts. A 10-year staffing plan is in place to support recruitment efforts, including large-scale outreach events, job fairs, school visits, expanded advertising, working with a marketing firm to increase visibility, and streamline the hiring process to widen the applicant pool and expedite candidate processing. Sheriff now incorporates modified scoring mechanisms to widen the applicant pool and move candidates through faster. These initiatives reflect the Sheriff's ongoing commitment to sustaining a well-staffed, high-performing workforce capable of maintaining operational readiness and emergency response capabilities.

Sheriff uses scalable staffing and tiered response models as outlined in internal policies and procedures. During the January 2025 fires, personnel were shifted as conditions changed, including expanding shifts hours, shift holdovers, and activating non-emergency units such as custody, courts, and detective division

personnel. This model continues to allow us to move personnel between incidents without interrupting Countywide coverage.

Sheriff has a strong and robust reserve and volunteer programs, with over 400 POST-certified Reserve Deputies and numerous civilian volunteers trained in Search and Rescue, Community Emergency Response Team (CERT) operations, and other support roles. The reserve deputies assisted with evacuations, perimeter security, traffic control, missing persons searches, and logistical needs during incidents.

Sheriff maintains their long-standing, well-established relationships with mutual aid partners throughout the area as the Law Enforcement Mutual Aid (LEMA) Coordinator of Region I. Sheriff remains in constant contact with law enforcement agencies throughout the County, CalOES Law Branch, and city EOCs and ensures rapid mobilization of resources. During the January 2025 fires, the Department worked directly with Pasadena Police Department (PD), Arcadia PD, Azusa PD, Santa Monica PD, Los Angeles PD, and others, holding a Countywide Police Chiefs Teams meeting on January 8 to coordinate resources and priorities.

While OEM and the County work to achieve appropriate permanent staffing levels, OEM is standardizing an EOC position credentialing program to ensure multiple staff are qualified in each core EOC function, including planning, operations, logistics, and public information. Staff are also attending monthly Alert and Warning training using the Genasys Alert program. New staff are also receiving this training as part of their standard Duty Officer onboarding.

OEM initiated formalization of the A-Rep program and is currently training additional staff to fulfill this role. An A-Rep Program Guide that establishes roles, responsibilities, and protocols has been drafted and is currently under review for finalization.

CRITICAL FOCUS AREA 4: SITUATIONAL AWARENESS AND INTEROPERABILITY

To help ensure the Sheriff's IMT maintain a consistent situational awareness, evacuation zone requirements, and procedures for communicating evacuation status updates the Department has updated job aids, IMT checklists and evacuation curriculum.

OEM is currently developing a WebEOC training program for County and operational area partners. Transitioning to this platform as the common operating picture for the County will enhance interagency communication and coordination.

Field staff have access to cell phones and tablets or laptops equipped with Genasys Protect, Alert, and Evac systems, Tablet Command for situational awareness, assignment dashboards, incident maps, and real-time incident data resources. Some tools, such as Tablet Command, have offline data caching capability for automatic upload upon reconnection to data services. Fire has deployed portable satellite enabled wi-fi systems and satellite radios to all chief officers, ensure

connectivity and communication abilities even when faced with telecom and internet connectivity issues, like seen during a public safety power shutdown. Additionally, other County partners can also deploy satellite-based devices to support connectivity needs.

Sheriff deputies in the field are equipped with Department-issued Body-Worn Cameras (BWC) capable mobile phones that function as a key situational awareness tool during evacuation operations. These devices can access Genasys Protect and Watch Duty applications which provide real-time incident data, mapping, and alerts. The BWC recordings also provide an additional layer of accountability and verification, documenting deputy actions and resident contacts during evacuations. The CET, launched in April 2025, further supports live documentation and accountability throughout the evacuation process. When network connectivity is unavailable, deputies rely on traditional paper-based Refusal to Evacuate forms to maintain records until digital systems are restored.

Sheriff Emergency Operations Bureau personnel respond to large-scale incidents and maintain mobile command kits with satellite-based communications to sustain data and voice connectivity during extended or remote operations. The Department also employs multiple contingency systems, including low- and high-orbit satellite providers, to ensure uninterrupted communications and operational continuity when traditional infrastructure is impacted.

In-depth evaluation of situational awareness tool use and performance will be incorporated into future AARs to allow for a more comprehensive analysis of incident management. Sheriff adheres to established data retention policies and has already incorporated BWC video, and IMT/DOC documentation into its internal AAR process to ensure future incidents capture the full operational picture.

The upgraded Computer Aided Dispatch (CAD) system for Fire is being developed with the plan to enable CAD-to-CAD functionality and facilitate information sharing with OEM and other partners. In the interim, modernizations are being incorporated in existing CAD systems, including incorporation of Genasys evacuation zone data, which notifies dispatchers that a 9-1-1 caller is in an identified evacuation zone, allowing dispatchers to provide verbal evacuation instructions.

The Sheriff's Department is undergoing a comprehensive CAD modernization effort, including a full remodel of the Sheriff's Communication Center. Approximately 70% of construction is complete, with new consoles being installed and tested. The Department's future cloud-based CAD platform will allow for enhanced mapping, embedded evacuation zone overlays, improved data retention, and streamlined field communication. Pilot CAD testing is scheduled for at one to two patrol stations prior to Countywide deployment. Sheriff's CAD modernization directly supports the County's long-term goal of CAD-to-CAD interoperability.

To improve situational awareness during high tempo incidents, Fire has integrated additional new technologies and real-time data feeds into its electronic incident

management platform, Tablet Command. To date, layers from FireGuard and Genasys have been incorporated into Tablet Command. Additionally, Fire has entered a contract and is piloting OroraTech, a company which leverages satellite technology for hotspot detection and continuous monitoring in fire-prone areas. The system uses data from 25+ satellites and Artificial Intelligence-driven analytics to develop reliable, near-real-time wildfire insights. Furthermore, Fire remains committed to working with partners like NASA/NOAA, Earth Fire Alliance (developing the FIRESAT Constellation for near real-time satellite data for all wildfires), and other technology partners to create comprehensive common operating picture to enhance situational awareness during these incidents.

CRITICAL FOCUS AREA 5: COMMUNITY ENGAGEMENT AND PUBLIC INFORMATION

In the AAR, one of the key recommendations was standing up the Joint Information Center as soon as the EOC is activated. This would allow for better alignment with decisions coming out of the EOC and for a more coordinated approach to disseminating emergency information to the public. This action has been implemented during the various EOC activations since January and will be standard practice in future activations.

Sheriff supports early Joint Information Center activation by ensuring that Sheriff's Information Bureau (SIB) personnel remain available to coordinate messaging with OEM and Fire. SIB maintains an extensive public information distribution network with more than 300,000 social media followers and approximately 1,500 media outlets, ensuring consistent and wide dissemination of emergency information.

One of the most effective and scalable strategies from the Palisades Fire was the deployment and engagement of well-organized community groups, which included Community Brigade, Arson Watch, and CERT. These groups proved to be valuable force multipliers by supporting fire situational awareness with real-time intelligence, assisting with evacuation efforts, fire front following, recovery operations, and providing community support in coordination with the incident's Unified Command. These groups also promote sustained community readiness by participating in safety fairs, evacuation drills, home-hardening assessments, and other public education efforts. OEM, Fire, and Sheriff will be expanding these community programs throughout the County to reduce loss and recovery time through proactive mitigation and intelligence, foster trust and communication between public safety agencies and residents, leverage local knowledge and civilian presence as operational extensions, and enhance community preparedness. Also, Sheriff support community-based preparedness by assigning Community Relations Deputies and Special Assignment Teams to partner with cities, schools, and volunteer organizations.

Similar to the Map Your Neighborhood program, the County developed the 5 Step Neighborhood Action Kit as a guide for neighborhood disaster planning. The program includes guided activities to identify the capabilities and vulnerabilities of

each community, assign responsibilities to members, and develop a community plan.

Sheriff's patrol stations work directly with their cities, schools, senior centers, and faith-based organizations to reach vulnerable populations. Information is shared at community events, neighborhood councils, and city meetings. Sheriff's Community Partnerships Bureau and Homeless Outreach Services Team conduct proactive outreach to people experiencing homelessness during incidents. Their focus is to reduce loss of life, provide timely information, and help coordinate emergency shelter options for unhoused individuals in affected areas.

Fire has added a Public Education Captain to the Communications Division to strengthen community engagement and enhance public safety outreach. This dedicated role will focus on expanding public education and information efforts, with particular emphasis on advancing CERT training and broadening the reach of our Ready, Set, Go! preparedness messaging.

Additionally, a priority for all departments is to engage in community resilience planning. One goal is to broaden efforts that will inform communities on emergency preparedness and response activities that can be taken to reduce the personal impacts of a disaster. Another goal is to expand connections with local community partners and across departmental boundaries for a more seamless emergency management ecosystem.

Sheriff will collaborate with the other County Departments to create a short instructional video to help residents understand their Genasys evacuation zones, which will be released across official Department channels.

ADDITIONAL RECOMMENDATIONS PROPOSED OR ALREADY INITIATED

CRITICAL FOCUS AREA 1: POLICIES, PROTOCOLS, STANDARD OPERATING PROCEDURES, AND AUTHORITY

Training programs are in progress at OEM to implement a 24-hour Watch Center by February of 2026. The Watch Center will be staffed by a team filling critical roles on a scheduled rotation to monitor information in real-time and enhance situational awareness and preparedness. This will replace the existing Duty Officer program, which consists of a cellphone assigned to a single staff member on a weekly, on-call rotation. The Duty Officer is responsible for monitoring and responding to all incoming reports via email and phone calls throughout the operational area and initiating actions to support operational response. Transition to the Watch Center will better position OEM staff to actively monitor information 24-hours a day to make more informed decisions and initiate actions immediately. This change from a seven-day on-call Duty Officer rotation to a controlled Watch Center schedule will allow for adequate rest between shifts and minimize fatigue.

CRITICAL FOCUS AREA 3: RESOURCE MANAGEMENT

The Sheriff's IMT uses federal and State standardized Incident Command System templates which are mission assignments such as traffic control, evacuation operations, and looting suppression. These standardized templates streamline documentation and ensure rapid deployment of resources. Minor updates are made to maintain accuracy and alignment with current operational needs.

In addition, Sheriff began deploying Hi-Lo sirens on new patrol SUVs in August 2025. Approximately 280 units are being equipped, with additional retrofits planned. Hi-Lo sirens provide a standardized audible evacuation warning system for deputies operating in wildfire-prone communities and enhance rapid notification capability during evolving evacuation operations.

Sheriff has expanded use of the CET beyond the original pilot deployment in April 2025. Deputies use CET during recent November rainstorm to log evacuations efforts. CET entries support situational awareness and provide critical information.

CHALLENGES OR BARRIERS TO RECOMMENDATION IMPLEMENTATION

CRITICAL FOCUS AREA 1: POLICIES, PROTOCOLS, STANDARD OPERATING PROCEDURES, AND AUTHORITY

Departmental security protocols pose a challenge to providing daily screenshots of call logs to cross-reference data records among agencies. To improve the capture and sharing of information, an alternative solution is to maintain time-stamped documentation of call logs for reference. However, information-sharing between the Sheriff's DOC and CEOC fulfills the intent. The Sheriff's representative assigned to the CEOC during incidents can support that effort through information-sharing processes rather than through ad hoc screenshot procedures. This approach maintains procedural clarity, operational efficiency and security protocols.

Currently, there are challenges to procuring dedicated response vehicles for OEM A-Rep include funding and prolonged time to obtain the vehicles through the solicitation process, as well as prolonged time for installation of the necessary emergency lighting and communication systems. Although procurement timelines can be expedited in partnership with the Internal Services Department, vehicle availability and equipment retrofit is performed by vendors and the timeline is not necessarily within the County's control.

Challenges also exist when it comes to providing adequate response vehicle training to OEM staff. Additional time and staff resources are required to monitor training compliance, as well as impact to staffing for regular operations while staff are receiving training. Staffing limitations will be addressed with our detailed staffing and funding plan due within 120 days of the Board motion.

A challenge to securing funding for Personal Protective Equipment (PPE) for OEM staff is a prolonged timeframe for the procurement processes. Challenges in

addition to securing funding for PPE include identifying necessary and hazard-specific PPE, developing a PPE inventory management process, identifying storage space, and developing and implementing a respiratory protection program that addresses compliance, training, and respirator fit testing. These are internal challenges, and OEM is working directly with CEO Administrative Services Division, the County Internal Services Department and the County Fire Department to develop an accelerated process that begins in calendar year 2026.

CRITICAL FOCUS AREA 3: RESOURCE MANAGEMENT

During the Sheriff's Hi-Lo siren retrofit process, the Department determined that most of the older patrol vehicles could not be upgraded due to incompatible or outdated electrical and communications systems. Upgrading these vehicles requires additional specialized parts and extended labor time, resulting in increased costs and slower rollout. The estimated cost is approximately \$225,000 and the Department is actively pursuing grant funding to support fleet modernization and ensure full Hi-Lo siren capability across all patrol vehicles.

CRITICAL FOCUS AREA 4: SITUATIONAL AWARENESS AND INTEROPERABILITY

WebEOC is a new platform acquired by OEM and training for staff in OEM, Operational Area partners and the 88 cities is currently rolling out. The recommendation to ensure that WebEOC can ingest data from existing platforms, such as Tablet Command, Genasys, Sharepoint, CAD, requires OEM to work with the WebEOC vendor and representatives from other software systems to determine if technological solutions exist that allow for various software systems to share data. This added task is in the scoping phase and will require funding and dedicated personnel to accomplish the task.

The Genasys ALERT and EVAC systems are independent, but when zone updates are made in Genasys EVAC, it is reflected in the map on Genasys ALERT. Furthermore, a single sign-on to automatically push updates from EVAC to ALERT is not currently enabled in Genasys for the County, but OEM is working to have it enabled for the County as a whole. OEM continues to work with Genasys technical support to identify barriers and find solutions to enhance system interoperability and effectiveness.

CAD-to-CAD interoperability cannot occur until Fire completes their own CAD modernization timelines. These interagency dependencies extend the Sheriff's ability to fully implement certain technology-based recommendations. It is expected that this implementation will be complete within two to three years.

As part of the broader CAD modernization initiative, the Sheriff also faces significant infrastructure and funding challenges that are still being assessed and are related to the development of Phase II, Consolidated Dispatch and Emergency Communications Centers.

Connectivity gaps in canyon areas, remote regions, and Public Safety Power Shutoff-impacted zones remain a barrier for Sheriff deputies, law enforcement officers, firefighters and other public safety personnel while documenting real-time evacuation status. While satellite-based communications kits, Department-issued BWC mobile devices, and offline map caching mitigate these issues, the lack of infrastructure in some areas affects the speed of situational awareness updates transmitted to the DOC and the Incident Command Post. Solutions to improve these challenges are still being determined and evaluated.

**AAR of Alert Notification Systems and Evacuation Policies
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Critical Focus Area #1: Policies, Protocols, Standard Operating Procedures, and Authority

The County has conflicting and outdated policies, protocols, and SOPs regarding who has what authority in the evacuation decision-making and implementation process, except for evacuation alerting protocols. This has led to inconsistencies in preparedness strategies across the County and a lack of clear documentation and communication processes. In terms of pre-incident preparedness notifications and evacuation messages to the public, the County should further define and clarify the applicable roles.

Key Challenges:

- Policies and protocols are outdated and unclear regarding the roles and responsibilities involved in the decision to issue an evacuation warning or evacuation order.
- Protocols do not explicitly outline the process or chain of command for the decision to issue an evacuation warning or evacuation order.
- Standard procedure does not include having County departments issue general preparedness notifications and messaging through any of the communication mechanisms they use.
- The County Code and policies should be aligned and clarified regarding roles and protocols for messaging evacuation decisions to the public.

Finding # Finding Detail

1.A Policies And Protocols of LASD And LACoFD Regarding Evacuation Warnings and Orders are Often Unclear and Contradictory

Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
1.A.1	Develop a unified alert, warning, and evacuation policy framework	Yes			
1.A.1.1	Update the evacuation roles for the LASD, LACoFD, and OEM based on scenario-specific needs <ul style="list-style-type: none"> - Clarify that during a fire, the LACoFD determines which zones to evacuate based on fire behavior; the LASD implements evacuations in the field; and OEM manages evacuation messages sent to the public - Reiterate that LACoFD and LASD deputies in the field have the authority and are empowered to initiate evacuations as an incident unfolds as they deem it warranted. Moreover, field staff require additional training to ensure they communicate if they initiate evacuations to the ICP for official evacuation orders or warnings to be issued. 		ALL	High	3-6 months
1.A.1.2	- Reduce decision latency by empowering and equipping the A-Rep in the ICP to initiate zone updates in Genasys EVAC while coordinating with EOC for public communication.		ALL	High	3-6 months
1.A.1.3	- Establish a clear and unified leader’s intent between the LASD, LACoFD, OEM, and appropriate partners regarding authorities, roles and responsibilities, cooperation, and expectations during emergencies.		ALL	High	3-6 months

Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
1.A.2	Revise and Standardize Evacuation Procedures	Yes			
1.A.2.1	- Create a defined flow path for the initiation and implementation of evacuations to eliminate unnecessary handoffs between the field, command, and OEM for the messaging of evacuation alerts and orders.		ALL	High	3-6 months
1.A.2.2	- Establish a formal policy that requires that a protective order, whether it be an evacuation warning or shelter-in-place order, be determined by the ICs and that it is always issued for any zone adjacent to a zone being placed under an evacuation order. This codification will require that Incident Command is consistent in determining protective orders when an emergency is unfolding quickly, ensuring the public is informed of potential risks sooner.		ALL	High	3-6 months
1.A.2.3	- Establish clear documentation and communication mechanisms within the process of capturing decisions and execution.		ALL	High	3-6 months
1.A.2.4	- Develop and distribute comprehensive system job aids with alert templates, escalation instructions, and troubleshooting steps.		ALL	High	3-6 months
1.A.2.5	- Call log documentation—While a new system integration is being finalized, obtain and provide screenshots of call logs before midnight each day to facilitate cross-referencing data and identify any gaps in information from the field to the EOC.		LASD & OEM	High	3-6 months

**AAR of Alert Notification Systems and Evacuation Policies
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Critical Focus Area #1: Policies, Protocols, Standard Operating Procedures, and Authority

Finding # Finding Detail					
1.B	OEM Operates with Critical Structural and Resource Deficiencies Hindering Emergency Management				
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
1.B.1	Initiate and authorize a restructuring of OEM to address the lack of autonomy and fragmented authority that currently undermines its ability to coordinate emergency management effectively.	Yes			
1.B.1.1	- Establish clear authority frameworks and standardized operational protocols, including updates to SOPs for emergency activations, messaging protocols, and partner coordination.		CEO & OEM	High	3-6 months
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
1.B.2	OEM should assess whether its current structure aligns with its coordination responsibilities and best practices in emergency management. This evaluation should inform:	Yes			
1.B.2.1	- Establishment of a dedicated operating budget		CEO	High	12-24 months
1.B.2.2	- Increase in permanent staffing capable of supporting community preparedness activities		CEO	High	12-24 months
1.B.2.3	- Funding for staffing surges during activations		CEO	High	12-24 months
1.B.2.4	- Modernization of essential technologies		CEO	High	12-24 months
1.B.2.5	- Enhancement of field representation capabilities.		CEO	High	Ongoing*
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
1.B.3	Leadership engagement should be prioritized to foster a shared sense of purpose and ensure strategic alignment across all emergency management functions.	Yes			
1.B.3.1	- Clear policies must be established to define roles, responsibilities, and authority levels, eliminating operational confusion and guiding staff toward common objectives and enhancing trust and unity within the organization.		OEM	High	3-6 months
1.B.3.2	- This restructuring initiative should bridge gaps in coordination, planning, and communication, cultivating a unified approach and aligning emergency management efforts throughout the County with overarching strategic goals.		OEM	High	3-6 months
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
1.B.4	Critical resource gaps must be addressed urgently	Yes			
1.B.4.1	- Dedicated response vehicles equipped with emergency lighting and communication systems must be procured to eliminate a reliance on personal vehicles, reduce liability risks, decrease travel time to the ICP, and enhance response capacity.		CEO & OEM	High	12-24 months
1.B.4.2	- This will require that staff take the necessary level of training to operate these types of vehicles.		CEO & OEM	High	24-36 months

*Ongoing tasks have already established programs that will continue to execute the designated tasks in accordance with the recommendations from the AAR.

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Critical Focus Area #2: Training and Planning Coordination

The County's emergency response training can be improved to boost overall readiness and effectiveness. Establishing a structured training program for law enforcement will enhance coordination during fire incidents and evacuations, as well as improve traffic control strategies. Addressing these issues through a solid cross-training initiative, formal staffing guidelines, and enhanced teamwork will strengthen the County's emergency response abilities.

Key Challenges:

- There was a marked difference in the collaboration and preparedness of the response organizations and community members for the Palisades Fire compared to the Eaton Fire
- Formalized training programs are essential to improve preparedness and coordination during fire and evacuation scenarios
- Residents noted that traffic control during future incidents is an area that could be enhanced

Priority Recommendations:

- Standardize collaboration and preparedness training across all County departments and partners
- Enhance wildfire- and evacuation-specific training and planning for all responders

Finding # Finding Detail

2.A Standardized Collaboration and Preparedness Training is Needed Across County Departments

Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
2.A.1	It is recommended that the efforts and expectations established in the Palisades area be used to develop standard baseline efforts, processes, and activities across the County for fire preparedness. These should include, but not be limited to:				
2.A.1.1	- Conducting annual joint training and tabletop exercises involving the LACoFD, LASD, OEM, and city emergency managers - The training and exercises should address the more complex scenarios in other parts of the County that involve multiple cities, fire departments, and law enforcement agencies, particularly focusing on areas that were previously not typically considered vulnerable to wildfire	No	ALL	High	3-6 months
2.A.1.2	- Providing focused training on fire dynamics, evacuation warning and order issuance, evacuation messaging and evacuation execution, and interagency coordination	No	ALL	High	3-6 months
2.A.1.3	- Engaging with, and supporting the formation of community groups, such as those in the Palisades, in other parts of the County	No	ALL	High	3-6 months
2.A.1.4	- OEM, LACoFD, and LASD co-lead the development, organization, and facilitation of a cross-department training for LACoFD, LASD, and OEM leadership and staff	Yes	ALL	High	3-6 months

Finding # Finding Detail

2.B Enhance LASD's Department Training on Fire and Evacuation Operations

Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
2.B.1	The Emergency Management Council (as authorized by Los Angeles County Code Section 2.68.180(A)) should direct and support the LASD in developing a targeted wildfire and evacuation operations training initiative for all staff, modeled on best practices from high-risk jurisdictions such as Sonoma County, CA; Boulder County, CO; and San Diego County, CA. The training program should be executed in close collaboration with the LACoFD and OEM and include the following key actions:				
2.B.1.1	- <u>Develop an LASD-Specific Wildfire Evacuation Training Program</u> : Create mandatory, scenario-based training modules that define LASD roles in each phase of evacuation: warning dissemination, traffic control, perimeter enforcement, and re-entry authorization.	No	LASD	High	12 months
2.B.1.2	- <u>Formalize Training in Policy and SOPs</u> : Finalize the ongoing review and revision of the LASD's EOPs, including evacuation-specific procedures initiated prior to this incident, and ensure station-level training is conducted upon completion to align field response with the countywide Wildfire Protection Plan.		LASD	High	12 months

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Critical Focus Area #2: Training and Planning Coordination

Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
2.B.1	2.B.1.3 - <u>Establish Performance Evaluation and Accountability Measures</u> : Integrate evacuation preparedness metrics into the LASD's training compliance system. Sonoma County Sheriff's Office adopted a similar model post-2017, requiring documented participation in wildfire training and the use of structured AARs to improve performance.	No	LASD	High	12 months
	2.B.1.4 - <u>Leverage Technology for Situational Awareness Training</u> : Incorporate GIS-based evacuation modelling tools and alert system simulations (e.g., Genasys PROTECT) into the LASD's emergency operations training curriculum to improve spatial awareness and decision-making during evacuations.		LASD	High	12 months
	2.B.1.5 - <u>Specialized Wildfire Evacuation Response Team</u> : The LASD may want to consider having a standing specialized wildfire evacuation response team, similar to the IMTs, that receives specialized training on evacuation for wildfires that can be deployed during emergencies like the January 2025 fires.		LASD	High	12 months

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Critical Focus Area #3: Resource Management

The catastrophic nature of the Palisades and Eaton Fires would have strained even fully staffed departments operating at peak capacity. However, responding agencies entered this crisis already facing staffing shortages and resource constraints. These pre-existing deficiencies, including personnel gaps in critical positions, aging equipment, and stretched operational budgets, were immediately magnified when the event's scale and complexity demanded resources far beyond standard operational requirements. What were previously manageable departmental challenges became limiting factors in the emergency response, stressing deployment capabilities, sustained operations, and effectiveness throughout the incident timeline.

Key Challenges:

- Current staffing limitations constrain response capabilities during events
- OEM lacks a formal A-Rep program

Priority Recommendations:

- Undertake additional planning within the LASD to identify surge resources and strategies
- Formalize staffing protocols, training, equipment needs, and the field A-Rep program within OEM

Finding # Finding Detail		Board Motion	Responsible Party	Priority	Timeline
3.A	Shortages of Law Enforcement Personnel				
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
3.A.1	Expansion of Personnel Capacity: Conduct a comprehensive audit of current staffing levels and develop a prioritized hiring plan to fill essential roles. Focus on divisions such as custody, court services, and patrol to ensure adequate personnel and vehicle availability during emergencies. Additionally, increase emphasis and pipeline into existing departmental CERT training and volunteer programs.	No	LASD	Medium	12-18 months
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
3.A.2	Implement Tiered Response and Resource Typing: Continue to implement and adopt a tiered response model, where personnel are assigned to missions based on training and risk level. Use typed law enforcement resource packages, like Type 1-4, to facilitate scalable deployment. Sonoma County uses pre-defined mission sets (traffic control, security patrols, evacuation support) and assignments based on resource type and availability during wildfire evacuations.	No	LASD	Medium	12-18 months
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
3.A.3	Strategically Leverage Existing Reserve and Volunteer Officer Programs: Similar to the Fire Brigade Program in the Palisades area, the LASD maintains a trained reserve deputy program and/or auxiliary law enforcement corps to support routine, nonenforcement duties during surges. These reserves can be activated during wildfires for road closures and perimeter security, freeing sworn deputies for high-priority work. While this type of program already exists within the LASD, better strategic deployment of these resources in future incidents may assist with mitigating some of the resource challenges.	No	LASD	N/A	Completed
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
3.A.4	Maximize Mutual Aid: Strengthen collaboration with already established mutual aid partners and implement targeted training programs for both new recruits and seasoned personnel to build resilience and enhance capabilities during future crises. Ensure mutual aid partners are aware and engaged as part of pre-event preparedness activities.	No	LASD	N/A	Completed
Finding # Finding Detail		Board Motion	Responsible Party	Priority	Timeline
3.B	The operational performance of OEM was hindered by: <ul style="list-style-type: none"> - limited staffing and funding necessary to adequately respond - absence of formalized staffing protocols for major incidents - informal and under-resourced A-Rep program 				
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
3.B.1	Increase Permanent Emergency Management Staff	Yes			
3.B.1.1	- Assess the organizational structure of OEM as an office under the chief executive officer (CEO), provided that organizational authority and budget stability are obtained to address critical staffing deficiencies.		CEO	High	3-12 months
3.B.1.2	- Develop a strategic hiring approach focused on filling essential roles, including a dedicated preparedness team and regional coordinators who are OEM employees to replace the disaster management area coordinators and support collaboration with all 88 cities throughout the Los Angeles County region		CEO	High	3-12 months
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
3.B.2	While OEM and the County work to achieve appropriate permanent staffing levels, interim measures must be implemented:				
3.B.2.1	- Develop a structured cross-training and credentialing program that ensures multiple OEM staff are qualified in each core EOC function, including planning, operations, logistics, and public information.	Yes	OEM	Medium	<i>Ongoing</i>

**AAR of Alert Notification Systems and Evacuation Policies
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Critical Focus Area #3: Resource Management						
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline	
3.B.2	3.B.2.2 - Establish a minimum staffing matrix for major incidents and planned events, aligned with FEMA's National Incident Management System guidance and scalable to incident complexity.	Yes	OEM	Medium	Ongoing	
	3.B.2.3 - Implement a succession planning strategy for critical roles, particularly positions such as EOC manager, situation unit leader, and alert & warning coordinator.	No	OEM	Medium	Ongoing	
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline	
3.B.3	Implement Formalized Staffing Protocols	Yes				
	3.B.3.1 - Develop written staffing activation protocols that define staffing thresholds for each incident type and phase (preparedness, response, recovery).		OEM	Medium	3-6 months	
	3.B.3.2 - Create "red zone" staffing restrictions that limit non-essential leave and off-site training during elevated threat periods.		OEM	Medium	Completed	
	3.B.3.3 - Establish a pre-incident readiness policy that defines criteria for personnel availability, pre-staging, and standby status based on predictive hazard indicators.		OEM	Medium	6-12 months	
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline	
3.B.4	Formalize and Resource the A-Rep Program	Yes				
	3.B.4.1 - Codify the A-Rep program with defined roles, responsibilities, position descriptions, and reporting protocols.		OEM	High	Ongoing	
	3.B.4.2 - Develop standardized job aids and quick-reference guides to support consistent performance in the field.		OEM	High	Ongoing	
	3.B.4.3 - Require all A-Reps to complete scenario-based training modules focused on field coordination, evacuation support, public warning implementation, and ICS integration.		OEM	High	Ongoing	
	3.B.4.4 - Assign County-owned vehicles with lights and communication equipment to designated A-Reps and provide necessary and required training for using these types of vehicles to support safe, timely, and mission-ready deployment.		OEM	High	12-36 months	
	3.B.4.5 - Secure funding for the proper PPE necessary for staff deployment to command posts during emergencies		OEM	Medium	Ongoing	
3.B.4.6 - Create a staffing and scheduling framework for A-Reps that ensures adequate rest periods and minimizes fatigue during extended operations.	OEM	High	Ongoing			

*Ongoing tasks have already established programs that will continue to execute the designated tasks in accordance with the recommendations from the AAR.

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Critical Focus Area #4: Situational Awareness and Interoperability

Situational awareness and interoperability are pivotal areas requiring immediate enhancement. The lack of streamlined coordination tools and common systems among County agencies, coupled with gaps in existing antiquated systems, impacted the ability to monitor the unfolding events and ensure unified efforts across all operational levels to issue alerts and execute evacuations.

Key Challenges:

- Gaps in communications systems, making it challenging to maintain clear situational awareness
- Outdated and inconsistent use of technology tools
- Process gaps for new evacuation systems and processes

Priority Recommendations:

- Align situational awareness and interoperability across County departments and agencies
- Update obsolete systems and technology and enable all emergency response communications to leverage the Los Angeles Regional Interoperable Communications System's Land Mobile Radio System
- Ensure consistent implementation, training, and use of tools and systems

Finding #	Finding Detail				
4.A	Challenges with Situational Awareness and Interoperability Across Departments				
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
4.A.1	Establish a Unified Situational Awareness Framework	No			
	4.A.1.1 - Convene a <u>multi-agency technology integration working group</u> , led by the chief information officer and including representatives from OEM, LACoFD, LASD, and other key departments to evaluate current platforms and define interoperability requirements.		LACoFD, LASD, OEM & DPW	High	12-18 months
	4.A.1.2 - Finalize the customization and implementation of WebEOC as the <u>COP</u> for the County and ensure it is capable of ingesting data from existing platforms (Tablet Command, Genasys, SharePoint, CAD) and sharing it in real time with both command and field personnel. Also, develop and implement a comprehensive transition and training plan for the use of the platform.		OEM	High	12-18 months
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
4.A.2	Implement Field-Accessible Mobile Dashboards	No			
	4.A.2.1 - Ensure field personnel across all agencies have <u>mobile-enabled access</u> to live situational dashboards showing evacuation zones, resource assignments, incident maps, and status updates.		ALL	High	12-18 months
	4.A.2.2 - Deploy <u>offline-capable apps or data caching tools</u> to maintain functionality in areas with limited or no connectivity.		ALL	High	12-18 months
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
4.A.3	Integrate Tools into Post-Incident Documentation and AARs	No			
	4.A.3.1 - Create a standardized process for <u>archiving digital field inputs</u> (e.g., notes, photos, maps, voice logs) into a central repository for post-incident review and analysis.		ALL	Medium	9-12 months
	4.A.3.2 - Ensure that situational awareness tools and outputs are consistently captured and evaluated during AARs to inform future improvements.		ALL	Medium	9-12 months
Finding #	Finding Detail				
4.B	Outdated CAD System				
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
4.B.1	As part of the upgraded CAD system:	No			
	4.B.1.1 - Conduct a full system audit of the current CAD platform and deploy a phased replacement plan that prioritizes integration with the LACoFD, OEM, and local law enforcement systems		LACoFD & LASD	High	12-18 months
	4.B.1.2 - Determine if it is capable of CAD-to-CAD between the LACoFD and LASD		LACoFD & LASD	High	12-18 months
	4.B.1.3 - Incorporate modernized capabilities and functionality, including zone overlays, evacuation tracking, and GIS data syncing for real-time updates		LACoFD & LASD	High	12-18 months

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Critical Focus Area #4: Situational Awareness and Interoperability					
Finding #	Finding Detail				
4.C	Knowledge and Process Gaps for New Evacuation Technology				
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
4.C.1	OEM to develop a more comprehensive SOP and training program that all OEM staff and partner agencies can participate in. This would include:	Yes			
	4.C.1.1 - Update or development of job aids with detailed instructions and templates for various incident scenarios		OEM	High	Ongoing
	4.C.1.2 - In-person training sessions for the Genasys ALERT system, including quarterly drills and annual exercises		OEM	High	Ongoing
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
4.C.2	OEM should also work with the vendor to identify any additional functionality for the system, including but not limited to:	No			
	4.C.2.1 - Integrated login capabilities: Integrate the Genasys EVAC and ALERT systems or create a single sign-on so that when Genasys EVAC is updated, an alert is sent to Genasys ALERT notifying the user to send out a specific message		OEM	N/A	No timeline
	4.C.2.2 - Archived records—requiring alert entry logs and screenshots to be archived will allow them to be reviewed during post-incident AARs		OEM	High	Ongoing
Finding #	Finding Detail				
4.D	Inconsistent Access and Use of Information Sharing Tools				
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
4.D.1	Technology Audit	No			
	4.D.1.1 - Audit all current tools in use (e.g., Tablet Command, Genasys, ArcGIS, FireMapper) - Evaluate their effectiveness, overlap, and gaps in coverage - Identify opportunities for integration and alignment with external systems used by partners such as CAL FIRE, CalOES, and local law enforcement		ALL	Medium	12-18 months
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
4.D.2	Standardize Access and Deployment of Information Tools	No			
	4.D.2.1 - Ensure all frontline personnel, including mutual aid units, have access to core situational awareness platforms via mobile devices or vehicle-mounted systems		ALL	Medium	12-18 months
	4.D.2.2 - Establish minimum technology requirements and field kits for incident deployment, including pre-loaded applications, user credentials, and connectivity solutions (e.g., satellite technology)		ALL	Medium	12-18 months
	4.D.2.3 - Evaluate and deploy satellite resources to provide information and data, and for connectivity that is not dependent on cellular connections		ALL	Medium	12-18 months
	4.D.2.4 - Provide brief, field-friendly training or quick-reference job aids to ensure consistent use across varied personnel and agencies.		ALL	Medium	12-18 months
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
4.D.3	Integrate Emerging Technologies and Real-Time Data Feeds	No			
	4.D.3.1 - Actively participate in and support ongoing efforts with CAL FIRE, CalOES, and Firefighting Resources of California Organized for Potential Emergencies to pilot and implement cutting-edge fire detection and monitoring tools, including: - FireGuard, satellite-enabled hotspot tracking - NASA/NOAA-based thermal imaging platforms - Unmanned aerial vehicles/drones for near-real-time mapping		LACoFD	Medium	12-18 months
	4.D.3.2 - Develop SOPs for how data from these systems is accessed, validated, and used during incident response and planning.		LACoFD	Medium	12-18 months
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
4.D.4	Implement Feedback Loops Between Field and Command	No			
	4.D.4.1 - Develop a process to allow field crews to push real-time observations, images, and geotagged data directly to command dashboards		LACoFD	Medium	12 months
	4.D.4.2 - Use tools like ArcGIS Survey123 or Tablet Command enhancements to enable structured field reporting that feeds into the COP		LACoFD	Medium	12 months

*Ongoing tasks have already established programs that will continue to execute the designated tasks in accordance with the recommendations from the AAR.

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Critical Focus Area #5: Community Engagement and Public Information

Effective community engagement and public information strategies are essential for fostering trust, ensuring clarity, and enhancing preparedness in emergency situations. The County must focus on revising policies and procedures related to messaging the public while simultaneously addressing gaps in proactive communication efforts. Streamlined processes, coupled with innovative tools for situational awareness, will empower responders and residents to act decisively during critical incidents. A cohesive framework for public outreach and education that is built in collaboration with local and state partner agencies will strengthen resilience and bolster the County's ability to respond effectively to emergencies.

Key Challenges:

- Fragmented messaging due to not establishing a joint information center (JIC) ahead of the event or at the onset
- Insufficient public education on evacuation zones, personal preparedness, expectations, and preparedness resources
- Missed opportunity to use elected officials in community preparedness initiatives and activities

Finding #	Finding Detail				
5.A	Establishment of a Joint Information Center				
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
5.A.1	Joint Information Center Readiness	No			
5.A.1.1	Improving outreach to vulnerable, non-English-speaking, and transit-dependent populations		OEM	High	6-12 months
5.A.1.2	- Pre-identifying multilingual PIOs and back-up, trained PIOs		OEM	High	6-12 months
5.A.1.3	- Establishing or using mutual aid for additional support		OEM	High	6-12 months
5.A.1.4	- Developing pre-approved message libraries to reduce delays in alerts and public updates		OEM	High	6-12 months
5.A.1.5	- Establishing a standard cadence for press conferences and notifications leading up to an event Notifications should be pre-scheduled leading up to a known event and then pushed out as information changes or at regular intervals.		OEM	High	6-12 months
5.A.1.6	- Developing and initiating a community information campaign, in coordination with other County departments and partners, to help educate the community on expectations and sources of information during an event		OEM	High	6-12 months
5.A.1.7	- Suggesting the use of social science to evaluate the public's understanding of evacuation messaging and recommend language and messaging prototypes that are easily understood by the public		OEM	High	6-12 months
5.A.1.8	- Expand outreach and public education, partnering with existing preparedness programs to increase awareness and training opportunities. May is Wildfire Awareness Month, and many organizations and agencies plan activities throughout the month. The County could use the opportunity to: - Increase public awareness of zone-based evacuation protocols and alert systems - Implement evacuation drills that involve real-time evacuation of residents within a predetermined area, which would involve utilizing alert and warning tools, as well as door-to-door visits, to evacuate residents to a predetermined location, then using the gathering to debrief the exercise and educate residents		OEM	High	6-12 months
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
5.A.2	Public Information Strategy (Joint Information Center) County departments need to collaborate in establishing a strategy for providing the public with information and establishing a JIC. This strategy should include, but not be limited to:	No			
5.A.2.1	<u>Activation</u> : Standing up the JIC as soon as the EOC is activated should be standard practice to ensure consistent, coordinated messages are transmitted to the public. It is also essential to ensure that media outlets, such as television, radio, and print, are aware of the activation and understand who they should expect to receive information from.		OEM	High	Completed
5.A.2.2	- <u>Cross-Jurisdictional Coordination</u> : A directed coordination call can facilitate the exchange of critical information and help ensure that all entities communicate the same information to the public.		OEM	N/A	3-6 months

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Critical Focus Area #5: Community Engagement and Public Information

Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
5.A.2	5.A.2.3 - <u>Informing the Public</u> : Over 10 million people live in Los Angeles County. Reaching them during critical events presents a significant challenge. As previously discussed, there are multiple ways to communicate information to the public, including FEMA’s IPAWS, the EAS, social media, television, radio, newspapers (apps and social media), NOAA Weather Radio, police and fire sirens, and Alert LA County, among others. The public needs to be able to receive emergency messages through multiple channels, using two or three of the methods mentioned. However, it was noted that, given some of the variables experienced in the January fires, such as power outages and cell towers being down, less technological ways of sharing information need to be utilized. This can be accomplished by identifying information that LASD deputies and firefighters are sharing as they manage the incident and using PA systems to communicate risk and evacuation warnings and orders. Most importantly, all messaging must be concise and offer simple, straightforward, and direct courses of action.	No	ALL	High	Ongoing

Finding # Finding Detail

5.B	Gaps in Public Understanding of Evacuation Zones and Alerts
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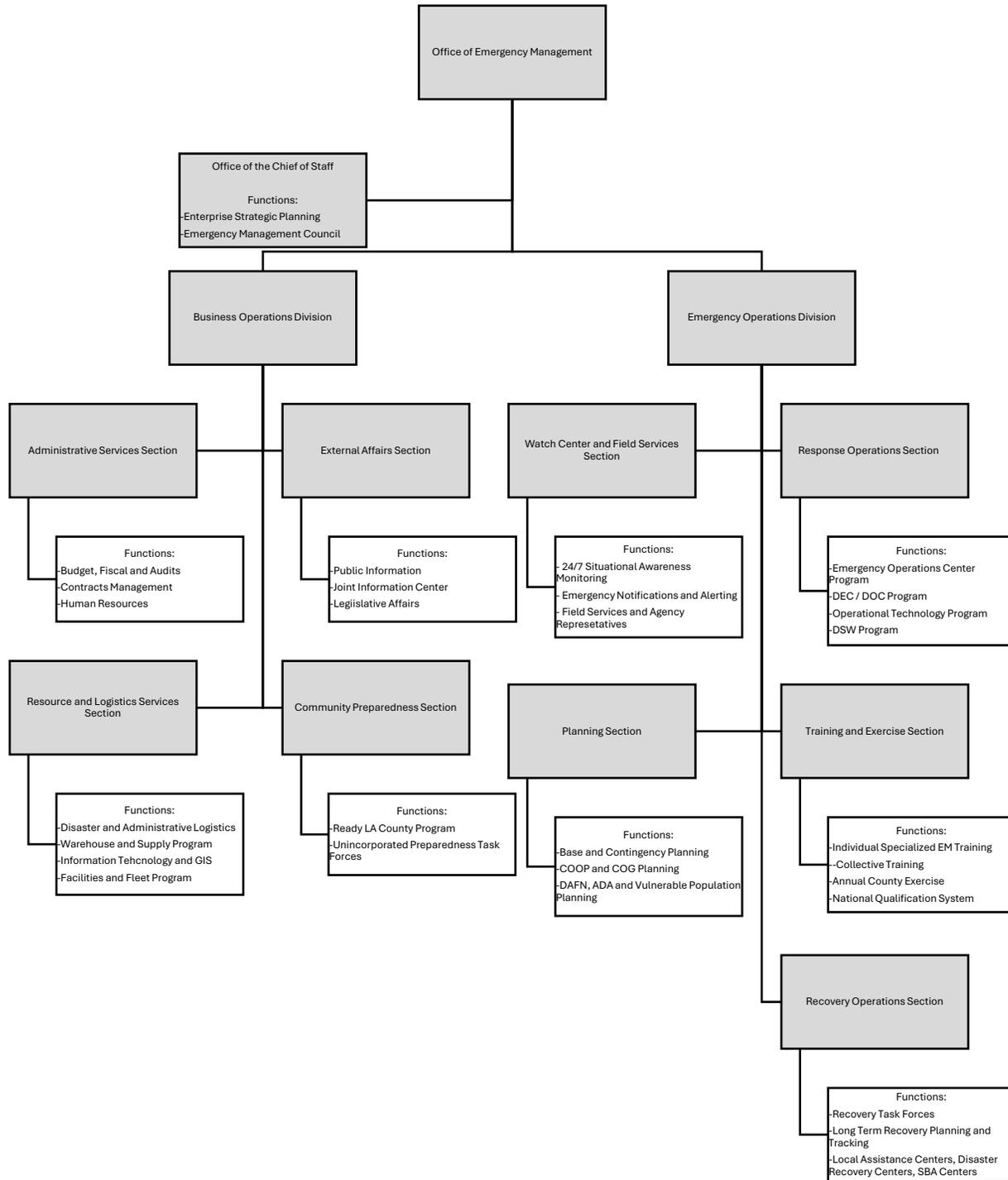
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
5.B.1	Develop and implement an OEM-led Public Education and Community Preparedness Program focused on wildfire evacuation awareness, zone-based planning, and knowledge of the various alert and notification systems. This could include:	No			
5.B.1.1	An update of the existing “Ready! Set! Go!” program to promote awareness of Genasys and WEA alerts, and the reinforcement of “GoEarly” behavior in high-risk events		ALL	High	Ongoing
5.B.1.2	Annual community evacuation drills in high-risk fire zones, which can also be used to simulate alert reception, route familiarization, and public Q&A sessions		ALL	High	Ongoing
5.B.1.3	Targeted outreach for vulnerable populations by partnering with faith groups, schools, nonprofits, and senior centers to disseminate evacuation readiness materials		ALL & AD & ARDI	High	Ongoing
5.B.1.4	Public dissemination of a “Do’s and Don’ts” list including actions that the public should or should not do during an incident. Examples of “do’s” would include checking on neighbors throughout an emergency (as many members of the public did during both the Eaton and Palisades Fires). Examples of “don’ts” include calling 911 with false reports to prompt movement of first responder resources to a given location; while individuals may do this out of fear if they can see smoke in the distance, doing so slows the response to calls about active fires that callers can see and provide detailed information about so responders can take action. Establish a dedicated public information platform that consolidates all available alert and notification methods in one accessible location. This platform should include a comprehensive webpage and distributable materials for community meetings that explain how residents can connect to emergency alerts, while also addressing community concerns about notification tools. For example, many residents have inquired about sirens as an alert method, but the County’s previous research demonstrated that this approach is not feasible for the region’s geography and infrastructure. By transparently communicating both available options and the rationale behind decisions about other potential tools, the program can build public trust while ensuring residents understand how to access reliable emergency information.		ALL	High	Ongoing

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Critical Focus Area #5: Community Engagement and Public Information

Finding #	Finding Detail	Board Motion	Responsible Party	Priority	Timeline
5.C	Leveraging Elected Officials for Community Engagement				
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
5.C.1	5.C.1.1 - Create a formal liaison protocol between the EOC and Board of Supervisors during major incidents.	No	OEM	High	6-12 months
	5.C.1.2 - Assign a dedicated point of contact to brief each supervisor's office with timely updates and coordinated messaging.		OEM	N/A	Completed
	5.C.1.3 - Provide training to supervisors' staff on emergency communications, resource activation, and constituent support roles during incidents.		ALL	Medium	12-18 months
	5.C.1.4 - Involve Board of Supervisors staff in policy workgroups, evacuation exercises, and pre-event planning meetings.		ALL	Medium	12-18 months
Finding #	Finding Detail				
5.D	Lack of Community Preparedness				
Rec. #	Recommendation	Board Motion	Responsible Party	Priority	Timeline
5.D.1	Individuals and communities should be and/or remain proactive in staying informed about potential risks, creating and practicing emergency plans, and ensuring that necessary supplies are readily available. Communities can enhance their preparedness by fostering strong relationships and communication channels among residents, local organizations, and emergency services. By working together, communities can build resilience and ensure a coordinated response when disasters strike. Ultimately, being prepared for emergencies can significantly reduce the impact of such events and save lives. While the best practices in the Palisades area provide useful guidance, for example, the dedicated relationship building and community exercising mentioned in previous sections, some additional recommendations for the whole County include:	No			
	5.D.1.1 - <u>Individual Preparedness</u> : Individuals and families should prepare an emergency plan that considers specific risks and vulnerabilities for where they live and regularly discuss and practice the plan. A number of resources are available for creating a personal emergency plan.		ALL	High	Ongoing
	5.D.1.2 - <u>Disaster Preparedness Councils</u> : The County should develop disaster preparedness councils, similar to the Topanga Coalition for Emergency Preparedness, in vulnerable areas across the county.		ALL	High	Ongoing
	5.D.1.3 - <u>Map Your Neighborhood</u> : In addition to some of the community group examples from the Palisades area, there is a structured program that neighborhoods, community groups, and homeowner associations can utilize to organize together. The Washington State Emergency Management Division developed the Map Your Neighborhood program, which provides instructions for how communities can come together and plan for an emergency. The program includes guided activities to identify the capabilities and vulnerabilities of each community member, assign responsibilities, and develop a community plan.		ALL	High	Ongoing
	5.D.1.4 - <u>Buddy System</u> : A buddy system can be implemented for people with access and functional needs. This would ensure that vulnerable individuals have neighbors or community members assigned to assist them during evacuations.		ALL	High	Ongoing

*Ongoing tasks have already established programs that will continue to execute the designated tasks in accordance with the recommendations from the AAR.



OEM Transformation High-Level Timeline

FY 2026–2027: Operational Build-Out

- Ongoing: Implement AAR recommendations
- Ongoing: Continue Wildfire Recovery Activities
- Ongoing: Increase 2026 World Cup, 2027 Super Bowl and 2028 Olympics planning
- 1st Quarter: Add Emergency Management Coordinator (EMC) positions to build capacity
- 1st Quarter: Implement organizational reporting changes with OEM Director reporting to the CEO
- 2nd and 3rd Quarter: Expand public communications, community preparedness, emergency notifications and evacuation planning
- 2nd and 3rd Quarter: Strengthen Watch Center and EOC surge capacity and capability

FY 2027–2028: Administrative & Support Infrastructure

- Ongoing: Continue AAR implementation
- Ongoing: Continue EMC expansion
- Ongoing: 2028 Olympics planning
- 1st Quarter: Add administrative staff: fiscal, HR, IT, logistics, contracts
- 3rd and 4th Quarter: Build core business operations

FY 2028–2029: Structural & Governance Changes

- 1st and 2nd Quarter: Formalize governance (changes to County Code 2.68) & changes to Operational Area authority
- 2nd Quarter: Implement final organization structure
- 2nd Quarter: OEM transition to elected County executive
- Sustained effort: Institutionalize strategic coordination & oversight