



## Chief Executive Office.

### COUNTY OF LOS ANGELES

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#### CHIEF EXECUTIVE OFFICER

Joseph M. Nicchitta

August 3, 2026

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   
Chief Executive Officer

### **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 received and accepted the January 2025 Eaton and Palisades Fires After Action Review (AAR), facilitated by the McChrystal Group.

The Board then directed the Chief Executive Office-Office of Emergency Management (CEO-OEM), the Los Angeles County Sheriff's Department (LASD), and the Los Angeles County Fire Department (Fire) to implement various recommendations directly identified in the AAR. The first set of 60-day directives requires a progress report, and one thereafter for 90 days until the recommendations are implemented on the following:

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.



Each Supervisor  
August 3, 2026  
Page 2

It was further moved that the Board of Supervisors direct the CEO-OEM to provide the following additional written information:

1. Within 90 days a preliminary summary of County OEM programs and functions that will transition to the new County department/organization, should the Board choose to create the new County department, including a functional "end-state" organizational chart, to be refined as the process continues, and description of programs that will operate out of the new department. The report should describe any proposed phasing of department operations, funding transfers, department's projected staffing needs, necessary classifications, and job duties.
2. Within 120 days, 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.

The following attachments (A-E) are included to describe some of the changes that have been made to-date when it comes to the County's systematic approach during a fire response; including how the County will implement recommendations and components from the AAR and Board motion. There are also accompanying attachments to demonstrate the proposed new staffing model and County OEM's associated areas of responsibilities.

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

JMN:JG:KM  
LL:EM:md

#### Attachments

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

**JOINT 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 or LASD)**

The January 2025 wildfires in Los Angeles County (County) exposed critical gaps in emergency notifications, evacuations, situational awareness, interagency coordination, public communication, and recovery operations, as documented in the McChrystal Group AAR and other reviews. These gaps reflect structural and capacity limitations that must be addressed to ensure reliable performance during complex, fast-moving disasters.

In response, the County is advancing a multi-year transformation of its OEM to strengthen operational capability, administrative support, and governance. In addition, OEM, Fire, and Sheriff have been continuously strengthening their emergency management capabilities countywide by implementing recommendations from multiple after-action reviews.

This report offers a feasibility and fiscal analysis for an expanded OEM, as well as an overview of improvements and enhancements that have been made or are underway in response to AAR recommendations, including progress to date, key actions underway, and remaining challenges. All AAR recommendations as of the date of this report are detailed in Attachment B.

**TRANSFORMING OEM IN SUPPORT OF FUTURE EMERGENCIES**

The 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. OEM serves as the day-to-day Operational Area coordinator pursuant to County Code Chapter 2.68.

OEM's mission spans the full emergency management lifecycle, including planning and coordination; disaster response and recovery operations; training and exercises; grant and administrative management; public education and information; and operational readiness.

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

The following information reflects current OEM staffing levels, including 44.0 new budgeted positions that were approved in the Fiscal Year (FY) 2026-27 Recommended Budget, filled positions, and vacancies. OEM is actively recruiting and interviewing to fill

| <b>OEM POSITIONS</b>                         | <b>Budgeted</b> | <b>Filled</b> | <b>Vacant</b> |
|----------------------------------------------|-----------------|---------------|---------------|
| Senior Manager, CEO                          | 1.0             | 1.0           | 0.0           |
| Manager, CEO                                 | 1.0             | 1.0           | 0.0           |
| Supervising Emergency Management Coordinator | 7.0             | 6.0           | 1.0           |
| Emergency Management Coordinator III         | 17.0            | 17.0          | 0.0           |
| Emergency Management Coordinator II          | 31.0            | 10.0          | 21.0          |
| Emergency Management Coordinator I           | 19.0            | 4.0           | 15.0          |
| Sr. Info Systems Analyst                     | 1.0             | 0.0           | 1.0           |
| Special Services Assistant I                 | 2.0             | 0.0           | 2.0           |
| Management Secretary IV                      | 1.0             | 1.0           | 0.0           |
| Senior Typist Clerk                          | 1.0             | 1.0           | 0.0           |
| <b>Total Positions</b>                       | <b>81.0</b>     | <b>41.0</b>   | <b>40.0</b>   |

OEM is funded by various sources, including locally generated revenue and federal grant funds. The following table shows the various funding sources and amounts for FY 2026-27.

| <b>OEM FUNDING SOURCES</b>   | <b>Amount</b>        | <b>FTE</b>  |
|------------------------------|----------------------|-------------|
| Net County Cost              | \$ 19,093,000        | 74.0        |
| Revenue - Federal Grants     | 3,458,000            | 1.0         |
| Revenue - Fire Department    | 504,000              | 2.0         |
| Intrafund Transfer           | 1,212,000            | 4.0         |
| <b>Total Funding Sources</b> | <b>\$ 24,267,000</b> | <b>81.0</b> |

## **Recommended Organizational Design for OEM**

Effective March 1, 2026, OEM reports directly to the Chief Executive Officer, strengthening authority, alignment, and coordination across departments. This structure:

- Aligns with AAR recommendations to enhance autonomy and effectiveness.
- Preserves the Chief Executive Office's (CEO) coordination authority and resource alignment.
- Positions OEM for transition under the future elected County Executive established by Measure G.

Beginning December 2028, the County and OEM 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.

Consistent with Measure G, OEM will report to the elected County Executive and support the County Executive's responsibilities for emergency management. In the interim, OEM will help educate the Government Reform Task Force about OEM's role to help define and align authorities, roles, and responsibilities in advance of Measure G implementation.

### **Proposed Multi-Year Transformation Plan (2026–2029)**

#### **FY 2026–2027: Expand Operational Capability**

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

- **Add 44 positions**, including 41 Emergency Management Coordinators (EMCs) and three (3) administrative support positions to expand capacity in public information, community preparedness, alerting and notification, EOC staffing, Watch Center operations, situational awareness, field operations, and recovery.
- Implement AAR recommendations related to communication, evacuation coordination, logistics, interagency coordination, and situational awareness.
- Enhance readiness for major planned events, including the 2027 Super Bowl, and 2028 Olympic and Paralympic Games, following on the success of the 2026 FIFA World Cup
- Establish an OEM Onboarding Training Academy to prepare new hires in core response and recovery functions, including EOC and Watch Center roles.

#### **FY 2027–2028: Build Administrative & Support Infrastructure**

During this phase, the County will focus on building administrative and support infrastructure while continuing to expand emergency management capacity and capabilities. This phase addresses AAR Recommendations 1.B, 3.B, 5.A, 5.B, and 5.D.

- **Add 30 positions** focused on fiscal services, procurement, contracts, logistics, information technology, human resources, and emergency

management.

- Build the administrative infrastructure necessary to support sustained countywide preparedness, response, and recovery operations.
- Maintain readiness for major events, including pre-Olympic planning and exercises.

### **FY 2028–2029: Implement Structural and Governance Changes**

During this phase, the County will focus on structural and governance changes. This phase addresses AAR Recommendations 1.B and 3.B.

- **Add nine (9) positions** to complete administrative, emergency management and operational support functions.
- Formalize OEM’s governance structure and Operational Area leadership role.
- Finalize implementation of the organizational structure and staffing model.
- Institutionalize coordination, decision-making, and oversight processes to ensure long-term stability.
- Add new Services and Supplies funding to support OEM as a self-sufficient operating unit. All County departments have fixed costs to support their ongoing operations. An analysis was completed to estimate OEM’s current cost share for administrative services in the CEO’s operating budget. These amounts are reflected in the table below and could continue to fund OEM operations if the Board determines that OEM should become a standalone department in FY 2028-29. Additional funding will be required to account for OEM’s growth to 120.0 Full Time Equivalent (FTE), to support a new Emergency Operations Center (EOC), and to pay for new services, such as security for the new EOC and classification and compensation services.

| OEM Standalone Department Estimates  | Amount              |
|--------------------------------------|---------------------|
| Auditor-Controller Shared Services   | \$ 286,000          |
| <i>Existing AU Budget</i>            | <i>(88,000)</i>     |
| Risk Management Insurance            | 93,000              |
| <i>Existing RM Insurance Budget</i>  | <i>(29,000)</i>     |
| Human Resources                      | 120,000             |
| <i>Existing HM Budget</i>            | <i>(37,000)</i>     |
| County Counsel                       | 75,000              |
| <i>Existing CC Budget</i>            | <i>(23,000)</i>     |
| Internal Services Department         | 3,400,000           |
| <i>Operations</i>                    | <i>2,600,000</i>    |
| <i>IT Shared Services</i>            | <i>400,000</i>      |
| <i>Utilities</i>                     | <i>320,000</i>      |
| <i>Telephone</i>                     | <i>80,000</i>       |
| <i>Existing ISD Budget</i>           | <i>(1,392,000)</i>  |
| Security Services                    | 275,000             |
| Classification-Compensation Services | 139,000             |
| <b>Estimated NCC Needs</b>           | <b>\$ 2,819,000</b> |

## **Timeline and Status of Implementation of AAR Recommendations**

### **CRITICAL FOCUS AREA 1: POLICIES, PROTOCOLS, STANDARD OPERATING PROCEDURES, AND AUTHORITY FOR EVACUATIONS, ALERTS AND WARNINGS**

OEM, Sheriff, and Fire are updating the Evacuation Annex, which details evacuation procedures, to the County's Emergency Operations Plans (EOP). The final proposed draft is currently under review by all stakeholder department heads, who will ensure that their departmental policies and procedures align with agreed-upon plans. County departments continue to conduct planning sessions to clarify authorities, enhance interagency coordination and communication, define hazard-specific roles and responsibilities, and support implementation of the Annex.

Fire has implemented a policy that places adjacent zones into Evacuation Warning status whenever an area is placed under an Evacuation Order. The newly developed departmental policy and ongoing training specify Fire, Sheriff, and OEM evacuation processes, both within areas served by the LASD and areas served by other local law enforcement agencies.

The Evacuation Annex and related documents will include a signature page to document clear and unified leadership intent.

Related to the County's alerting technology, an updated Genasys ALERT job aid for alert and warning was disseminated to OEM staff and has been utilized during multiple real-time incidents and scenario-based training exercises since January 2026. Monthly OEM Duty Officer training now includes alert and warning drills, message development, and system troubleshooting exercises to maintain proficiency with Genasys ALERT. Additional job aids for the County Emergency Operations Center (CEOC) and 24-hour OEM Watch Center Duty Officer were developed and implemented to document alert and warning actions and approvals.

Fire has developed evacuation job aids to assist staff with formalized evacuation processes countywide. Training for staff is ongoing and will be delivered to all Fire personnel. Fire provided mandatory wildland fire season skills training for all fire chief officers during June 2026 to enhance decision-making, incident management, and leadership skills with an emphasis on evacuations, aerial intelligence, technology applications for intelligence, mutual aid, and securing wildland fires. Fire is working with statewide partners to update the Field Operation Guide to incorporate lessons learned from recent disasters.

Fire has incorporated the Genasys Evac application layers to Tablet Command, Fire's incident management software program, enabling field staff to visualize and communicate zone updates to law enforcement and emergency management partners. These efforts will assist in providing a common operating picture to response partners when making decisions around evacuations.

## **CRITICAL FOCUS AREA 2: TRAINING AND PLANNING COORDINATION**

On April 29, 2026, OEM, Sheriff, and Fire participated in a countywide, full-scale exercise in partnership with external agencies, including the Federal Emergency Management Agency and the Inglewood Police Department, in preparation for the 2026 World Cup event. The exercise tested the County's ability to manage simultaneous incidents across three operational areas while coordinating response efforts among multiple local, state, and federal partners. The CEOC and County Joint Information Center (JIC) were also activated to support response coordination and communication for the exercise. Sheriff, Fire, and OEM personnel were deployed to each of the incident sites and the CEOC to evaluate coordination, communications, incident management, and multi-agency response capabilities during the concurrent large-scale incidents.

Fire, Sheriff, and OEM are developing a Wildfire Law Enforcement Safety joint training video on the topics of evacuation coordination, alert and warning, basic fire dynamics, and interagency coordination. The video will be accessible to staff of these agencies via their respective learning management systems and training platforms. Production of the video has been completed, with release planned this summer.

Sheriff launched the Initial Critical Incident Response and Management Training for LASD staff, a standardized evacuation curriculum covering the Citizen Evacuation Tracker, Hi-Lo siren deployment, Genasys alert and warning processes, and field communications protocols. Staff from 14 patrol stations completed this training in November 2025, and nine additional stations completed the training in January 2026. Training was completed by all personnel available at the time of delivery, including training units. The curriculum has been formally integrated into the Emergency Operations Bureau (EOB) instructional block within the Sheriff's Academy (Learning Domain 26), Patrol School, Supervisory School, and the ICS-300 courses for Captains, Commanders, and Chiefs. This integration ensures consistency, institutionalization, and long-term standardization across the agency. The training will remain a permanent component of Sheriff operations.

Since the previous report back, the training has been delivered to:

- Sheriff's Academy recruits (December 12, 2025, and February 11, 2026)
- Supervisory School for Sergeants (February 13, 2026)
- ICS-300 courses as a concluding instructional block (December 3, 2025; January 15, 2026; and February 6, 2026)

County partners are committed to strengthening executive-level ICS readiness to better prepare leadership for large-scale, multi-operational, and multi-agency incidents. In alignment with that commitment, Sheriff has fully implemented enhanced ICS training requirements to ensure consistent leadership capability and SEMS/NIMS compliance across the command structure.

All Sheriff's Captains, Commanders, and Chiefs are required to complete:

- ICS-300 - Intermediate ICS for Expanding Incidents
- ICS-400 - Advanced ICS for Command and General Staff
- Any prerequisite courses for ICS-300 and ICS-400

Instruction will continue until full departmental compliance is achieved, with anticipated completion by the end of 2026. One course for each level (ICS-300 and ICS-400) is offered monthly to Sheriff personnel. Additionally, newly promoted Captains who have not yet completed the required coursework will be scheduled to attend in a timely manner to ensure sustained compliance, standardized training delivery, and the continued expansion of qualified leadership across the department. Lieutenants and Sergeants are being encouraged to attend the courses, and several have already completed the training.

The Sheriff's EOB distributed an Incident Commander Evacuation job aid to all patrol stations to assist field personnel during evacuation incidents. Initial station distribution occurred on March 11, 2026, with the remaining stations receiving the guide on May 19, 2026.

Fire will continue to incorporate Sheriff, OEM, and local area fire partners in the Chief Officer Wildland Management Training this summer to further strengthen interagency coordination and decision-making during complex, multi-jurisdictional incidents. Fire also hosted ICS-300 and ICS-400 courses for command and general staff in May 2026, to further develop ICS skills and bolster Incident Management Team (IMT) positions. The Fire Executive Team previously attended Cal Fire's Annual IMT Conference in March 2026.

County partners and community stakeholders are being incorporated into existing Mutual Threat Zone meetings and exercises attended by Fire and cooperating fire agencies, including CAL FIRE, United States Forest Service, and Los Angeles Fire Department. Collaborative participation in these events will enhance evacuation coordination and community engagement.

### **CRITICAL FOCUS AREA 3: RESOURCE MANAGEMENT**

While OEM and the County continue to work on appropriate permanent staffing levels, OEM is evaluating and updating EOC procedures and training materials, including position-specific job aids. Job aids and other reference tools have also been developed for critical OEM Agency Representative (A Rep) tasks, including alert and warning coordination, initial on-scene activities, transfer of duties procedures, and incident documentation. Standardized A Rep training is now provided to all new OEM employees during onboarding. A Rep-related topics will also be incorporated into monthly staff trainings.

To enhance field safety for A Reps, flame-resistant exterior apparel has been procured to serve as personal protective equipment (PPE) for OEM staff deployed to incident command posts. Additional personal protective equipment for other hazards is being evaluated, along with potential funding sources.

## **CRITICAL FOCUS AREA 4: SITUATIONAL AWARENESS AND INTEROPERABILITY**

WebEOC is the incident management platform utilized in the EOC to coordinate resources and share situational awareness with operational area partners. Initial WebEOC training for County department users began in January 2026 and will continue until all operational area partner users have received the training. This initial training course includes an in-person overview of the system, user guides, and video resources. Subsequent refresher training courses will be offered periodically and as needed to maintain operational readiness.

County partners continue evaluating additional situational awareness technologies to enhance EOC operations and decision-making.

Sheriff has undertaken significant modernization efforts to update obsolete systems and technology and enable emergency response communications to leverage the Los Angeles Regional Interoperable Communications System (LA-RICS) Land Mobile Radio system. It is important to note that LA-RICS is governed by a Joint Powers Authority and participation in LA-RICS requires independent agency adoption, technical alignment, and subscription agreements. Sheriff's Communications and Fleet Management Bureau (CFMB) will continue to coordinate with LA-RICS and encourage partner agencies to update radio templates. Not all agencies have transitioned and some continue to operate on separate radio systems. Where full LA-RICS integration is not yet feasible, Sheriff maintains reliable operational capability through established interoperability solutions, including Sheriff's Communication Center (SCC) radio bridging, tactical communications resources, and contingency patching protocols.

Sheriff is modernizing its core emergency communications systems through the transition to a new cloud-based Computer-Aided Dispatch (CAD) system, replacement of legacy Mobile Digital Communications (MDC) infrastructure, and the ongoing remodel of the SCC. The new CAD platform will improve system reliability, enhance documentation, strengthen mapping and analytics capabilities, and is technically designed to support CAD-to-CAD interoperability with Fire once compatible systems are implemented. The CAD project remains in the pilot and testing phase at Lakewood Station. Sheriff continues working closely with the vendor on system configuration, workflow development, testing, and operational evaluation. Vendor representatives provide onsite support multiple days per week to assist with testing and system refinement.

Since the last report, the CAD environment was successfully migrated to the Amazon Web Services cloud infrastructure and integrated with ArcGIS mapping capabilities. MDC field testing and connectivity evaluations also continue. SCC secondary radio room remodel has progressed significantly, including installation of Vesta consoles, backup radios, and Zetron equipment to enhance redundancy and operational continuity capabilities. Staffing and position reclassification efforts associated with the CAD rollout continue to be monitored, as staffing remains one of the primary factors affecting the overall deployment timeline.

Sheriff continues to maintain redundant communications platforms and interoperability capabilities through LARTCS, SCC radio bridging, and deployable communications resources.

Fire upgraded the Tablet Command incident management system platform with Fireguard and Genasys system layers to enable real-time situational awareness for all field and management users. Tablet Command features offline data caching, and Fire has mitigated connectivity and communication issues associated with loss of local power by issuing satellite radios to chief officers and deploying satellite enabled Wi-Fi systems.

The Los Angeles Area Fire Chiefs Association launched the Intterra web-based tool for real-time situational awareness and informed decision making in August 2025. Intterra delivers a common operating picture that includes live incidents, resource locations, and unit status, pre-incident plans, Mutual Threat Zones, fire perimeters, weather layers, and hazard data. In addition, Fire continues to upgrade the Automatic Vehicle Location system installed in emergency vehicles to provide real-time location data that is displayed in Tablet Command and will enhance command and control of the incident. Fire is also piloting OroraTech, a system that 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 and Earth Fire Alliance, which are developing the FIRESAT Constellation for near real-time satellite data for all wildfires, and other technology partners to create a comprehensive common operating picture to enhance situational awareness during these incidents.

The procurement process for Fire's new CAD system is underway and anticipated to be operational in 2028. The new system is planned to be compatible with CAD systems of operational area partner fire and law enforcement agencies and leverage the LA-RICS' Land Mobile Radio System. Fire and Sheriff intend to collaboratively develop a Memorandum of Understanding to support future data-sharing and interoperability capabilities between the agencies' upcoming systems, including CAD systems. Fire has implemented parallel procurement and system programming processes to support operational deployment by 2028.

## **CRITICAL FOCUS AREA 5: COMMUNITY ENGAGEMENT AND PUBLIC INFORMATION**

OEM is working with Fire, Sheriff, and other operational area partners to enhance JIC planning and operations, which will support situational awareness and coordination of "one voice" public messaging. On July 29, 2026, OEM conducted an intensive JIC table-top training exercise involving more than 80 County communicators, including visits by some Board of Supervisors communications staff, to reinforce coordinated messaging and strengthen JIC operations.

County partners collaborated on the development of an instructional video to assist residents understand their Genasys evacuation zones. The video was finalized and jointly released beginning February 4, 2026, through multiple official social media

platforms by Sheriff, Fire, and OEM to ensure broad community outreach and public awareness.

County partners continue to collectively enhance emergency messaging to communicate risk, warnings, and orders through multiple channels, including non-technology-based methods, such as sirens, Public Announcement systems, door-to-door notifications, and information flyers.

OEM has distributed more than 5,000 multilingual Los Angeles County Emergency Survival Guides to support community preparedness and resilience. To further ensure widespread and effective public communication, OEM has partnered with the National Weather Service's Social Science team to assess alert and warning messaging and develop language and messaging prototypes based on best practices.

On April 18, 2026, County partners conducted an evacuation drill in collaboration with the Topanga Coalition for Emergency Preparedness for portions of the Topanga region to reinforce individual preparedness messaging, encourage proactive practice of emergency plans, and help foster strong relationships and communication within the local community. The event was attended by the CEO Countywide Communications team and media outlets to highlight the partnership between residents, local organizations, and County agencies to build resilient communities and ensure coordinated disaster response.

Fire has increased the frequency of Community Emergency Response Team (CERT) training to expand the number of CERT members and introduce the program to new areas of the County. In October 2025, Fire collaborated with Sheriff and Antelope Valley CERT to host a regional exercise attended by over 65 participants. As of May 5, 2026, 30 CERT classes have been conducted, including sessions in Topanga in February and Altadena in March, with six additional classes scheduled through the end of June. In addition, a Public Education Captain has been added to Fire Communications to develop and deliver countywide emergency preparedness education, including an emphasis on the updated "Ready, Set, Go" and home hardening programs. Fire's Forestry Division and Community Service Liaisons, which serve as the primary interface between Fire and county communities, will collaborate with the Public Education Captain on these preparedness efforts.

Fire is also expanding community-based Fire Safe Councils and the Community Brigade pilot program, emphasizing buddy systems and neighborhood mapping, hosting preparedness workshops, and working with local Firewise community leaders to build resilience and foster a sense of individual responsibility and preparedness. Fire is also committed to fuel and forest management through the prescribed burn program, making improvements to defensible space training, home hardening, Zone 0 education to make people and structures safer, and partnering with CAL FIRE on AwareCA, a resident information tool for wildfires.

OEM is working with Supervisorial Districts to initiate the establishment of Community Resilience task force groups to support preparedness in County regions most vulnerable to wildfires. Sunset Mesa, identified as a priority area following the January 2025 wildfires, was selected as the initial pilot location for the Community

Resilience Task Force initiative. A task force kick-off meeting with community groups and County departments was conducted in March of 2026. Meetings with other County Board offices are in progress to identify additional high-risk, vulnerable communities for task force development.

### **Conclusion**

County departments have made substantial progress implementing the recommendations identified in the McChrystal AAR. These efforts have resulted in enhanced evacuation planning and coordination, expanded executive and operational training, improved technology and situational awareness capabilities, strengthened resource management processes, and increased community preparedness outreach. County departments remain committed to continuous improvement and will continue advancing these initiatives to enhance readiness, response, and recovery capabilities for future emergencies.

### **Attachments**

Attachment B: After-Action Recommendation Tracker

Attachment C: OEM Transformational Organizational Chart

Attachment D: Detailed Functional Organizational Chart with Unit Roles and Responsibilities

Attachment E: Chart of Budgeted Staff Positions, Vacancies, and Requests by Year

**AAR of Alert Notification Systems and Evacuation Policies  
for the Eaton and Palisades Fires - Tracker**

**Attachment B**

**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"> <li>- 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</li> <li>- 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.</li> </ul> |              | ALL               | High     | Ongoing*  |
| 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     | Completed |
| 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     | Ongoing*  |

| 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     | Ongoing*  |
| 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     | Completed |
| 1.A.2.3 | - Establish clear documentation and communication mechanisms within the process of capturing decisions and execution.                                                                                                                                                                                                                                                                                                                                                  |              | ALL               | High     | Completed |
| 1.A.2.4 | - Develop and distribute comprehensive system job aids with alert templates, escalation instructions, and troubleshooting steps.                                                                                                                                                                                                                                                                                                                                       |              | ALL               | High     | Completed |
| 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     | Ongoing*  |

**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          |                   |          |          |

**AAR of Alert Notification Systems and Evacuation Policies  
for the Eaton and Palisades Fires - Tracker**

**Attachment B**

| <b>Critical Focus Area #1: Policies, Protocols, Standard Operating Procedures, and Authority</b> |                                                                                                                                                                                                                                                         |                     |                          |                 |                 |
|--------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------|-----------------|-----------------|
| <b>Rec. #</b>                                                                                    | <b>Recommendation</b>                                                                                                                                                                                                                                   | <b>Board Motion</b> | <b>Responsible Party</b> | <b>Priority</b> | <b>Timeline</b> |
| 1.B.1                                                                                            | 1.B.1.1 - Establish clear authority frameworks and standardized operational protocols, including updates to SOPs for emergency activations, messaging protocols, and partner coordination.                                                              | Yes                 | CEO & OEM                | High            | Ongoing*        |
| <b>Rec. #</b>                                                                                    | <b>Recommendation</b>                                                                                                                                                                                                                                   | <b>Board Motion</b> | <b>Responsible Party</b> | <b>Priority</b> | <b>Timeline</b> |
| 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            | Completed       |
|                                                                                                  | 1.B.2.2 - Increase in permanent staffing capable of supporting community preparedness activities                                                                                                                                                        |                     | CEO                      | High            | Ongoing*        |
|                                                                                                  | 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*        |
| <b>Rec. #</b>                                                                                    | <b>Recommendation</b>                                                                                                                                                                                                                                   | <b>Board Motion</b> | <b>Responsible Party</b> | <b>Priority</b> | <b>Timeline</b> |
| 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            | Completed       |
|                                                                                                  | 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            | Ongoing*        |
| <b>Rec. #</b>                                                                                    | <b>Recommendation</b>                                                                                                                                                                                                                                   | <b>Board Motion</b> | <b>Responsible Party</b> | <b>Priority</b> | <b>Timeline</b> |
| 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    |

\* Initial progress for this critical focus area and its correlating recommendations can be found in Attachment A.

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

**AAR of Alert Notification Systems and Evacuation Policies  
for the Eaton and Palisades Fires - Tracker**

**Attachment B**

**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                  | <ul style="list-style-type: none"> <li>- Conducting annual joint training and tabletop exercises involving the LACoFD, LASD, OEM, and city emergency managers</li> <li>- 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</li> </ul>                         | No           | ALL               | High     | Ongoing*     |
| 2.A.1.2                  | <ul style="list-style-type: none"> <li>- Providing focused training on fire dynamics, evacuation warning and order issuance, evacuation messaging and evacuation execution, and interagency coordination</li> </ul>                                                                                                                                                                                                                                                                             | No           | ALL               | High     | Ongoing*     |
| 2.A.1.3                  | <ul style="list-style-type: none"> <li>- Engaging with, and supporting the formation of community groups, such as those in the Palisades, in other parts of the County</li> </ul>                                                                                                                                                                                                                                                                                                               | No           | ALL               | High     | 12-18 months |
| 2.A.1.4                  | <ul style="list-style-type: none"> <li>- OEM, LACoFD, and LASD co-lead the development, organization, and facilitation of a cross-department training for LACoFD, LASD, and OEM leadership and staff</li> </ul>                                                                                                                                                                                                                                                                                 | Yes          | ALL               | High     | Ongoing*     |
| 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: | No           |                   |          |              |
| 2.B.1.1                  | <ul style="list-style-type: none"> <li>- <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.</li> </ul>                                                                                                                                                                      |              | LASD              | High     | Completed    |
| 2.B.1.2                  | <ul style="list-style-type: none"> <li>- <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.</li> </ul>                                                                                                                  |              | LASD              | High     | Completed    |

**AAR of Alert Notification Systems and Evacuation Policies  
for the Eaton and Palisades Fires - Tracker**

**Attachment B**

| 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     | 9-12 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     | 9-12 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     | Completed   |

♦ Initial progress for this critical focus area and its correlating recommendations can be found in Attachment A.

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

**AAR of Alert Notification Systems and Evacuation Policies  
for the Eaton and Palisades Fires - Tracker**

Attachment B

| Critical Focus Area #3: Resource Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |              |                   |          |           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------------|----------|-----------|
| <p>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.</p> <p><b>Key Challenges:</b></p> <ul style="list-style-type: none"> <li>· Current staffing limitations constrain response capabilities during events</li> <li>· OEM lacks a formal A-Rep program</li> </ul> <p><b>Priority Recommendations:</b></p> <ul style="list-style-type: none"> <li>· Undertake additional planning within the LASD to identify surge resources and strategies</li> <li>· Formalize staffing protocols, training, equipment needs, and the field A-Rep program within OEM</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |              |                   |          |           |
| Finding #                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Finding Detail                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |              |                   |          |           |
| 3.A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Shortages of Law Enforcement Personnel                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |              |                   |          |           |
| Rec. #                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Board Motion | Responsible Party | Priority | Timeline  |
| 3.A.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <u>Expansion of Personnel Capacity:</u> 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   | Ongoing*  |
| Rec. #                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Board Motion | Responsible Party | Priority | Timeline  |
| 3.A.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <u>Implement Tiered Response and Resource Typing:</u> 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   | Ongoing*  |
| Rec. #                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Board Motion | Responsible Party | Priority | Timeline  |
| 3.A.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <u>Strategically Leverage Existing Reserve and Volunteer Officer Programs:</u> 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <u>Maximize Mutual Aid:</u> 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |              |                   |          |           |
| 3.B                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | The operational performance of OEM was hindered by: <ul style="list-style-type: none"> <li>- limited staffing and funding necessary to adequately respond</li> <li>- absence of formalized staffing protocols for major incidents</li> <li>- informal and under-resourced A-Rep program</li> </ul>                                                                                                                                                                                                                                                                                                                                |              |                   |          |           |
| 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     | Completed |
| 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     | Ongoing*  |
| 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   | Ongoing*  |

**AAR of Alert Notification Systems and Evacuation Policies  
for the Eaton and Palisades Fires - Tracker**

**Attachment B**

| 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   | 6-12 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   | 3-12 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*     |

\* Initial progress for this critical focus area and its correlating recommendations can be found in Attachment A.

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

**AAR of Alert Notification Systems and Evacuation Policies  
for the Eaton and Palisades Fires - Tracker**

**Attachment B**

| 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.                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                           |              |                         |          |              |
| <div>Key Challenges:</div> <div><div>· Gaps in communications systems, making it challenging to maintain clear situational awareness</div><div>· Outdated and inconsistent use of technology tools</div><div>· Process gaps for new evacuation systems and processes</div></div> <div>Priority Recommendations:</div> <div><div>· Align situational awareness and interoperability across County departments and agencies</div><div>· 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</div><div>· Ensure consistent implementation, training, and use of tools and systems</div></div> |                                                                                                                                                                                                                                                                                                                                                                                           |              |                         |          |              |
| 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>CQP</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     | Ongoing*     |
| 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     | 9-18 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     | 9-18 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   | 6-12 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   | 6-12 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     | 9-18 months  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 4.B.1.2 - Determine if it is capable of CAD-to-CAD between the LACoFD and LASD                                                                                                                                                                                                                                                                                                            |              | LACoFD & LASD           | High     | 9-18 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     | 9-18 months  |
| 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*     |

**AAR of Alert Notification Systems and Evacuation Policies  
for the Eaton and Palisades Fires - Tracker**

**Attachment B**

| Critical Focus Area #4: Situational Awareness and Interoperability |                                                                                                                                                                                                                                                                                                                                                                                                                         |              |                   |          |             |
|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------------|----------|-------------|
| Rec. #                                                             | Recommendation                                                                                                                                                                                                                                                                                                                                                                                                          | Board Motion | Responsible Party | Priority | Timeline    |
| 4.C.1                                                              | 4.C.1.2 - In-person training sessions for the Genasys ALERT system, including quarterly drills and annual exercises                                                                                                                                                                                                                                                                                                     | Yes          | 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                                                                                                                                                                                                                                                                                                                                                                                                        |              |                   |          |             |
|                                                                    | 4.D.1.1 - Audit all current tools in use (e.g., Tablet Command, Genasys, ArcGIS, FireMapper)<br>- Evaluate their effectiveness, overlap, and gaps in coverage<br>- Identify opportunities for integration and alignment with external systems used by partners such as CAL FIRE, CalOES, and local law enforcement                                                                                                      | No           | ALL               | Medium   | 9-18 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   | 9-18 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   | 9-18 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   | 9-18 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   | 9-18 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:<br>- FireGuard, satellite-enabled hotspot tracking<br>- NASA/NOAA-based thermal imaging platforms<br>- Unmanned aerial vehicles/drones for near-real-time mapping |              | LACoFD            | Medium   | 9-18 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   | 9-18 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   | Ongoing*    |
|                                                                    | 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   | Ongoing*    |

\* Initial progress for this critical focus area and its correlating recommendations can be found in Attachment A.

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

**AAR of Alert Notification Systems and Evacuation Policies  
for the Eaton and Palisades Fires - Tracker**

**Attachment B**

**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     | Ongoing*    |
| 5.A.1.3   | - Establishing or using mutual aid for additional support                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              | OEM               | High     | Ongoing*    |
| 5.A.1.4   | - Developing pre-approved message libraries to reduce delays in alerts and public updates                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              | OEM               | High     | Ongoing*    |
| 5.A.1.5   | - Establishing a standard cadence for press conferences and notifications leading up to an event<br>- 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     | Ongoing*    |
| 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     | Ongoing*    |
| 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:<br>- Increase public awareness of zone-based evacuation protocols and alert systems<br>- 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     | Ongoing*    |
| Rec. #    | Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Board Motion | Responsible Party | Priority | Timeline    |
| 5.A.2     | Public Information Strategy (Joint Information Center)<br>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      | Completed   |

**AAR of Alert Notification Systems and Evacuation Policies  
for the Eaton and Palisades Fires - Tracker**

**Attachment B**

| 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |              |                   |          |           |
| 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.<br><br>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*  |
| Finding #                                                           | Finding Detail                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |              |                   |          |           |
| 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     | Ongoing*  |
|                                                                     | 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   | Ongoing*  |

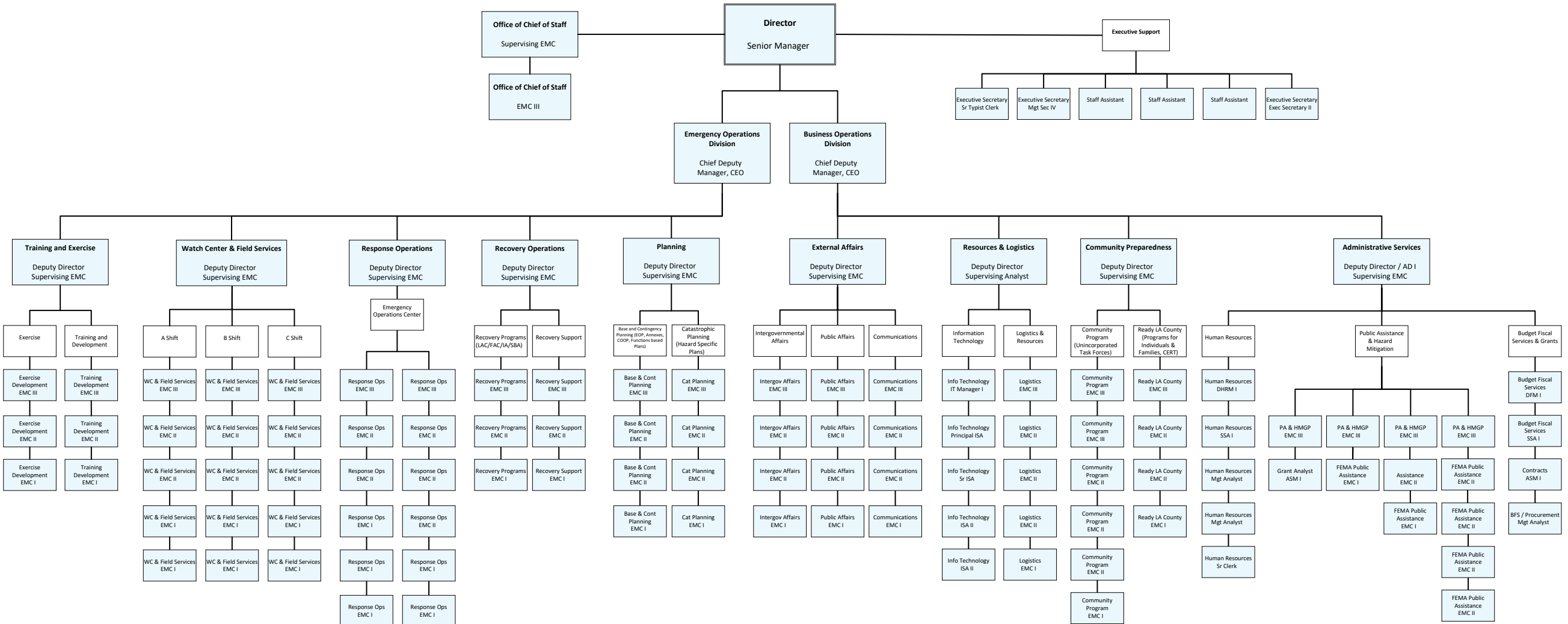
**AAR of Alert Notification Systems and Evacuation Policies  
for the Eaton and Palisades Fires - Tracker**

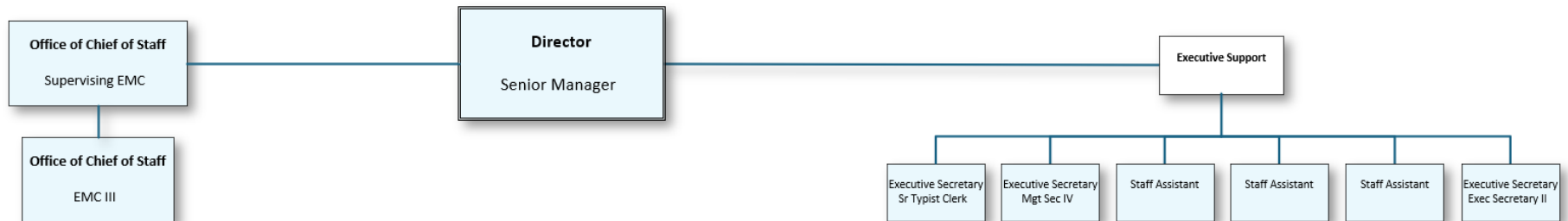
Attachment B

| Critical Focus Area #5: Community Engagement and Public Information |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |              |                   |          |          |
|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------------|----------|----------|
| Rec. #                                                              | Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Board Motion | Responsible Party | Priority | Timeline |
| 5.C.1                                                               | 5.C.1.4 - Involve Board of Supervisors staff in policy workgroups, evacuation exercises, and pre-event planning meetings.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              | ALL               | Medium   | Ongoing* |
| Finding #                                                           | Finding Detail                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |              |                   |          |          |
| 5.D                                                                 | Lack of Community Preparedness                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |              |                   |          |          |
| Rec. #                                                              | Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Board Motion | Responsible Party | Priority | Timeline |
| 5.D.1                                                               | <p>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.</p> <p>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:</p> | 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* |

\* Initial progress for this critical focus area and its correlating recommendations can be found in Attachment A.

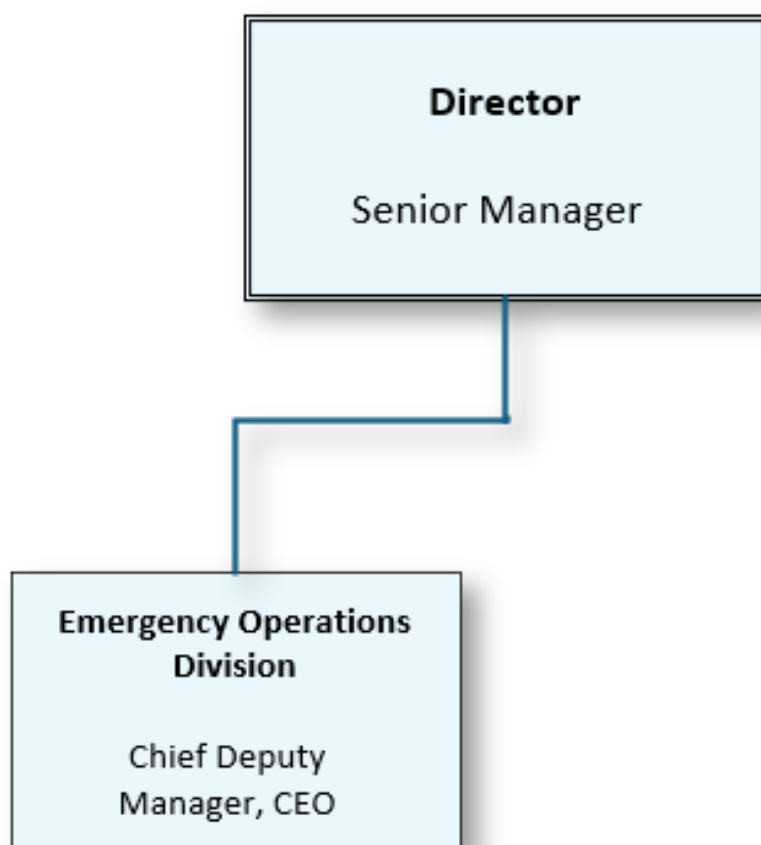
\* Ongoing tasks have already established programs that will continue to execute the designated tasks in accordance with the recommendations from the AAR.





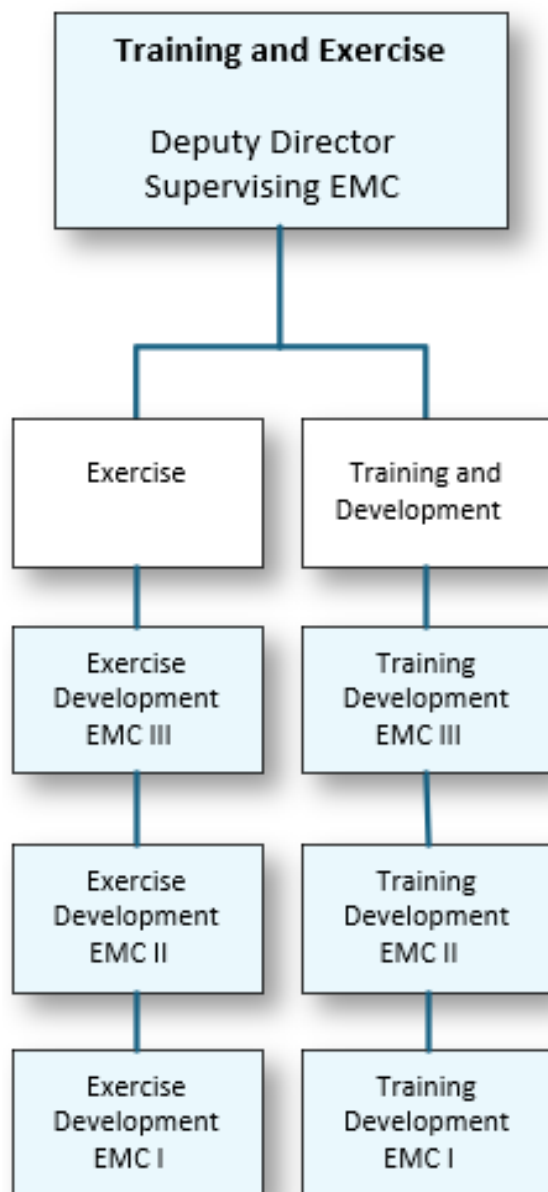
### Office of Emergency Management Executive Team

The OEM Director, supported by the Chief of Staff and executive support team, provides enterprise leadership and strategic direction for the County’s emergency management system. Together, they oversee strategic planning, project management, and organizational alignment—developing and advancing multi-year transformation strategies, performance metrics, and operational priorities that reflect Board motions, After-Action Report (AAR) findings, and Countywide resilience objectives. This leadership team ensures disciplined implementation of AAR recommendations by coordinating corrective action plans, tracking measurable progress, preparing Board updates, and institutionalizing lessons learned into policy and practice. Serving as OEM’s executive coordination hub, they manage Board motion responses, guide cross-division initiatives, and align policy development with CEO leadership and County departments. Through strategic oversight, governance, and executive integration, the Director’s Office ensures OEM operates with clarity, accountability, and readiness to meet the County’s evolving emergency management challenges.



### **Emergency Operations Division**

The OEM Emergency Operations Division serves as the operational core of the County's emergency management system, integrating planning, preparedness, response, and recovery under a unified structure. It oversees the Training and Exercise Section; the 24/7 Watch Center and Field Services Section; the Response Operations Section responsible for the County Emergency Operations Center and continuity planning; the Recovery Operations Section leading Recovery Support Functions and disaster cost recovery; and the Planning Section responsible for all-hazards and contingency planning. Together, these functions ensure that Los Angeles County maintains constant situational awareness, validated operational readiness, coordinated multi-agency response capability, and structured short- and long-term recovery leadership across the Operational Area. Through this integrated model, the Division strengthens the County's ability to anticipate, respond to, manage, and recover from complex, large-scale disasters while sustaining operational continuity during concurrent or prolonged incidents.



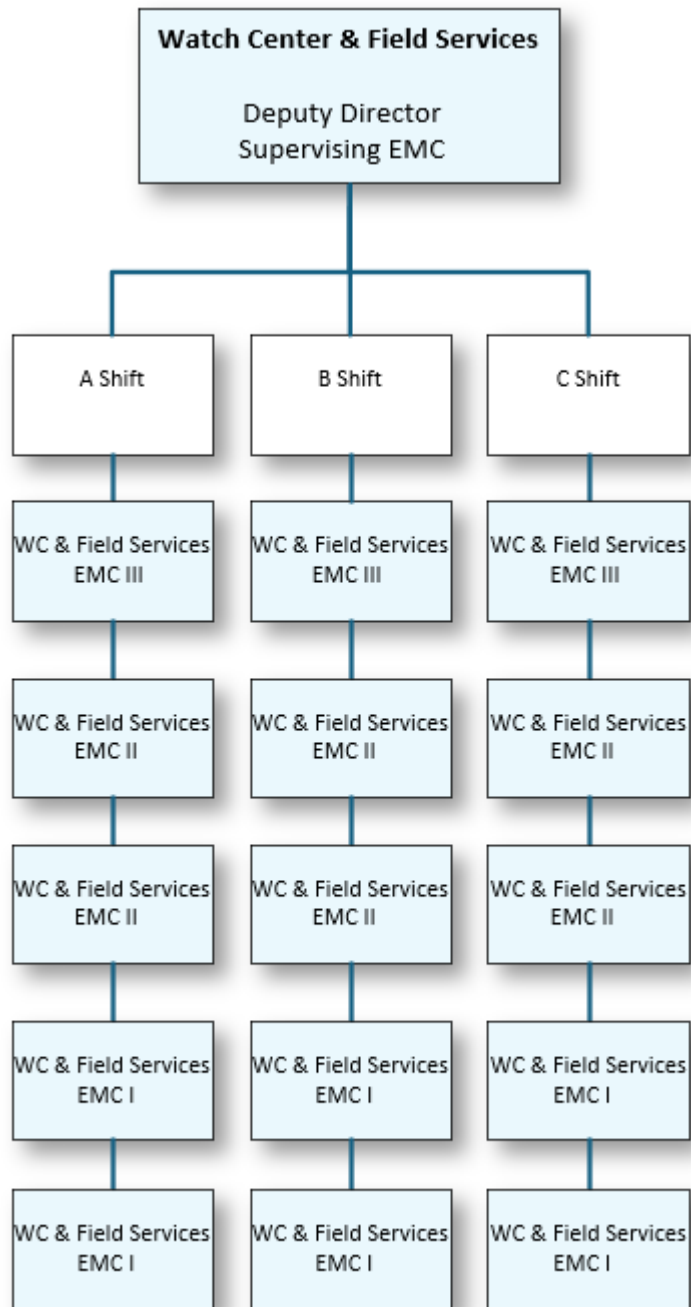
### Training and Exercise Section

Develop and deliver standardized emergency management training programs for OEM staff, County departments, cities, and Operational Area partners, ensuring alignment with SEMS/NIMS and Homeland Security Exercise and Evaluation Program (HSEEP) standards.

Design, plan, and execute a progressive multi-year exercise program (seminars, workshops, tabletop, functional, and full-scale exercises) to validate plans, clarify roles and responsibilities, and strengthen interagency coordination across the Operational Area.

Support readiness for major disasters and special events—including wildfires, earthquakes, severe weather, and large-scale planned events—by developing scenario-based training and realistic simulations that test surge capacity, alerting systems, and EOC operations.

Maintain training records, certifications, and capability metrics to ensure compliance with grant requirements, demonstrate operational readiness, and inform strategic workforce development and succession planning.



### Watch Center and Field Services Section

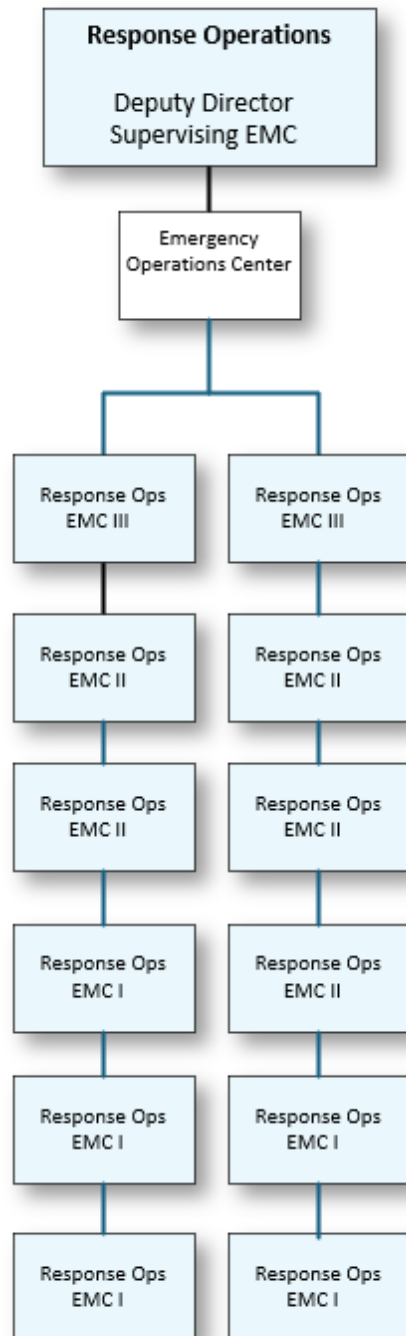
Maintain 24/7 situational awareness for the Operational Area by continuously monitoring weather, fire behavior, seismic activity, critical infrastructure status, public safety intelligence, and emerging incidents, and rapidly notifying leadership and partner agencies of developing threats.

Serve as the County's dedicated Alert, Warning, and Emergency Notification unit, issuing and coordinating public alerts through systems such as Alert LA County and IPAWS, ensuring timely, accurate, and multilingual messaging that aligns with field command and Unified Coordination Group decisions.

Operate the Watch Center Duty Officer program, providing immediate incident triage, interagency coordination, and activation support for the County Emergency Operations Center (EOC) during emergencies and major planned events.

Deploy Agency Representatives (A-Reps) and field personnel to Incident Command Posts, city EOCs, and impacted communities to provide real-time situational reporting, coordinate resource requests, and ensure alignment between field operations and County-level coordination.

Support resource coordination and surge operations, including tracking mission assignments, facilitating mutual aid, and ensuring continuity between field operations, departmental leadership, and Countywide emergency management efforts.



### Response Operations Section

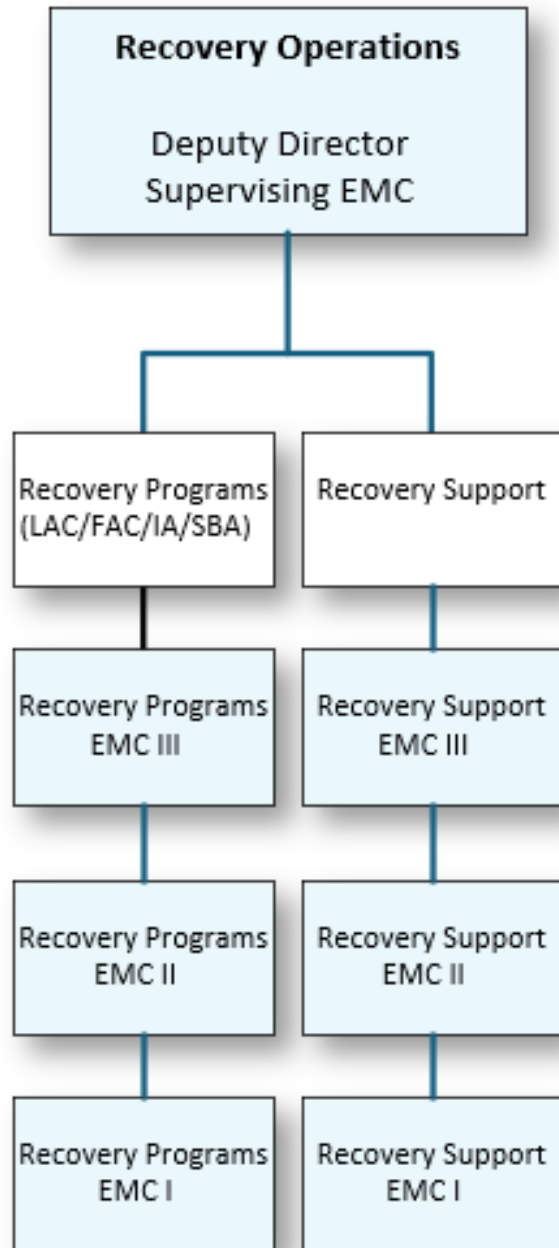
Manage and operate the County Emergency Operations Center (CEOC), including activation, staffing, coordination of the Unified Coordination Group, and integration of County departments, cities, special districts, and State and federal partners during emergencies and major planned events.

Lead Countywide operational planning efforts, ensuring that departmental emergency operations plans align with the Operational Area Emergency Response Plan (OAERP), Standardized Emergency Management System (SEMS), and National Incident Management System (NIMS) requirements.

Oversee Continuity of Operations (COOP) and Continuity of Government (COG) planning, supporting departments in maintaining essential functions, protecting critical services, and ensuring leadership succession during disruptions.

Coordinate interdepartmental resource management and mission assignment processes during activations, ensuring situational awareness, operational prioritization, and effective decision support for executive leadership.

Strengthen operational readiness and surge capacity by maintaining EOC procedures, staffing models, activation protocols, and cross-departmental coordination frameworks necessary to manage complex, multi-operational-period disasters.



### Recovery Operations Section

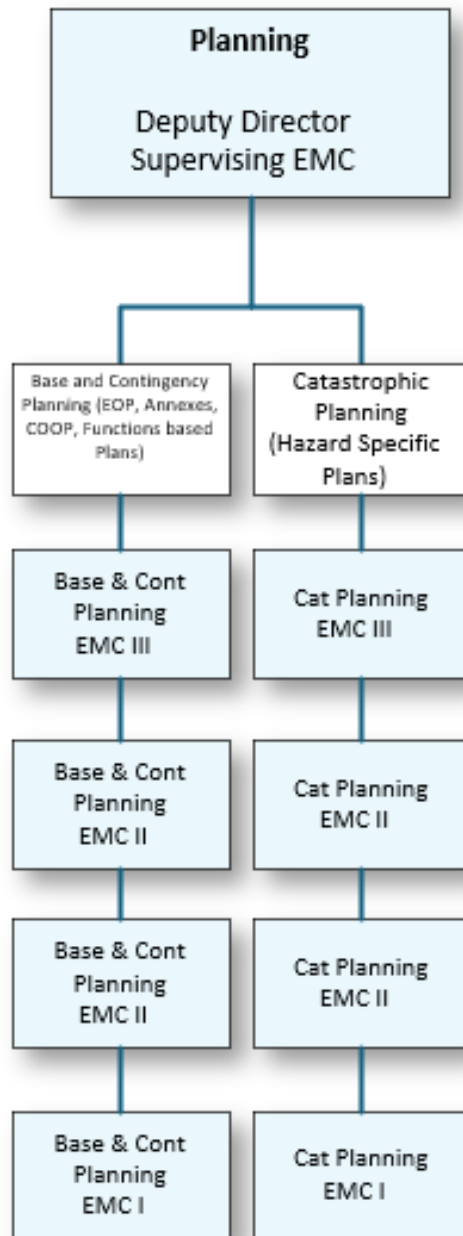
Lead Countywide recovery planning and strategy development, ensuring recovery frameworks are integrated into emergency operations plans and aligned with State and federal recovery programs, including FEMA and Cal OES requirements.

Coordinate and manage Recovery Support Functions (RSFs) across County departments and Operational Area partners, aligning housing, infrastructure, economic, health and social services, debris removal, and community resilience efforts under a unified recovery structure.

Oversee short-term recovery operations, including establishment and management of Local Assistance Centers (LACs), Family Assistance Centers (FACs), Initial Damage Estimates (IDEs), and Preliminary Damage Assessments (PDAs) to expedite assistance to impacted communities.

Administer and coordinate disaster cost recovery and financial assistance programs, including FEMA Public Assistance (PA), Individual Assistance (IA), SBA coordination, and grant management to maximize reimbursement and reduce fiscal impact to the County.

Guide long-term recovery and resilience efforts, facilitating interagency coordination, community engagement, and policy alignment to support rebuilding, mitigation integration, and sustained economic and infrastructure recovery following major disasters.



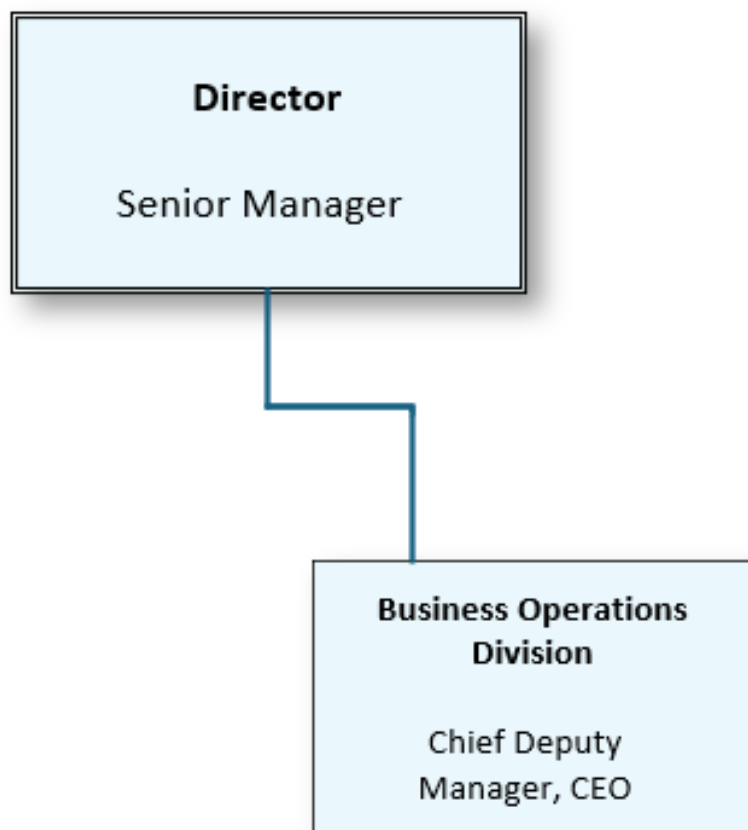
### Planning Section

Lead all-hazards emergency management planning for the Operational Area, ensuring preparedness for wildfires, earthquakes, floods, severe weather, public health emergencies, civil unrest, and other emerging threats affecting Los Angeles County.

Develop, maintain, and update the County's foundational emergency management documents, including the Operational Area Emergency Operations Plan (OAEOP), Hazard Mitigation Plan, and functional annexes in alignment with SEMS, NIMS, and State and federal requirements.

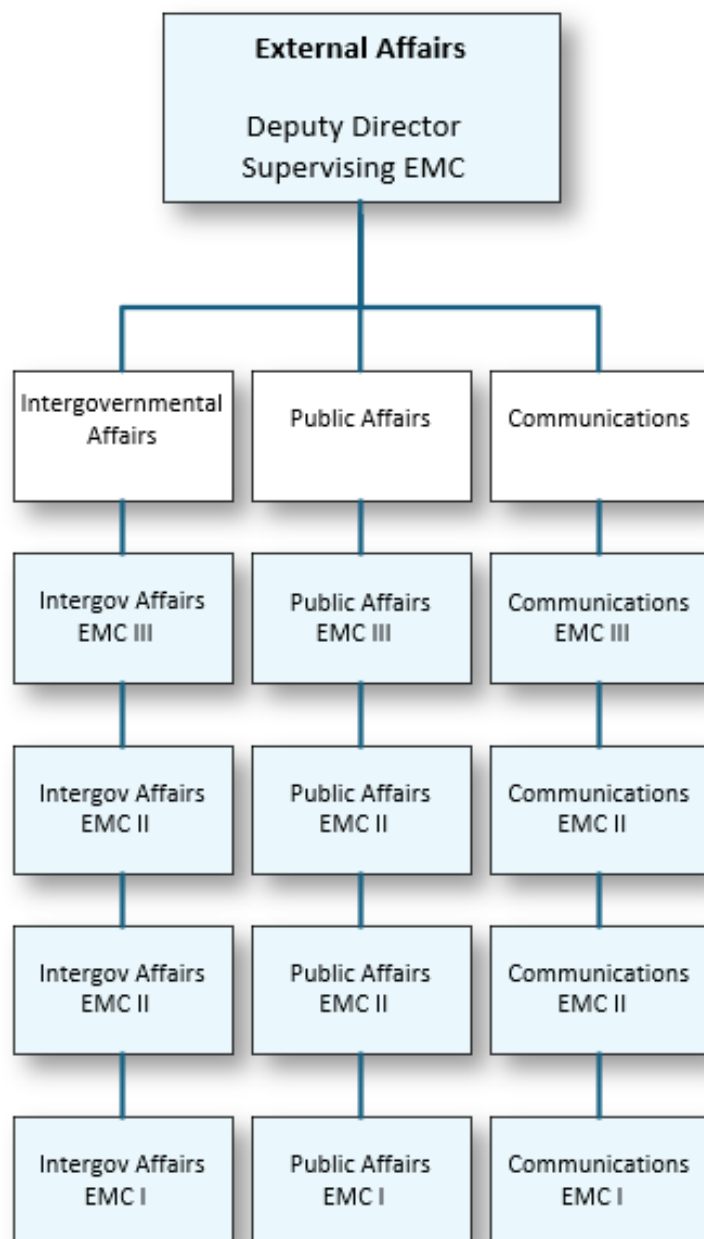
Create and maintain hazard-specific and contingency plans, such as the Tsunami Response Plan, Extreme Heat Plan, Debris Flow Plan, and other catastrophic or scenario-based response frameworks to guide coordinated action during high-risk events.

Conduct risk assessments and capability analysis, including Threat and Hazard Identification and Risk Assessments (THIRA), to inform strategic investment, mitigation priorities, and long-term resilience planning across the Operational Area.



### **Business Operations Division**

The OEM Business Operations Division provides the strategic, administrative, and resource foundation that enables effective emergency management across the Operational Area. It oversees External Affairs, Resource and Logistics, Community Preparedness, and Administrative Services—ensuring strong legislative and intergovernmental coordination, resilient technology and disaster logistics systems, robust public engagement through Ready LA County and community task forces, and disciplined fiscal, contracting, cost recovery, and grant management functions. By integrating communications, partnerships, logistics, and financial stewardship under a unified structure, the Division ensures that OEM’s operational capabilities are supported by sustainable infrastructure and sound governance. Through this enterprise approach, the Business Operations Division strengthens transparency, accountability, and long-term resilience while enabling rapid, compliant, and scalable emergency response and recovery operations.



### External Affairs Section

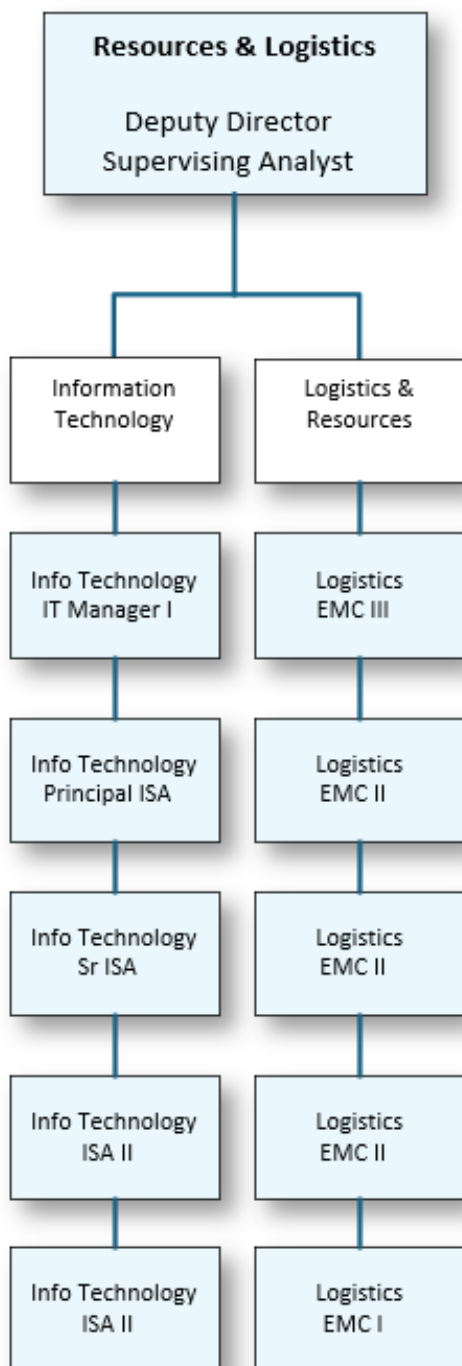
Direct crisis communications and public information strategy during emergencies, including activation and management of the Joint Information Center (JIC), development of Joint Information Plans (JIPs), and coordination of consistent, accurate, and multilingual messaging across agencies.

Market and promote OEM emergency management programs and products, including Ready LA County, preparedness campaigns, alert and warning systems, and resilience initiatives to increase public awareness and community engagement.

Develop and maintain strategic partnerships with private-sector, nonprofit, and community-based organizations, leveraging resources, technology, and subject matter expertise to enhance preparedness, response, and recovery capabilities.

Serve as the primary external engagement arm of OEM, aligning public messaging, stakeholder outreach, and policy advocacy to strengthen trust, transparency, and collaboration across the Los Angeles County Operational Area.

Lead OEM's legislative and intergovernmental affairs functions, including tracking State and federal legislation, analyzing policy impacts, coordinating Board briefings, and advancing County emergency management priorities with elected officials and partner agencies.



### Resource and Logistics Section

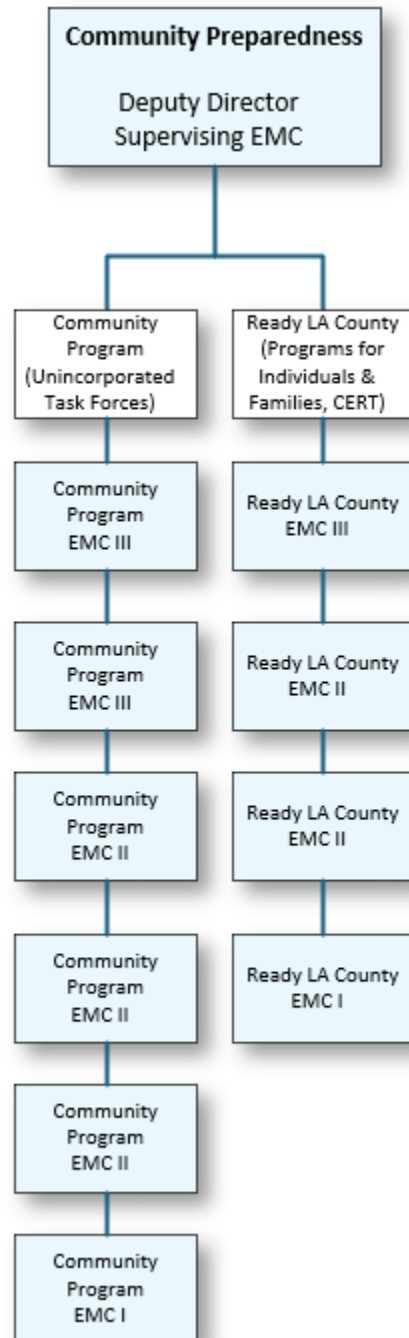
Manage and maintain OEM and EOC technology systems, including situational awareness platforms, alert and warning infrastructure, communications systems, data dashboards, and operational software necessary to support 24/7 emergency coordination.

Ensure operational readiness of the County Emergency Operations Center (EOC) by maintaining audiovisual systems, secure networks, redundant communications, power systems, and workspace configurations to support large-scale activations.

Oversee day-to-day OEM logistics and resource management, including fleet, equipment, warehouse inventory, supply cache management, and procurement coordination to sustain both steady-state and surge operations.

Lead the County EOC logistics section and coordinate disaster logistics for impacted communities, including coordination of the distribution of commodities, supporting Local Assistance Centers, and facilitating resource requests through mutual aid and mission assignment processes.

Develop and implement scalable logistics frameworks that integrate County departments, cities, and private-sector partners to ensure rapid mobilization, tracking, and demobilization of resources during emergencies and major planned events.



### Community Preparedness Section

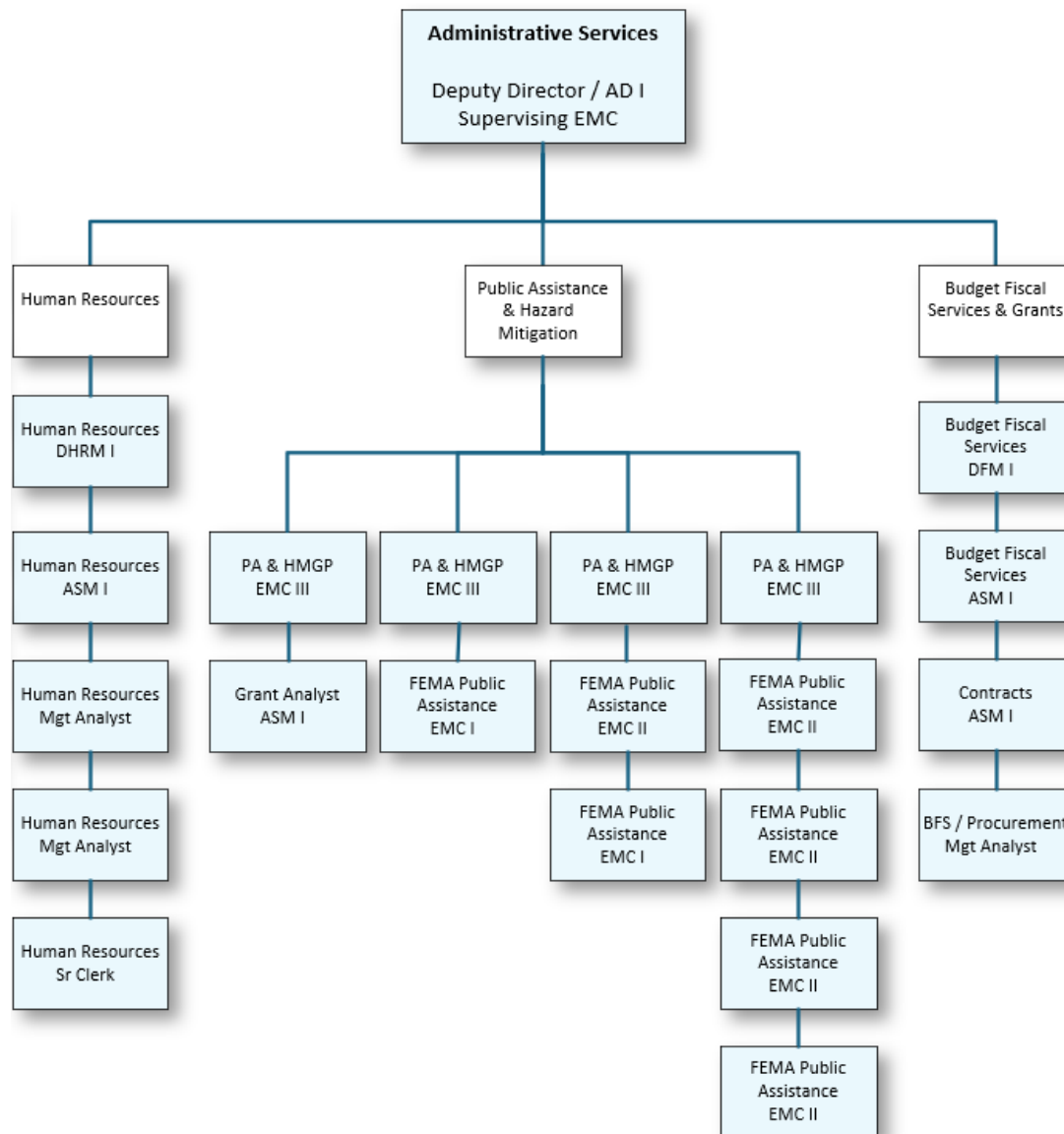
Lead and coordinate community-based preparedness efforts across the Operational Area, with a focus on supporting unincorporated communities through structured preparedness task forces such as the Topanga Coalition for Emergency Preparedness (TCEP) and similar local partnerships.

Manage and expand the Ready LA County program, developing and delivering public education campaigns, preparedness resources, and resilience initiatives that empower individuals, families, and neighborhoods to prepare for disasters.

Provide technical guidance, training, and planning support to community organizations, neighborhood groups, and volunteer networks to strengthen grassroots readiness, evacuation planning, and disaster communication strategies.

Facilitate partnerships between County departments, cities, special districts, and community stakeholders, ensuring consistent messaging, resource sharing, and coordinated preparedness efforts across diverse communities.

Promote equity and access in preparedness efforts, developing multilingual materials and targeted outreach strategies to support vulnerable, access and functional needs, and historically underserved populations.



### Administrative Services Section

Lead the administration of County's Public Assistance (PA) Program, overseeing more than \$500 million in eligible FEMA-funded projects spanning over a dozen disasters, ensuring regulatory compliance, timely reimbursement, appeal management, and maximization of federal and State cost recovery.

Administer the County's Hazard Mitigation Program, coordinating mitigation grant applications, project tracking, and long-term resilience investments to reduce future disaster risk and financial exposure.

Direct Countywide disaster cost recovery strategy, including financial documentation, reimbursement tracking, grant management, and audit compliance to protect the County's fiscal interests following major emergencies.

Manage OEM's budget and fiscal services, including development of the annual operating budget, multi-year financial planning, grant braiding, expenditure oversight, and financial reporting to executive leadership and the Board.

Oversee Human Resources, contracting, and procurement functions, ensuring rapid and compliant hiring, emergency contracting authority, vendor management, and procurement processes necessary to sustain operational readiness and surge capacity during disasters.

**ATTACHMENT E****Budgeted Staff Positions, Vacancies, and Requests by Year**

| <b>Executive</b>                               |                         |                 |               |               |               |
|------------------------------------------------|-------------------------|-----------------|---------------|---------------|---------------|
| <b>Position Title</b>                          | <b>Classification</b>   | <b>Budgeted</b> | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> |
| Director                                       | Senior Manager          | 1               |               |               |               |
| Chief Deputy, Emergency Operations Division    | Manager                 | 1               |               |               |               |
| Chief Deputy, Business Operation Division      | Manager                 |                 |               | 1             |               |
| Supervising EMC, Office of Chief of Staff      | Supervising EMC         |                 |               | 1             |               |
| EMC, Office of Chief of Staff                  | EMC III                 |                 |               | 1             |               |
| Executive Secretary, Executive Support         | Management Secretary IV | 1               |               |               |               |
| Executive Secretary, Executive Support         | Senior Typist Clerk     | 1               |               |               |               |
| Executive Secretary, Executive Support         | Executive Secretary II  |                 |               | 1             |               |
| Staff Assistant, Executive Support             | Staff Assistant         |                 |               | 3             |               |
| <b>Division Subtotal</b>                       |                         | <b>4</b>        | <b>0</b>      | <b>7</b>      | <b>0</b>      |
| <b>Training and Exercise</b>                   |                         |                 |               |               |               |
| <b>Position Title</b>                          | <b>Classification</b>   | <b>Budgeted</b> | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> |
| Deputy Director, Training and Exercise         | Supervising EMC         |                 | 1             |               |               |
| EMC, Exercise Development                      | EMC III                 |                 |               | 1             |               |
| EMC, Exercise Development                      | EMC II                  |                 | 1             |               |               |
| EMC, Exercise Development                      | EMC I                   |                 |               | 1             |               |
| EMC, Training Development                      | EMC III                 |                 |               | 1             |               |
| EMC, Training Development                      | EMC II                  |                 |               | 1             |               |
| EMC, Training Development                      | EMC I                   |                 |               | 1             |               |
| <b>Division Subtotal</b>                       |                         | <b>0</b>        | <b>2</b>      | <b>5</b>      | <b>0</b>      |
| <b>Watch Center &amp; Field Services</b>       |                         |                 |               |               |               |
| <b>Position Title</b>                          | <b>Classification</b>   | <b>Budgeted</b> | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> |
| Deputy Director, Watch Center & Field Services | Supervising EMC         | 1               |               |               |               |
| EMC, Watch Center & Field Services             | EMC III                 | 2               | 1             |               |               |
| EMC, Watch Center & Field Services             | EMC II                  | 0               | 6             |               |               |
| EMC, Watch Center & Field Services             | EMC I                   | 1               | 5             |               |               |
| <b>Division Subtotal</b>                       |                         | <b>4</b>        | <b>12</b>     | <b>0</b>      | <b>0</b>      |

| <b>Response Operations</b>           |                       |                 |               |               |               |
|--------------------------------------|-----------------------|-----------------|---------------|---------------|---------------|
| <b>Position Title</b>                | <b>Classification</b> | <b>Budgeted</b> | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> |
| Deputy Director, Response Operations | Supervising EMC       | 1               |               |               |               |
| EMC, Response Operations             | EMC III               | 1               | 1             |               |               |
| EMC, Response Operations             | EMC II                | 3               | 2             |               | 1             |
| EMC, Response Operations             | EMC I                 |                 | 2             | 2             |               |
| <b>Division Subtotal</b>             |                       | <b>5</b>        | <b>5</b>      | <b>2</b>      | <b>1</b>      |
| <b>Recovery Operations</b>           |                       |                 |               |               |               |
| <b>Position Title</b>                | <b>Classification</b> | <b>Budgeted</b> | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> |
| Deputy Director, Recovery Operations | Supervising EMC       |                 | 1             |               |               |
| EMC, Recovery Programs               | EMC III               |                 |               |               | 1             |
| EMC, Recovery Programs               | EMC II                |                 | 1             |               |               |
| EMC, Recovery Programs               | EMC I                 |                 | 1             |               |               |
| EMC, Recovery Support                | EMC III               |                 | 1             |               |               |
| EMC, Recovery Support                | EMC II                |                 |               |               | 1             |
| EMC, Recovery Support                | EMC I                 |                 | 1             |               |               |
| <b>Division Subtotal</b>             |                       | <b>0</b>        | <b>5</b>      | <b>0</b>      | <b>2</b>      |
| <b>Planning</b>                      |                       |                 |               |               |               |
| <b>Position Title</b>                | <b>Classification</b> | <b>Budgeted</b> | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> |
| Deputy Director, Planning            | Supervising EMC       | 1               |               |               |               |
| EMC, Base & Contingency Planning     | EMC III               | 1               |               |               |               |
| EMC, Base & Contingency Planning     | EMC II                | 1               |               |               |               |
| EMC, Base & Contingency Planning     | EMC I                 |                 |               |               | 1             |
| EMC, Catastrophic Planning           | EMC III               | 1               |               |               |               |
| EMC, Catastrophic Planning           | EMC II                | 1               |               | 1             |               |
| EMC, Catastrophic Planning           | EMC I                 | 1               |               |               |               |
| <b>Division Subtotal</b>             |                       | <b>6</b>        | <b>0</b>      | <b>1</b>      | <b>1</b>      |
| <b>External Affairs</b>              |                       |                 |               |               |               |
| <b>Position Title</b>                | <b>Classification</b> | <b>Budgeted</b> | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> |
| Deputy Director, External Affairs    | Supervising EMC       | 1               |               |               |               |
| EMC, Intergovernmental Affairs       | EMC III               | 1               |               |               |               |
| EMC, Intergovernmental Affairs       | EMC II                |                 | 1             | 1             |               |
| EMC, Intergovernmental Affairs       | EMC I                 | 1               | 1             |               |               |

| <b>Position Title</b>                   | <b>Classification</b>            | <b>Budgeted</b> | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> |
|-----------------------------------------|----------------------------------|-----------------|---------------|---------------|---------------|
| EMC, Public Affairs                     | EMC III                          | 1               |               |               |               |
| EMC, Public Affairs                     | EMC II                           | 1               | 1             |               |               |
| EMC, Public Affairs                     | EMC I                            |                 | 1             |               |               |
| EMC, Communications                     | EMC III                          | 1               |               |               |               |
| EMC, Communications                     | EMC II                           | 1               | 1             |               |               |
| EMC, Communications                     | EMC I                            |                 | 1             |               |               |
| <b>Division Subtotal</b>                |                                  | <b>7</b>        | <b>6</b>      | <b>1</b>      | <b>0</b>      |
| <b>Resources &amp; Logistics</b>        |                                  |                 |               |               |               |
| <b>Position Title</b>                   | <b>Classification</b>            | <b>Budgeted</b> | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> |
| Deputy Director, Resources & Logistics  | Supervising Analyst              |                 |               | 1             |               |
| Manager, Information Technology         | Information Technology Manager I |                 |               | 1             |               |
| Analyst, Information Technology         | Principal ISA                    |                 |               | 1             |               |
| Analyst, Information Technology         | Senior ISA                       |                 | 1             |               |               |
| Analyst, Information Technology         | ISA II                           |                 |               | 1             | 1             |
| EMC, Logistics                          | EMC III                          |                 |               | 1             |               |
| EMC, Logistics                          | EMC II                           |                 | 1             | 1             | 1             |
| EMC, Logistics                          | EMC I                            |                 |               | 1             |               |
| <b>Division Subtotal</b>                |                                  | <b>0</b>        | <b>2</b>      | <b>7</b>      | <b>2</b>      |
| <b>Community Preparedness</b>           |                                  |                 |               |               |               |
| <b>Position Title</b>                   | <b>Classification</b>            | <b>Budgeted</b> | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> |
| Deputy Director, Community Preparedness | Supervising EMC                  | 1               |               |               |               |
| EMC, Community Program                  | EMC III                          | 1               | 1             |               |               |
| EMC, Community Program                  | EMC II                           | 1               | 2             |               |               |
| EMC, Community Program                  | EMC I                            |                 | 1             |               |               |
| EMC, Ready LA County                    | EMC III                          | 1               |               |               |               |
| EMC, Ready LA County                    | EMC II                           | 1               | 1             |               |               |
| EMC, Ready LA County                    | EMC I                            |                 | 1             |               |               |
| <b>Division Subtotal</b>                |                                  | <b>5</b>        | <b>6</b>      | <b>0</b>      | <b>0</b>      |

| <b>Administrative Services</b>                                  |                                   |                 |               |               |               |
|-----------------------------------------------------------------|-----------------------------------|-----------------|---------------|---------------|---------------|
| <b>Position Title</b>                                           | <b>Classification</b>             | <b>Budgeted</b> | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> |
| Deputy Director / Assistant Director I, Administrative Services | Supervising EMC                   |                 |               | 1             |               |
| Manager, Human Resources                                        | DHRM I                            |                 |               | 1             |               |
| Administrative Manager, Human Resources                         | Senior Staff Analyst I            |                 | 1             |               |               |
| Analyst, Human Resources                                        | Management Analyst                |                 |               | 1             | 1             |
| Clerk, Human Resources                                          | Senior Clerk                      |                 |               |               | 1             |
| EMC, Public Assistance and Hazard Mitigation                    | EMC III                           | 3               |               | 1             |               |
| Analyst, Grants                                                 | Administrative Services Manager I |                 |               | 1             |               |
| EMC, FEMA Public Assistance                                     | EMC II                            | 2               | 3             |               |               |
| EMC, FEMA Public Assistance                                     | EMC I                             | 1               | 1             |               |               |
| Manager, Budget Fiscal Services                                 | DFM I                             |                 |               | 1             |               |
| Administrative Manager, Budget Fiscal Services                  | Senior Staff Analyst I            |                 | 1             |               |               |
| Administrative Manager, Contracts                               | Administrative Services Manager I |                 |               | 1             |               |
| Analyst, Budget Fiscal Services / Procurement                   | Management Analyst                |                 |               |               | 1             |
| <b>Division Subtotal</b>                                        |                                   | <b>6</b>        | <b>6</b>      | <b>7</b>      | <b>3</b>      |
| <b>Total</b>                                                    |                                   | <b>Budgeted</b> | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> |
|                                                                 |                                   | <b>37</b>       | <b>44</b>     | <b>30</b>     | <b>9</b>      |