

Findings Table

The table below lists all 26 findings with a one-line statement of each, so a reader who encounters a finding code does not need to search the full report. Findings are listed in identifier order within each critical focus area. Complete findings, with supporting evidence, appear in the Findings and Recommendations section under each critical focus area.

Critical Focus Area	Finding	What It Found
#1: Communications	COM-F1	CJIC scaling, integration, and publication authority did not keep pace with recovery needs.
	COM-F2	Repopulation decisions were not translated into resident-ready instructions.
	COM-F3	LA-RICS performed effectively and provided an incident interoperable communications backbone.
	COM-F4	Custody communications lacked a predictable family notification pathway.
#2: Volunteer and Donations Management	VDM-F1	No formal countywide volunteer and donations management model existed, and partner coordination depended on individual relationships.
	VDM-F2	The cash donation system was not activation-ready when giving interest peaked.
#3: Recovery	RCV-F1	The County lacks an updated Recovery Plan.
	RCV-F2	The debris removal process functioned at a rapid pace without pre-positioned contracts or tools.
	RCV-F3	DRCs lacked a single point of oversight.
	RCV-F4	Residents made duplicative trips to access benefit programs.
#4: Repopulation	REP-F1	Access pass systems and checkpoint practices confused residents.
	REP-F2	Repopulation decision authority was not clearly understood across all agencies.
#5: Shelter, Housing, and People at Higher Risk	SHP-F1	Shelter governance and site planning gaps limited timely placement.
	SHP-F2	Shelter staffing relied on too few experienced leaders and FAST personnel.
	SHP-F3	Shelter and housing options were not consistently equipped for the full range of AFN needs.

Critical Focus Area	Finding	What It Found
	SHP-F4	Shelter transition and demobilization lacked a formal protocol.
	SHP-F5	Public shelter and housing information was fragmented.
	SHP-F6	Relocation tracking for children in care was not standardized.
	SHP-F7	Custody and justice-involved planning and communication need development.
	SHP-F8	Justice-involved community housing lacked a countywide coordination model.
#6: Public Health and Access and Functional Needs	PHA-F1	DPH's LAC-ESF #8 responsibilities were not sufficiently operationalized before the incident.
	PHA-F2	No PPE stockpile or distribution model existed at the time of the fires.
	PHA-F3	Public health messaging lacked an operationalized communications playbook.
	PHA-F4	The Rapid Needs Assessment and the Health and Social Services Task Force proved valuable and should become standing capabilities.
	PHA-F5	AFN preparedness lacked a standing year-round lead.
	PHA-F6	Residential care emergency coordination was fragmented, lacked real-time capacity visibility, and relied on compliance-based facility planning.

Figure 9: Comprehensive AAR Findings table

Recommendations Table

The table below lists all 25 recommendations with an action summary, the designated lead agency, supporting agencies, and the proposed implementation horizon. Recommendations are listed in identifier order within each critical focus area. Complete recommendations, with implementation details, appear in the Findings and Recommendations section under each critical focus area.

Critical Focus Area	Rec.	Action Summary	Lead Agency	Supporting Agencies	Horizon
#1: Communications	COM-R1	Formalize CJIC scaling procedures, publication authority, and recovery website integration.	CEO Countywide Communications	OEM; department PIO teams	Near-Term
	COM-R2	Standardize resident-facing repopulation and checkpoint communications.	LASD	OEM; CEO Countywide Communications; DPH; County operational partners	Near-Term
	COM-R3	Sustain LA-RICS infrastructure practices and support expanded adoption.	LA-RICS Authority	LASD; LACoFD; OEM; subscriber and user agencies	Long-Term
	COM-R4	Establish scalable custody-related emergency communications protocols.	LASD Custody Operations, Probation (independently)	OEM	Near-Term
#2: Volunteer and Donations Management	VDM-R1	Formalize a countywide VDM model and establish a dedicated EOC VAL.	CEO	OEM; ENLA/VOAD; nonprofit, community, and philanthropic partners	Mid-Term
	VDM-R2	Maintain an activation-ready cash donation package.	CEO	ISD	Near-Term
#3: Recovery	RCV-R1	Update the County Recovery Plan.	OEM	—	Mid-Term

Critical Focus Area	Rec.	Action Summary	Lead Agency	Supporting Agencies	Horizon
	RCV-R2	Codify debris operations in a Disaster Debris Management Plan.	DPW	—	Mid-Term
	RCV-R3	Formalize DRC Coordinator and DRC Supervisor roles.	OEM	—	Near-Term
	RCV-R4	Develop a one-stop web platform for post-disaster services.	OEM	CEO Countywide Communications; ISD	Long-Term
#4: Repopulation	REP-R1	Codify informal repopulation decision functions in a formal Repopulation Plan, including a single access credential standard and clear authority, approval, and escalation pathways.	LASD	OEM; unified command partner agencies	Mid-Term
#5: Shelter, Housing, and People at Higher Risk	SHP-R1	Institutionalize a shelter governance and readiness model.	DPSS	OEM; Red Cross; homelessness and housing partners	Mid-Term
	SHP-R2	Establish a formal shelter staffing readiness program.	DPSS	OEM	Mid-Term
	SHP-R3	Strengthen AFN requirements in shelters and establish an AFN Coordinator.	OEM	Aging & Disabilities; DPSS	Mid-Term
	SHP-R4	Establish a formal shelter transition and demobilization protocol.	DPSS	HSH; Red Cross; DMH; DPH; DHS; DCFS; 211LA	Near-Term
	SHP-R5	Establish a single multilingual shelter	OEM	CEO Countywide Communications; DPSS; ISD; 211LA	Long-Term

Critical Focus Area	Rec.	Action Summary	Lead Agency	Supporting Agencies	Horizon
		and housing information system.			
	SHP-R6	Create a real-time dashboard and readiness standards for children in care.	DCFS	OEM; contracted providers	Mid-Term
	SHP-R7	Jointly update shelter plans for custody and justice-involved populations.	Probation	LASD; OEM; DMH; EMS; DPH; LACOE; LACoFD; JCOD; DYD; housing and contracted-service partners	Mid-Term
	SHP-R8	Adopt a justice-involved community housing coordination framework.	JCOD	DYD; Probation; OEM; DMH; DPH; EMS; contracted providers	Long-Term
#6: Public Health and Access and Functional Needs	PHA-R1	Adopt a Public Health Response and Recovery Role Annex.	OEM	DPH Emergency Preparedness and Response Division; County departments	Near-Term
	PHA-R2	Institutionalize a PPE readiness playbook.	OEM	ISD; CEO donations management; DPH	Near-Term
	PHA-R3	Develop and exercise a public health communications playbook.	DPH	CJIC; AQMD; OEM	Near-Term
	PHA-R4	Institutionalize the Health and Social Services Task Force and maintain a standing Rapid Needs Assessment toolkit.	DPH	DMH; DPSS; DHS; Aging & Disabilities; OEM; 211LA; community partners	Near-Term
	PHA-R5	Designate a year-round AFN lead and liaison role.	Aging & Disabilities	OEM; DPH	Near-Term

Critical Focus Area	Rec.	Action Summary	Lead Agency	Supporting Agencies	Horizon
	PHA-R6	Establish a residential care emergency coordination program with real-time capacity visibility and a regional planning standard.	EMS/MHOAC	DPH HFID; OEM; Aging & Disabilities; Long-Term Care Ombudsman; CDPH; CDSS	Long-Term

Figure 10: Comprehensive AAR Recommendations table