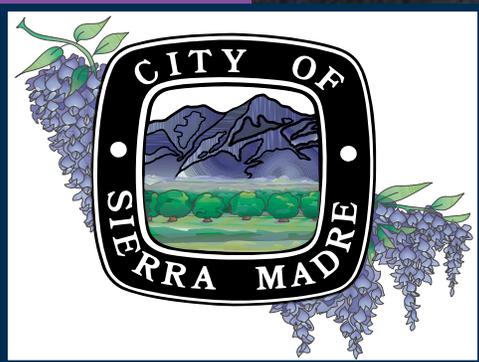
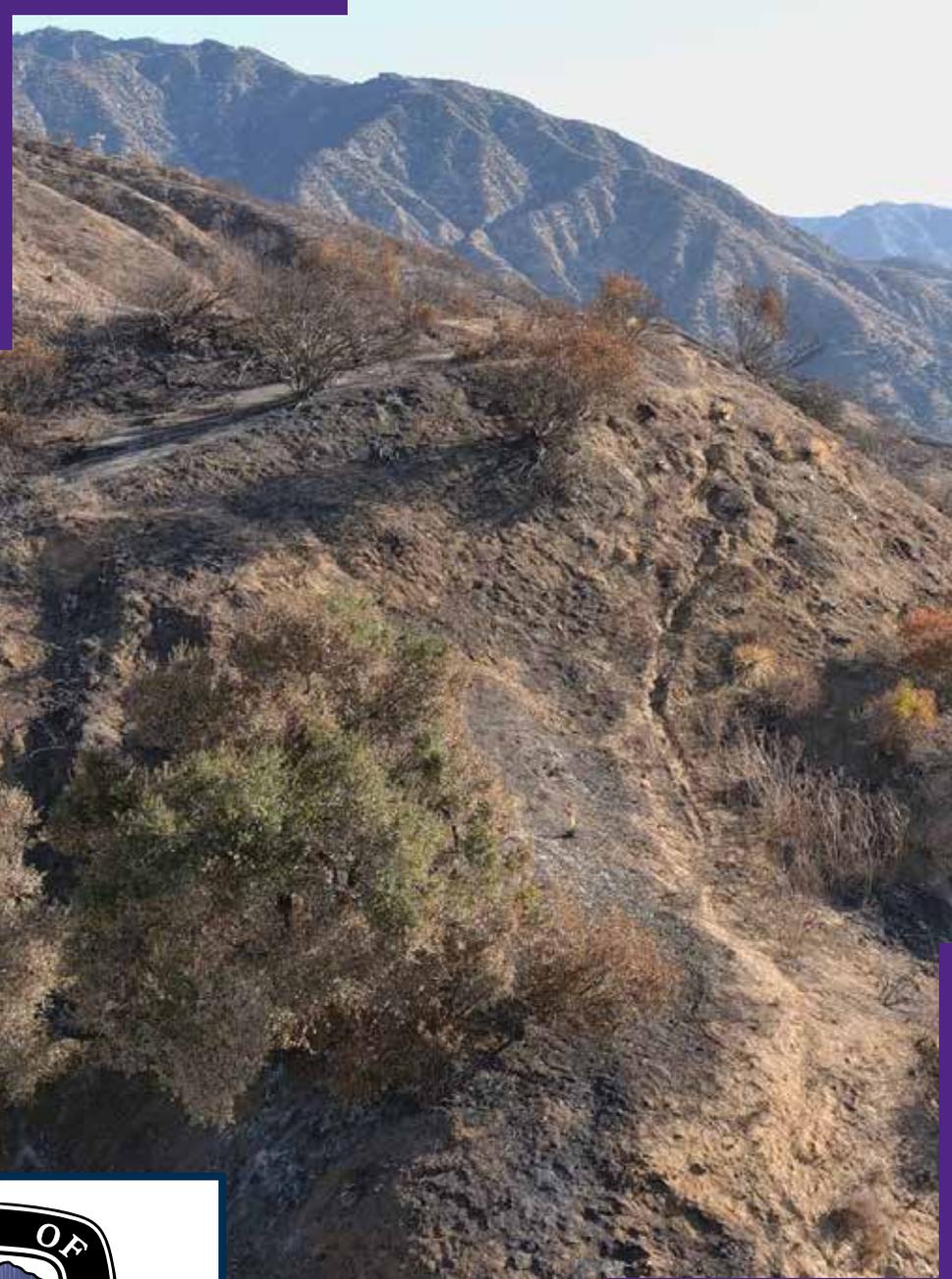


City of Sierra Madre Eaton Fire Response After Action Report *and Improvement Plan*



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June 30, 2025



About this After-Action Report

The After-Action Report/Improvement Plan (AAR/IP) documents key observations, feedback, and recommendations gathered through responder feedback and the Sierra Madre Eaton Fire Public Listening Sessions conducted in May of 2025. This report aligns with national preparedness doctrine, including the National Preparedness Goal and relevant frameworks, to support ongoing local planning and improvement efforts. While the report includes information that supports preparedness reporting and trend analysis, additional sections may be added to address specific organizational needs or priorities.

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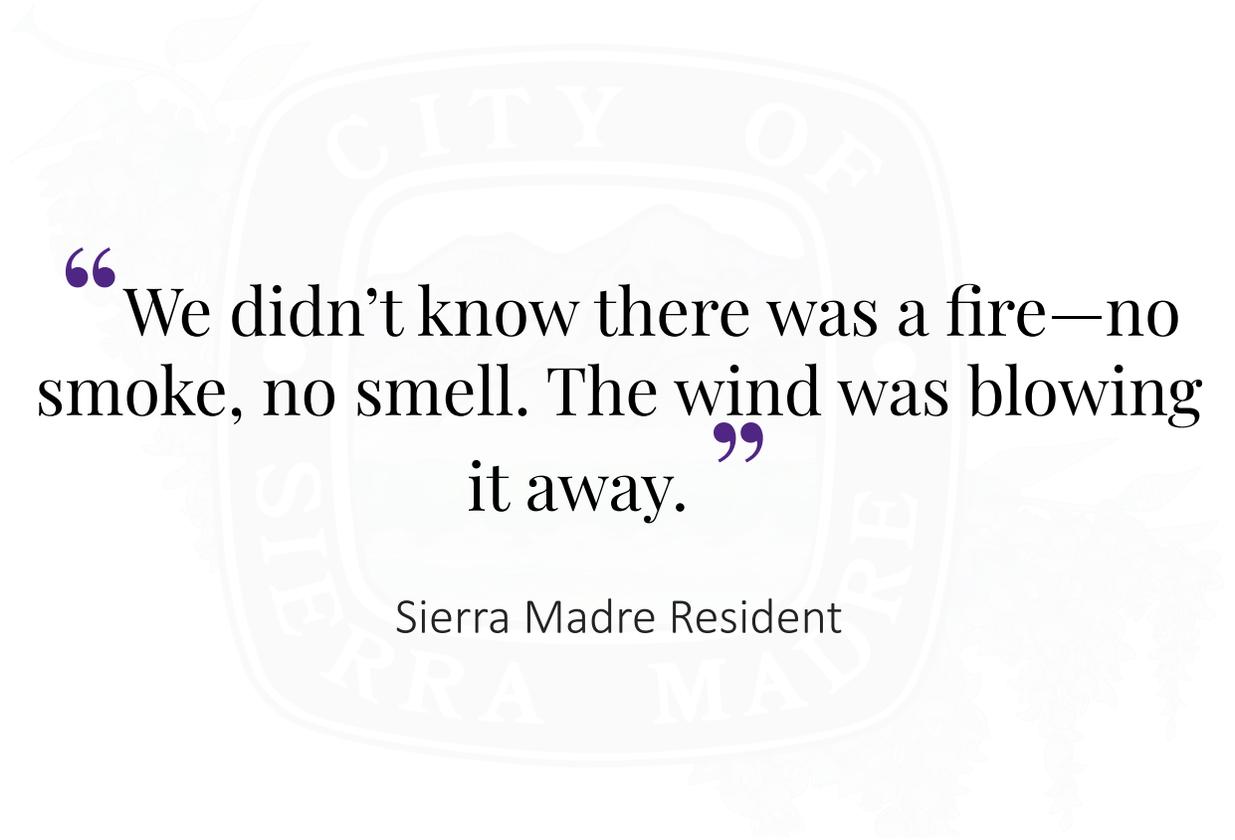


“The January 7th, 2025 Eaton Canyon
Fire was the perfect storm”

Bill Patzert

Event Overview

Event Dates	Incident- January 7, 2025 Public Listening Sessions- May 17, 2025, and May 20, 2025
Scope	The City of Sierra Madre hosted two public listening sessions providing an opportunity for community members to share their experiences, concerns, and recommendations related to evacuation, emergency communication, and overall wildfire response.
Mission Area(s)	Protection, Response, Recovery, and Mitigation
Core Capabilities	Public Information and Warning, Operational Coordination, Community Resilience
Objectives	Provide a forum for residents to share personal experiences and feedback regarding the Eaton Fire response. Identify key issues and areas for improvement in evacuation planning, emergency communication, and field coordination. Incorporate public input into the City’s After-Action Report and planning efforts.
Threat or Hazard	Wildfire
Scenario	The Eaton Fire began on January 7, 2025, in Eaton Canyon in the San Gabriel Mountains, near Pasadena. It burned intensively for 24 days, damaging neighborhoods, prompting evacuation warnings, and requiring a coordinated response by public safety agencies. In response, the City of Sierra Madre hosted public listening sessions on May 17 and 20, 2025 to hear directly from residents who were impacted by the fire. These sessions were designed to capture community experiences, identify gaps in response, and inform future improvements to emergency planning and operations.
Sponsor	City of Sierra Madre
Participating Organizations	Residents and Community Stakeholders Emergency Responders and City of Sierra Madre Staff
Point of Contact	Miguel Hernandez Assistant City Manager 232 W. Sierra Madre Blvd. Sierra Madre, CA 91024 (626) 355-7135 ext. 330



“We didn’t know there was a fire—no smoke, no smell. The wind was blowing it away.”

Sierra Madre Resident

Executive Summary

The Sierra Madre Eaton Fire After-Action Report / Improvement Plan (AAR/IP) documents community observations, operational findings, and recommended improvements in response to the Eaton Fire that began on January 7, 2025, in Eaton Canyon. This wildfire burned for 24 days, prompting evacuation warnings, disrupting normal city functions, and requiring a coordinated response from local agencies and mutual aid partners.

In May 2025, the City of Sierra Madre hosted two public listening sessions to engage residents directly affected by the incident. These sessions provided a platform for community members to share their experiences, voice concerns, and highlight opportunities to strengthen the City's emergency preparedness, response, and recovery efforts. In addition to community input, this AAR/IP incorporates findings from responder After Action Reports and a thorough analysis of public meeting data. Together, these sources informed the development of this report and the identification of key recommendations for future improvement.

The analysis is organized by six FEMA Core Capabilities identified as most relevant to the incident: Planning, Public Information and Warning, Operational Coordination, Mass Care Services, Situational Assessment, and Community Resilience. Each capability includes a summary of key strengths, areas for improvement, and corrective actions.

Key findings:

- Strong interagency relationships and effective field-level initiative during the fire.
- Community willingness to participate in resilience planning and post-incident engagement.
- Gaps in incident planning, ICS activation, situational awareness, and mass notification system use.
- Insufficient preparedness outreach for Access and Functional Needs (AFN) populations and non-English speakers.

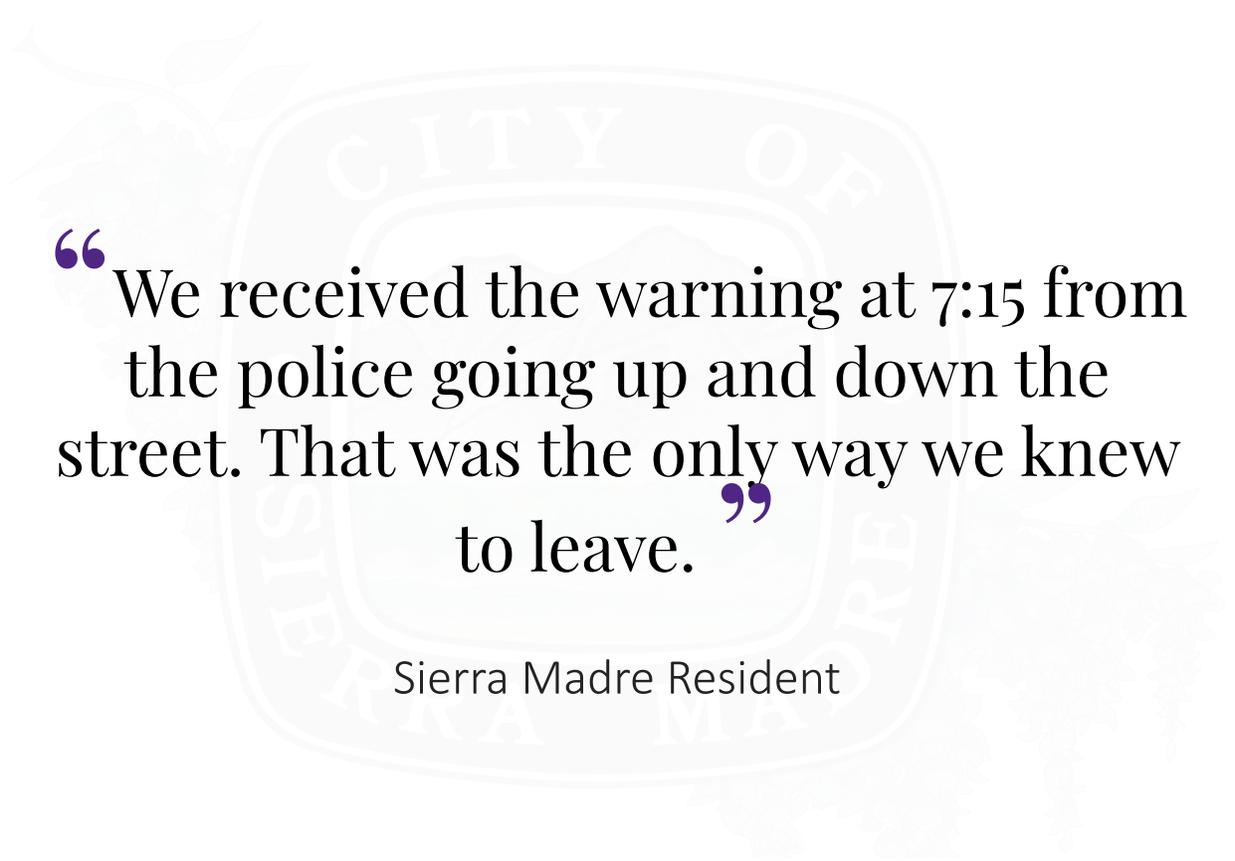
This Improvement Plan outlines actionable recommendations to enhance Sierra Madre's emergency management capabilities. Priorities include updating evacuation planning procedures, expanding staff training in ICS and alerting systems, improving coordination between field operations and the EOC, and launching sustained community education efforts.

High Priority Improvement Items:

Develop and maintain an EOC staffing plan and provide Incident Command System and EOC training to staff, particularly those serving in the Planning Section on EOC Action Planning.

1. Provide hands-on training on an on-going basis and develop quick-reference guides for key City personnel responsible for activating and managing mass notification systems.
2. Develop and adopt an activation protocol for wildfire or evacuation-related incidents.
3. Develop a formal Mass Care and Shelter Annex to the City's Emergency Operations Plan.
4. Implement a GIS-based situational awareness platform that can be updated in real time.

The AAR/IP is intended as a forward-looking document to support the City's continuous improvement and resilience building in the face of future wildfire threats and other emergencies.



“We received the warning at 7:15 from the police going up and down the street. That was the only way we knew to leave.”

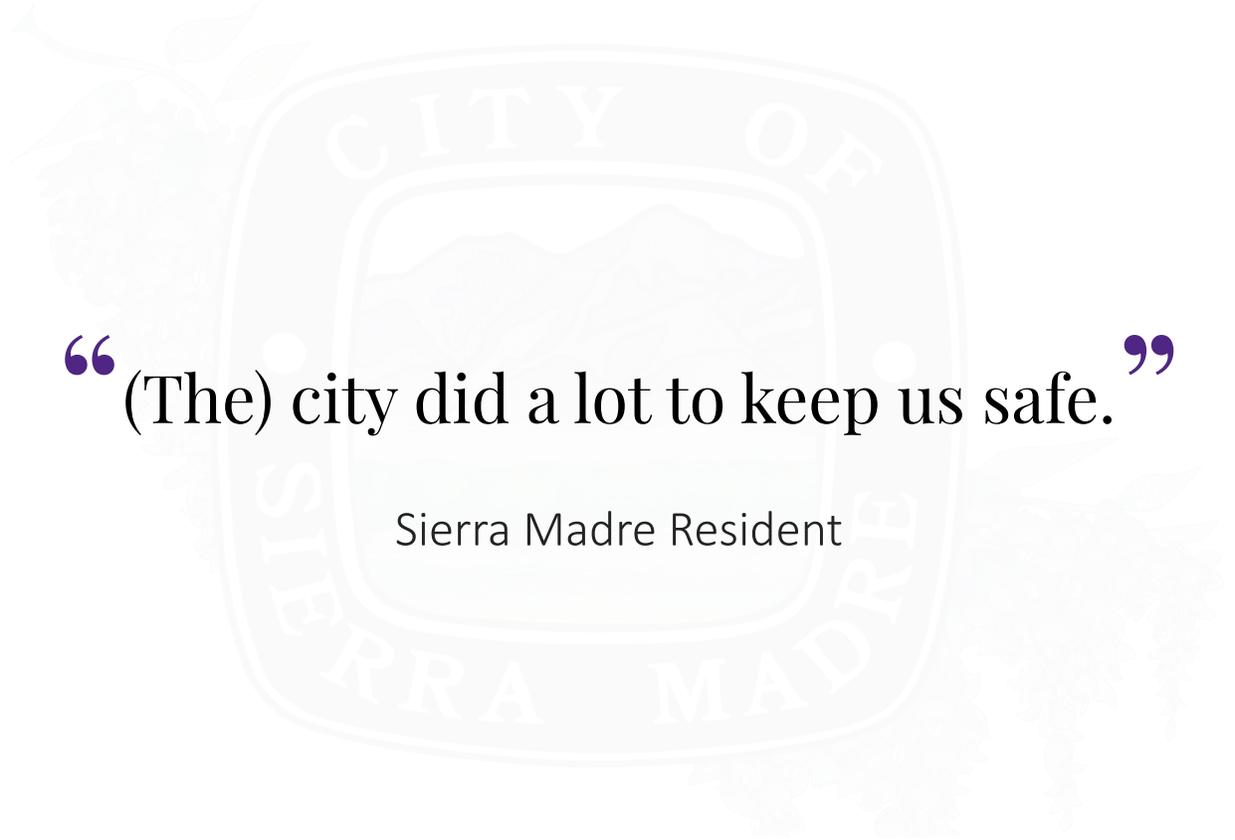
Sierra Madre Resident

Core Capabilities

Aligning observed outcomes with FEMA Core Capabilities provides a consistent framework for evaluating incident response and recovery efforts. This approach supports broader preparedness reporting and trend analysis by placing local experiences within the context of national preparedness goals. The table below outlines the selected Core Capabilities relevant to the Eaton Fire response, along with their definitions and an analysis of how each was demonstrated during the event.

Table 1.1- Core Capabilities and Definitions

Core Capability	Definition
Planning	Conduct a systematic process to develop, revise, and maintain policies, plans, and procedures that guide preparedness, response, and recovery operations. Effective planning ensures coordinated actions among partners and supports timely decision-making.
Public Information & Warning	Deliver coordinated, prompt, reliable, and actionable information to the public through the use of clear, consistent messaging. This includes issuing alerts, warnings, and crisis communications to enable informed decision-making, protective actions, and community resilience before, during, and after an incident.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that integrates all critical stakeholders across jurisdictions and sectors to support the execution of public safety and emergency response operations.
Mass Care Services	Provide life-sustaining services to disaster survivors, including shelter, feeding, distribution of emergency supplies, and family reunification, while also addressing access and functional needs to ensure equitable service delivery during and after an incident.
Situational Assessment	Provide timely and accurate information about the incident and its impact to decision-makers at all levels. This includes identifying threats and hazards, evaluating ongoing response activities, and maintaining shared situational awareness throughout the duration of the event.
Community Resilience	Enable the community to prepare for, withstand, adapt to, and recover from adverse events. This includes engaging the public in planning, increasing local capacity to manage risks, and strengthening social and economic systems to reduce vulnerability.



“(The) city did a lot to keep us safe.”

Sierra Madre Resident

Summary of Responder Feedback

This section summarizes the firsthand observations, challenges, and recommendations submitted by first responders who participated in the City of Sierra Madre's response to the January 2025 Eaton Fire. Over a dozen after-action reports were reviewed, reflecting operational experiences from the Emergency Operations Center (EOC), field response, mutual aid support, and public safety coordination. The input below provides a valuable perspective to guide improvements to the City's emergency response operations, training, communications, and coordination efforts.

Common Identified Strengths

- The EOC was activated early in the incident with the goal of proactive incident management, including pre-positioning of resources and rapid issuance of evacuation orders. Staffing of the EOC was an identified challenge as was local Situational Assessment. (See Recurring Operational Challenges and Corrective Actions table)
- Evacuation operations were carried out safely, with no loss of life.
- The City benefited from coordination with LA County, "D" Disaster Management, and mutual aid partners, including integration at the Rose Bowl Incident Command Post (ICP).
- Staff resourcefulness in addressing unforeseen challenges (e.g., field assessments, supply runs, GIS mapping) was evident and commendable.

Recurring Operational Challenges

- Radio communications suffered due to EOC infrastructure limitations and frequency conflicts with nearby jurisdictions.
- ICS staffing was inconsistent; multiple roles (e.g., Planning, Finance) were unstaffed or filled with untrained personnel.
- Some situational awareness tools (e.g., GIS platforms, Incident Action Plans) were either underutilized or not secured in advance, requiring acquisition during the incident and reducing the efficiency of situational awareness efforts.
- Redundant or uncoordinated field activities (e.g., damage assessments) occurred due to lack of coordination from the EOC.
- Public alerts were received inconsistently, with some residents relying more heavily on third-party apps like Watch Duty.
- Staff exhaustion and unclear shift scheduling led to operational fatigue and reduced continuity.

Recommendations for Future Incidents

- Improve radio infrastructure within the EOC and establish alternative communications plans for redundancy.
- Establish formal shift rotations and staffing matrices for 48-to-72-hour periods.
- Conduct regular ICS and EOC training for City staff, with a focus on Planning, Finance, and Logistics.
- Develop a communications strategy that integrates official platforms (Genasys/Nixle) with situational monitoring of third-party tools like Watch Duty.

- Designate and train alternate PIO staff and expand the City's capacity for real-time community engagement.
- Strengthen coordination protocols for mutual aid personnel and damage assessment assignments.

Summary of Public Comments

This section summarizes feedback received from Sierra Madre residents and stakeholders regarding the January 2025 Eaton Fire. Approximately 100 public comments were reviewed and analyzed for recurring themes, concerns, and actionable suggestions. The feedback reflects a deeply engaged community with a strong understanding of local wildfire risk and a desire for greater public safety measures.

Common Themes and Public Concerns

Requests for City Action

Residents strongly called on the City to take a more active role in fire prevention, preparedness, and interagency coordination.

Comments:

“Eaton Canyon CAN NOT remain NATURAL. Controlled burns and/or brush and grass removal are needed to decrease the fire danger.”

“Fire mitigation efforts must be coordinated between LA County, USFS, and local agencies. The city must lead or facilitate this.”

Eaton Canyon Fire Risk

The community expressed a shared understanding of Eaton Canyon as a high-risk area due to fuel load, fire history, and weather patterns.

Comments:

“Eaton Canyon is one of the most fuel-dense areas of the Angeles National Forest.”

“There have been 4 major fires in 46 years. This is a predictable, recurring hazard.”

Evacuation Issues

While many residents appreciated the evacuation response, others noted delays or confusion, particularly for those not signed up for Nixle or unfamiliar with protocols.

Comments:

“We received the warning at 7:15 from the police going up and down the street. That was the only way we knew to leave.”

“Both of us received evacuation notices on our phones. But many neighbors didn’t know what to do.”

Power and Infrastructure Vulnerabilities

Concerns were raised about the role of Southern California Edison infrastructure in fire ignition, as well as the resilience of city systems.

Comments:

“SoCal Edison power lines are located over the canyon. This is an incendiary situation.”

“The 2005 fire and the 2025 fire both started near Edison infrastructure. What’s the mitigation plan?”

Emergency Alerts and Notifications

Residents had mixed experiences with alerts. Some relied on third-party tools like Watch Duty rather than City-issued alerts.

Comments:

“We saw the fire before we got any warning. Watch Duty told us first, not the City.”

“The city did a good job, but alerts were inconsistent. Some people didn’t get anything until it was too late.”

Preparedness Recommendations

There were detailed suggestions for improved fire prevention, including brush clearance, infrastructure hardening, and revised policies for Eaton Canyon.

Comments:

“(The) Nature Center burned twice because of brush right up to the buildings. That’s risky and preventable.”

“Controlled burns and fuel reduction are critical. Why isn’t this a top priority?”

Resident Experiences During the Fire

Some residents shared firsthand accounts of damage and confusion, especially around delayed awareness, or smoke exposure.

Comments:

“Our home has massive smoke damage, with \$75,000–\$85,000 in repairs needed. The attic wiring was destroyed.”

“We didn’t know there was a fire—no smoke, no smell. The wind was blowing it away. There were no alerts.”

Key Takeaways

- There is widespread public awareness of the fire risk posed by Eaton Canyon and a strong appetite for visible, coordinated mitigation.
- Communication and evacuation protocols need to be improved and better publicized, especially for non-digital residents.
- The City is being asked to lead in interagency coordination, risk reduction, and preparedness outreach.

Analysis of Core Capabilities Planning

Analysis:

During the Eaton Fire, the City of Sierra Madre implemented emergency procedures as outlined in its existing Emergency Operations Plan (EOP) and related documents. However, several residents and stakeholders noted inconsistencies in evacuation coordination, unclear roles among agencies, and limited visibility into how evacuation zones were determined and communicated. These concerns highlighted the need for more robust and community-informed planning, particularly around evacuation routes, alerting strategies, and coordination among first responders.

Strengths:

1. Effective damage assessment and mapping coordination.
2. Utilization of GIS tools to support decision-making.
3. Initiative and flexibility in maintaining information flow.
4. Willingness of leadership to engage the community in post-incident planning.

Areas for Improvement:

1. Lack of Incident Action Plans (IAPs).
2. Insufficient staffing and role clarity in the EOC.
3. Delayed access to mapping tools and data.
4. Lack of a communications plan for alerting and warning, particularly relating to the access and functional needs (AFN) community.

Recommendations:

1. Provide EOC training to staff, particularly those in the Planning Section on IAP development
2. Develop and maintain an updated EOC staffing plan
3. Pre-identify and procure licenses or subscriptions for critical mapping tools
4. Engage residents, particularly those in high-risk areas, especially the AFN population, in community-based planning and communication efforts
5. Include provisions for access and functional needs populations, traffic control, and communications redundancy

Public Information and Warning

Analysis:

During the Eaton Fire, evacuation warnings were issued through various channels, including Everbridge alerts, City social media accounts, and door-to-door notifications by public safety personnel. While some residents praised the speed of initial notifications, many reported confusion regarding the severity of the threat, the meaning of evacuation warnings, and the lack of follow-up information.

Strengths:

1. Use of multiple communication platforms (e.g., text alerts, social media, and field-level announcements).
2. Timely initial warning messages.
3. Staff dedication to community outreach during the incident.

Areas for Improvement:

1. Inability of city staff to use the Everbridge or Genasys systems during the incident.
2. Limited follow-up messaging to clarify changing conditions.
3. There is no widespread awareness or enrollment by residents in existing mass notification systems or an understanding by many residents of which evacuation zone they live in.
4. Public alerts were received inconsistently, with some residents relying more heavily on third-party apps like Watch Duty.

Recommendations:

1. Provide hands-on training and develop quick-reference guides for key City personnel responsible for activating and managing mass notification systems
2. Establish a protocol for issuing follow-up notifications during evolving incidents
3. Launch a year-round public education campaign focused on emergency preparedness
4. Monitor third party platforms like Watch Duty and incorporate relevant observations into Sit-Stat reports as appropriate.

Operational Coordination

Analysis:

The Eaton Fire required a rapid, multi-agency response involving City departments, fire, law enforcement, and mutual aid partners. While coordination occurred effectively at the tactical level, several challenges emerged around unified command structure, shared situational awareness, and communication between field units and the EOC. There was limited documentation of roles and responsibilities for evacuation operations.

Strengths:

1. Strong relationships among responding agencies enabled rapid mobilization
2. Field responders demonstrated adaptability and initiative under pressure
3. Mutual aid response was timely and effective

Areas for Improvement:

1. Lack of a formalized Incident Command System (ICS) structure during the early phase
2. Inconsistent coordination between field operations and City leadership
3. No established protocol for integrating traffic control into evacuation coordination
4. Radio communications suffered due to EOC infrastructure limitations and frequency conflicts with nearby jurisdictions.

Recommendations:

1. Develop and adopt an activation protocol for wildfire or evacuation-related incidents
2. Implement a structured communications protocol between the EOC and field personnel
3. Develop a traffic management annex to the Evacuation Plan that outlines coordination between response agencies and city departments
4. Improve radio infrastructure within the EOC and establish alternative communications plans for redundancy.

Mass Care Services

Analysis:

Although no mass care and shelter plan was formally activated and no shelters were opened by the City during the Eaton Fire, residents in threatened areas sought information on where to go if evacuation became mandatory. Some expressed uncertainty about available resources or whether facilities could accommodate pets or individuals with special needs. The City had limited pre-established partnerships or public awareness regarding sheltering options.

Strengths:

1. Community-based organizations expressed a willingness to support displaced residents
2. Local staff demonstrated compassion and concern for those at risk of displacement

Areas for Improvement:

1. Lack of a clear mass care activation plan and communication strategy
2. Public uncertainty regarding shelter locations and resources.
3. Gaps in addressing access and functional needs in shelter planning.

Recommendations:

1. Develop a formal Mass Care and Shelter Annex to the City's Emergency Operations Plan
2. Create and distribute a public-facing Shelter and Evacuation Support Guide. Produce the guide in commonly spoken languages in Sierra Madre.
3. Integrate Access and Functional Needs considerations into all shelter planning efforts

Situational Assessment

Analysis:

During the Eaton Fire, the City faced challenges in maintaining an accurate picture of fire progression, responder deployment, and public response. Several residents stated they were unsure of the fire's exact location, how close it was to their homes, or whether evacuation was imminent. Communication between field personnel, dispatch, and EOC leadership was not always aligned in real time.

Strengths:

1. Fire and law enforcement personnel provided in-person updates to residents when feasible.
2. EOC staff worked to gather and disseminate information quickly.

Areas for Improvement:

1. No real-time situational map or dashboard was made available to responders or the public.
2. Delays in internal communication led to uncertainty and mixed messages.
3. Lack of common operating picture among agencies.

Recommendations:

1. Implement a GIS-based situational awareness platform that can be updated in real time.
2. Establish an internal communication protocol for EOC operations.
3. Develop and formalize procedures to establish a Common Operating Picture (COP) during EOC activations.

Community Resilience

Analysis:

The Eaton Fire revealed both the strengths and vulnerabilities of Sierra Madre's community resilience. While residents demonstrated a strong desire to help neighbors and share information, many felt unprepared for evacuation and unsure of where to turn for timely, trusted guidance. The City's decision to hold public listening sessions afterward was well-received and is a strong example of inclusive recovery planning.

Strengths:

1. High level of resident engagement and willingness to provide feedback.
2. Strong community networks and neighbor-to-neighbor support.
3. City leadership's commitment to public outreach after the fire.

Areas for Improvement:

1. Limited household-level preparedness (e.g., evacuation kits, family plans).
2. Need for broader community education on evacuation zones and resources.
3. Insufficient inclusion of non-English speakers and vulnerable populations in outreach efforts.
4. Lack of established or promoted Neighborhood Watch groups, Fire Safe Councils, and CERT Teams.
5. Mitigation projects should be undertaken to reduce the fire threat in the canyon area.

Recommendations:

1. Launch a citywide public preparedness campaign.
2. Create and distribute clear, user-friendly evacuation zone maps and instructional materials.
3. Ensure all emergency preparedness and evacuation materials are translated into non-English languages spoken in Sierra Madre per standard protocols.
4. Work with local public safety agencies, community leaders, and residents to establish or revitalize Neighborhood Watch groups, promote the creation of Fire Safe Councils, and support local CERT Teams.
5. Coordinate fuel reduction efforts between city, county, state, federal agencies, and private property owners in high fire-threat areas.

Appendix A: Improvement Plan

This Improvement Plan (IP) has been developed specifically for the City of Sierra Madre in response to the Eaton Fire and the public listening sessions held on May 17 and May 20, 2025. The IP reflects community feedback, observations, and lessons learned from the City’s emergency response and evacuation efforts during the fire.

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Start Date	Completion Date
Planning	Lack of Incident Action Plans (IAPs).	Provide training to EOC staff, particularly those in the Planning Section, on how to develop and implement Incident Action Plans (IAPs). Create templates and workflows tailored to the City’s structure to enable rapid IAP development during future emergencies. (G775, G191, G626?)	Lead Agency TBD	XX/XX/XX	XX/XX/XX
	Insufficient staffing and role clarity in the EOC.	Develop and maintain an updated EOC staffing plan that includes clear role assignments and backup personnel for each section. Conduct periodic EOC drills or discussion-based exercises to reinforce expectations, clarify roles, and ensure staff remain in place during activation.	Lead Agency TBD	XX/XX/XX	XX/XX/XX
	Delayed access to mapping tools and data.	Pre-identify and procure licenses or subscriptions for critical mapping tools as part of the City’s emergency preparedness planning. Maintain a list of login credentials, access instructions, and mapping protocols in the EOC to ensure tools can be deployed immediately in future incidents.	Lead Agency TBD	XX/XX/XX	XX/XX/XX

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Start Date	Completion Date
Planning (continued)	Lack of a communications plan for alerting and warning, particularly relating to the access and functional needs (AFN) community.	Develop a dedicated communications plan that outlines alert and warning strategies specifically for individuals with Access and Functional Needs. The plan should identify alternative formats and delivery methods (e.g., visual alerts, plain language messaging, multilingual notifications, TTY/TDD compatibility, door-to-door notifications with interpreters if needed), and pre-designate community partners or service providers who can assist with outreach. Incorporate this plan into the City's Emergency Operations Plan and conduct periodic drills to ensure its effectiveness.	Lead Agency TBD	XX/XX/XX	XX/XX/XX
	Include provisions for access and functional needs populations, traffic control, and communications redundancy.	<p>Develop a traffic control and communications redundancy annex as part of the City's Emergency Operations Plan (EOP) and Evacuation Plan. This annex should include:</p> <ul style="list-style-type: none"> • Pre-identified traffic control points, road closure protocols, and coordination with Police, Fire, and Public Works. • Redundant communication strategies for use during alert system failures, such as hardcopy evacuation zone maps, door-to-door notifications, radio alerts, and use of mobile loudspeakers. • Role assignments and decision-making triggers for deploying traffic and communication resources. <p>Incorporate these procedures into staff training and public preparedness materials to ensure operational continuity during emergencies.</p>	Lead Agency TBD	XX/XX/XX	XX/XX/XX

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Start Date	Completion Date
Public Information and Warning	Inability of city staff to use the Everbridge or Genasys systems.	Provide hands-on training and develop quick-reference guides for key City personnel responsible for activating and managing the Everbridge and Genasys mass notification systems. Incorporate these platforms into future emergency drills and ensure backup staff are also trained to operate the systems during high-stress situations.	Lead Agency TBD	XX/XX/XX	XX/XX/XX
	Limited follow-up messaging to clarify changing conditions.	Establish a protocol for issuing follow-up notifications during evolving incidents, including timing guidelines, message content templates, and designated staff responsibilities. This protocol should ensure the public receives timely updates that clarify changes in evacuation status, fire progression, or protective actions. Develop a communications plan with pre-vetted key messages that may be used in an emergency.	Lead Agency TBD	XX/XX/XX	XX/XX/XX
	There is not widespread awareness or enrollment by residents in existing mass notification systems or an understanding by many residents of which evacuation zone they live in.	Launch a year-round public education campaign focused on emergency preparedness, emphasizing how to enroll in the City's alert systems (e.g., Everbridge, Genasys) and how to identify personal evacuation zones. Use multiple platforms—mailers, social media, town halls, and community events—to reach diverse segments of the population, and partner with neighborhood groups and trusted messengers to increase engagement and enrollment.	Lead Agency TBD	XX/XX/XX	XX/XX/XX
	Public alerts were inconsistently received, with some residents relying more heavily on third-party apps like Watch Duty.	Monitor third-party platforms (e.g., Watch Duty) during wildfire events and incorporate relevant observations into situational reports. Train PIOs and EOC staff on interpreting and validating these sources for public messaging.	Lead Agency TBD	XX/XX/XX	XX/XX/XX

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Start Date	Completion Date
Operational Coordination	Lack of a formalized Incident Command System (ICS) structure during the early phases of the incident.	Develop and adopt an ICS activation protocol for wildfire or evacuation-related incidents. Include a checklist for designating roles (Incident Commander, Public Information Officer, Operations, etc.) and ensure City staff are trained in ICS principles. Conduct periodic tabletop or functional exercises to reinforce role assignments and chain of command early in an incident.	Lead Agency TBD	XX/XX/XX	XX/XX/XX
	Inconsistent coordination between field operations and City leadership.	Implement a structured communications protocol between the EOC and field personnel. Assign Agency Representatives at field Incident Command/Unified Command posts or local EOCs/DOCs to represent Sierra Madre with designated communication channels to ensure timely exchange of information, status updates, and situational awareness. Include this protocol in the City's Emergency Operations Plan (EOP).	Lead Agency TBD	XX/XX/XX	XX/XX/XX
	No established protocol for integrating pre-traffic control into evacuation coordination.	Develop a traffic management annex to the Evacuation Plan that outlines coordination between Police, Fire, and Public Works for road closures, detours, and traffic flow during evacuations. Pre-identify key choke points and resource needs and conduct joint planning sessions or drills with relevant departments and outside agencies to validate the procedures.	Lead Agency TBD	XX/XX/XX	XX/XX/XX
	Radio communications within the EOC were hindered by infrastructure limitations and frequency conflicts with neighboring jurisdictions.	Upgrade the Emergency Operations Center's radio communication infrastructure to ensure reliable transmission and reception during incidents. Develop and implement a redundant communications plan that includes backup systems (e.g., handheld radios, satellite phones, designated alternate frequencies) and train staff on their use. (205, 205A, Master Emergency Communications Plan)	Lead Agency TBD	XX/XX/XX	XX/XX/XX

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Start Date	Completion Date
Mass Care Services	Lack of a clear mass care activation plan and communication strategy.	Develop a formal Mass Care and Shelter Annex to the City's Emergency Operations Plan (EOP). The annex should outline activation triggers, roles and responsibilities, shelter site selection, and coordination with LA County, the Red Cross, and other support partners. Incorporate a public communication strategy to inform residents when and where shelter services are available during emergencies. This annex must also address the sheltering of pets and livestock as appropriate.	Lead Agency TBD	XX/XX/XX	XX/XX/XX
	Public uncertainty regarding shelter locations and resources.	Create and distribute a public-facing Shelter and Evacuation Support Guide that includes pre-identified shelter sites, available services (e.g., pet accommodation, transportation assistance), and how residents will be notified when shelters are activated. Translate the guide into multiple languages as appropriate and make it available online and in print throughout the year.	Lead Agency TBD	XX/XX/XX	XX/XX/XX
	Gaps in addressing access and functional needs in shelter planning.	Integrate Access and Functional Needs considerations into all shelter planning efforts. Identify potential AFN populations in Sierra Madre, coordinate with local service providers, and ensure shelter sites are ADA-compliant and equipped with necessary resources (e.g., mobility aids, translation services). Train shelter staff on AFN protocols and establish procedures for individualized care planning.	Lead Agency TBD	XX/XX/XX	XX/XX/XX

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Start Date	Completion Date
Situational Assessment	No real-time situational map or dashboard was made available to responders or the public.	Implement a GIS-based situational awareness platform that can be updated in real time to reflect fire progression, evacuation zones, damaged areas, and resource locations. Provide EOC and field personnel with training on how to view, update, and use the platform, and develop protocols for sharing appropriate map products with the public through the City website or emergency alert systems.	Lead Agency TBD	XX/XX/XX	XX/XX/XX
	Delays in internal communication led to uncertainty and mixed messages.	Establish an internal communication protocol for EOC operations that includes scheduled situation updates, shift briefings, and cross-section coordination. Use ICS forms like ICS-209 or internal situation reports to maintain consistency and designate a Planning Section staff member or liaison to ensure updates are shared promptly with key decision-makers.	Lead Agency TBD	XX/XX/XX	XX/XX/XX
	Lack of common operating picture among agencies.	Develop and formalize procedures to establish a Situational Assessment/Common Operating Picture (SA/COP) during EOC activations. This includes integrating multi-agency status reports, resource tracking tools, and map overlays. Train responding departments (Police, Fire, Public Works, etc.) on how to contribute to and access the SA/COP to ensure unified situational awareness across jurisdictions and operational levels.	Lead Agency TBD	XX/XX/XX	XX/XX/XX

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Start Date	Completion Date
Community Resilience	Limited household-level preparedness (e.g., evacuation kits, family plans).	Launch a citywide public preparedness campaign that promotes the creation of evacuation go-kits, family communication plans, and household readiness for wildfires. Distribute printed materials, host community workshops, and partner with neighborhood associations, CERT Teams, and schools to deliver the message. Include preparedness topics in annual wildfire readiness events.	Lead Agency TBD	XX/XX/XX	XX/XX/XX
	Need for broader community education on evacuation zones and resources.	Create and distribute clear, user-friendly evacuation zone maps and instructional materials showing how to determine one's zone, evacuation routes, and support resources. Post materials on the City website, mail them to residents annually, and incorporate them into community outreach events, social media campaigns, and public meetings.	Lead Agency TBD	XX/XX/XX	XX/XX/XX
	Insufficient inclusion of non-English speakers and vulnerable populations in outreach efforts.	Ensure all emergency preparedness and evacuation materials are translated into the primary non-English languages spoken in Sierra Madre. Partner with community-based organizations, faith groups, and schools to distribute translated materials and hold bilingual outreach sessions. Identify trusted messengers within underserved communities to help bridge communication gaps before and during emergencies.	Lead Agency TBD	XX/XX/XX	XX/XX/XX

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Start Date	Completion Date
Community Resilience (continued)	Lack of established or promoted Neighborhood Watch, Fire Safe Councils, and CERT Teams	Work with local public safety agencies, community leaders, and residents to establish or revitalize Neighborhood Watch groups, promote the creation of Fire Safe Councils in high-risk areas, and establish or support existing CERT Teams with training and resources. Provide support through City-sponsored training, guidance documents, and coordination with LA County Fire and CAL FIRE. Promote these programs through community meetings, social media, and direct outreach, and include them as partners in emergency planning, drills, and information sharing.	Lead Agency TBD	XX/XX/XX	XX/XX/XX
	Mitigation projects should be undertaken to reduce the fire threat in the canyon area.	Facilitate an interagency working group with all relevant government agencies, local stakeholders, and impacted private property owners to establish a joint vegetation management strategy for Eaton Canyon. Identify priority areas, schedule fuel reduction activities, and include community updates as part of annual wildfire mitigation efforts.	Lead Agency TBD	XX/XX/XX	XX/XX/XX

Appendix B: Other Potential Improvement Items

1. Implement a Threat and Hazard Assessment Process
 - Establish a process to evaluate emerging or anticipated threats and hazards. Develop a City Multi-Agency Coordination (MAC) Group comprised of the City Manager and internal city department leaders. Designate a MAC Group Coordinator to serve as the liaison between Incident Command/EOC Management and City executives, elected, or appointed officials.
2. Consider the development of a City EOC Management Team
 - Create a team of pre-identified city personnel to staff the EOC during activations. These members would manage, coordinate, and support the field or the incidents' impact on the rest of the city. This team would receive special training and would staff the Management and General Staff Sections of the EOC and are separate from any personnel that would normally be a field responder.
3. Create EOC Activation Protocols
 - Develop clear activation protocols for known and anticipated threats. Include easy-to-follow Activation/Notification Flowcharts that outline activation triggers, required actions, and initial communication responsibilities.
4. Ensure all policies, MOUs, and contracts follow the below guidelines:
 - Must be in writing and have been adopted before the disaster occurs
 - Must be adopted by elected officials at a public meeting (City Manager-approved policies and other "Administrative Policies" may be insufficient)
 - Must be consistently enforced
 - i.e.: For an EOC feeding policy, staff must also be fed at EOC training sessions and exercises, not just during a disaster
 - Must not be discretionary
 - Must not be contingent or dependent on FEMA funding
5. Consider establishing an MOU for cost recovery with non-profit agencies for services such as:
 - Donations Management Services
 - Disaster Feeding
 - Provision of Facilities for use as congregate shelters or sites for other disaster related services
 - Disaster Related Transportation Services
 - Pet Rescue and Care
 - Emergency Medical Services
 - Emergency Supply Distribution
 - Other (such as Sierra Madre Search & Rescue)
6. Develop a Crisis Communications Plan
 - Create a communications plan with pre-approved general messages for common threats. These messages should be ready for immediate use during fast-moving emergencies without requiring additional approvals.
7. Establish a Continuity of Government (COG) and Continuity of Operations Plan (COOP)
 - Ensure continuity of essential functions and leadership during emergencies or disruptions.
8. Develop a Comprehensive Evacuation Plan
 - Prepare an all-hazards evacuation plan that includes provisions for individuals with Access and Functional Needs (AFN).

9. Appoint an AFN Coordinator
 - Assign a dedicated AFN Coordinator to ensure residents with mobility, cognitive, language, or other challenges are accommodated during emergency response and evacuation operations.
10. Create an Integrated Preparedness Plan (IPP)
 - Outline preparedness strategies and planning priorities for all known or anticipated threats and hazards facing Sierra Madre.
11. Develop Hazard-Specific Response Plans
 - Prepare detailed response plans for the most critical hazards that could impact the city.
 - Train All City Staff in Emergency Roles
 - Provide training to ensure all city employees understand and can perform their assigned roles in a disaster response, regardless of their day-to-day duties.
 - Ensure that staff is familiar with the FEMA Public Assistance Program and Policy Guide, with an emphasis on public safety and public works departments' familiarity with Chapter 7: Emergency Work Eligibility.
12. Reinforce Disaster Service Worker Responsibilities
 - Remind all staff that under California law, they are sworn disaster service workers and are expected to report for duty during emergencies if they are able.
13. Adopt a disaster worker feeding policy that addresses the needs of City employees and any applicable volunteers and personnel from any other agencies that may be involved in emergency response. This policy must clearly delineate parameters for the purchasing of meals and spell out in detail that each meal must be signed for and provide a template sign-in sheet. The policy must include language that specifies which groups might need to be fed.
 - This policy must describe specific documentation required to document meals served and eaten, and be able to substantiate that each of the workers receiving meals was in fact actively involved in eligible disaster response activities: saving lives, protecting public health, protecting improved property.
14. Require, enforce, and audit detailed maintenance records for all City assets (vehicles, buildings, infrastructure, hardware, etc.) that include a periodic maintenance plan, photos, etc.
15. Digitize all accounting records (receipts, invoices, etc) and make them easily searchable and accessible to the recovery team. Someone from the recovery team should be able to, at a moment's notice, look up an invoice via number/amount/vendor, pull up a digital copy of it, and see its status (PAID, AUTHORIZED FOR PAYMENT, RECEIVED, etc.)
16. Ensure all emergency expenses are prioritized in processing, logging, and payment, to enable adherence to FEMA timelines

Appendix C: Responder After Action Reports

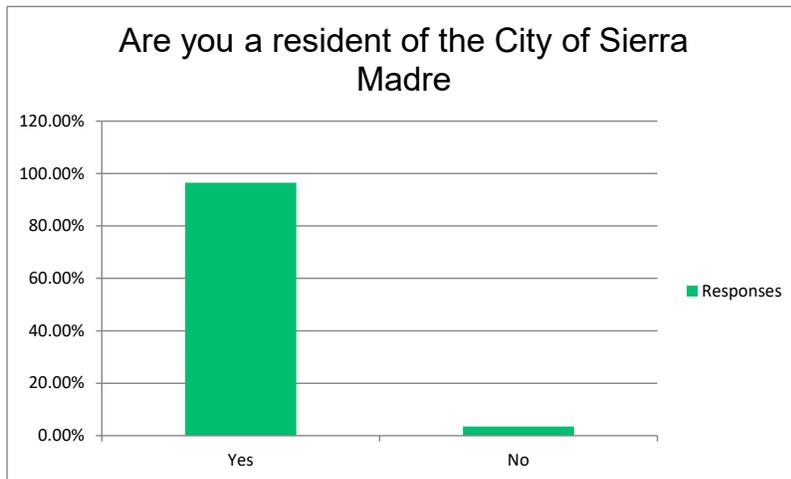
Nineteen individual responder After Action Reports were collected and are maintained separately from this report; they are available for review subject to applicable City policies and procedures.

“ Our PIO team effectively responded to all media inquiries. They were very responsive to all requests and Sierra Madre got very positive and routine coverage in the local news thanks to this prompt and effective response. ”

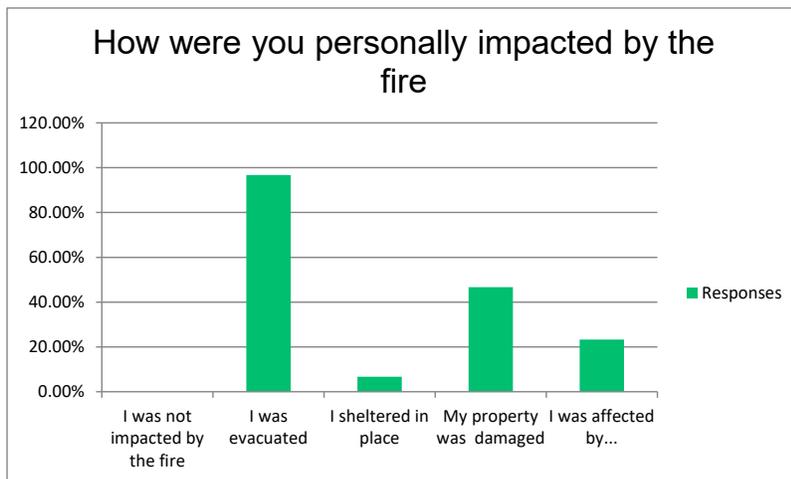
Sierra Madre Staff Member

Appendix D: Public-Facing Website Poll Results

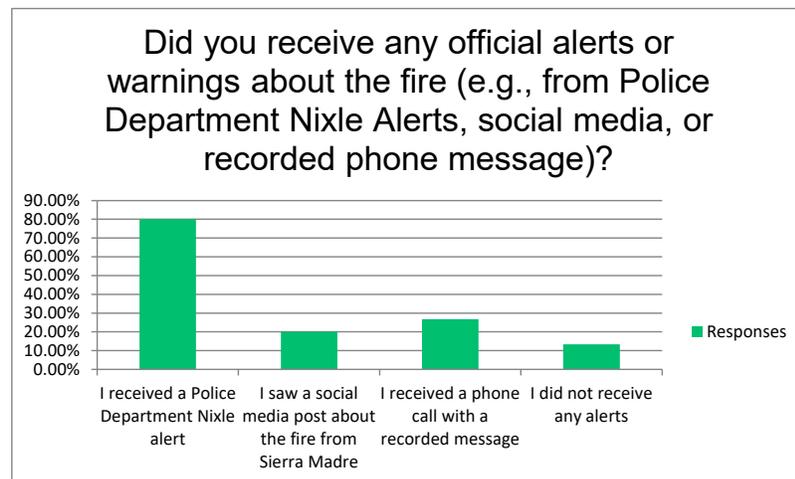
Question 1



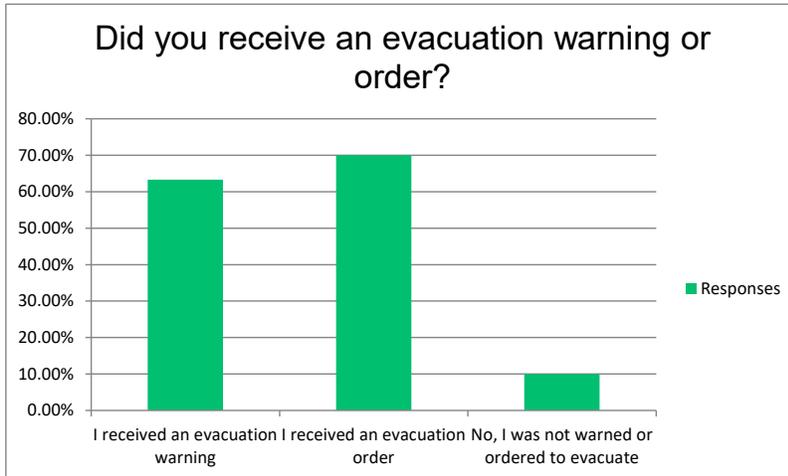
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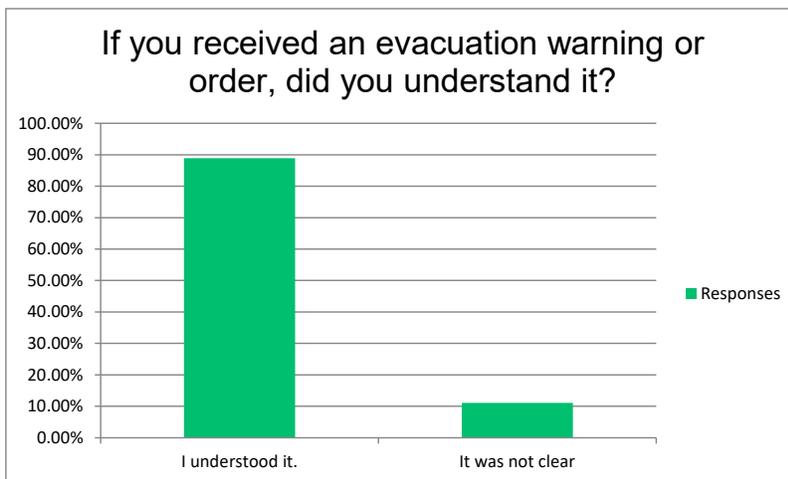
Question 3



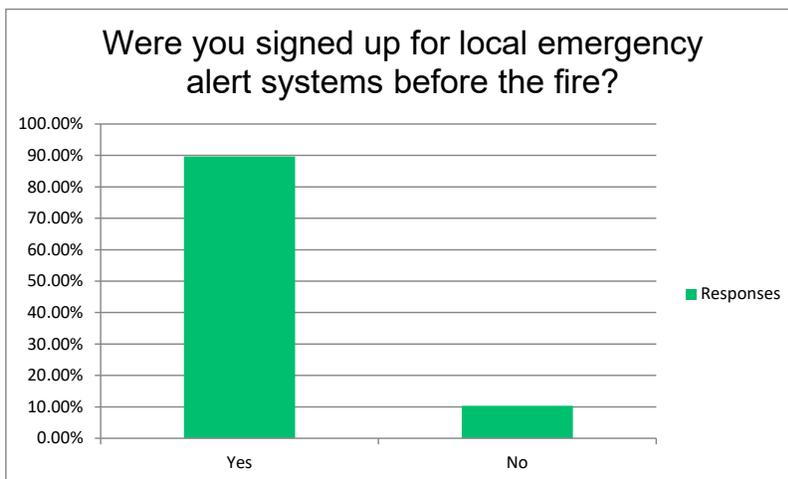
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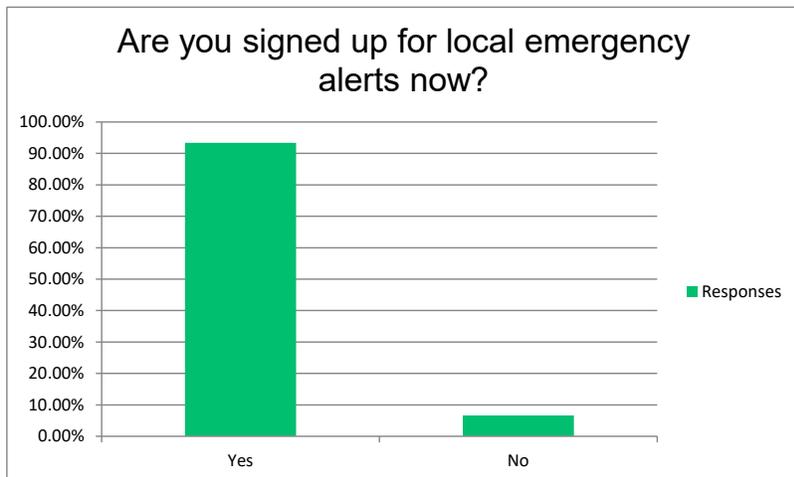
Question 5



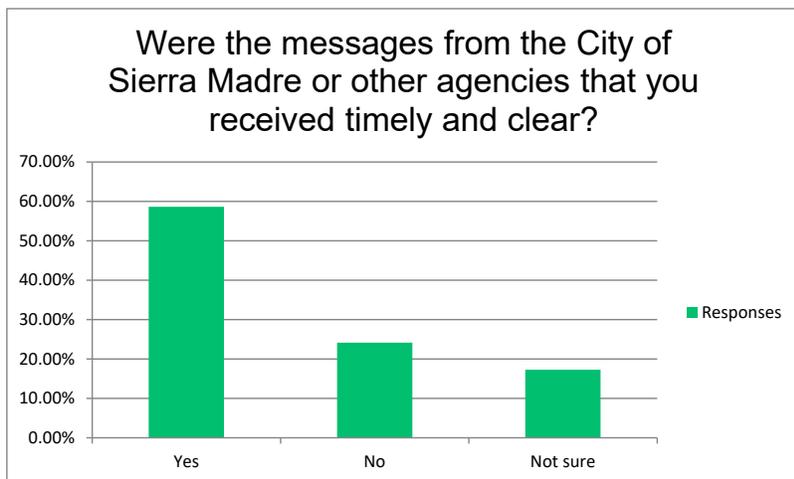
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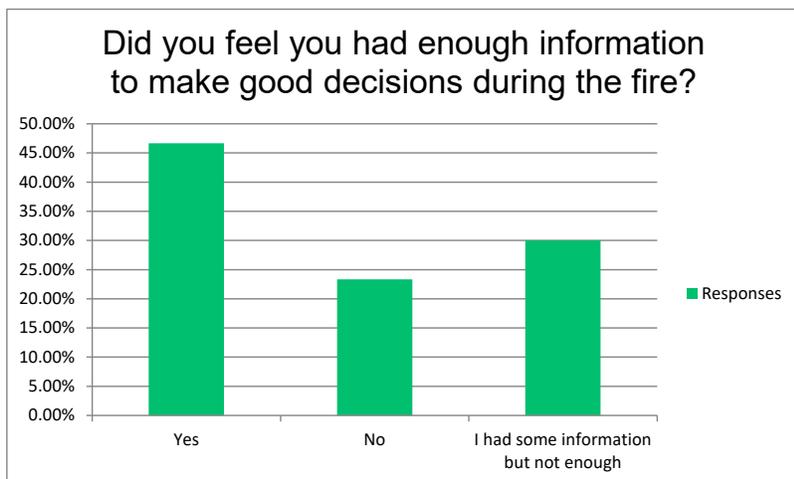
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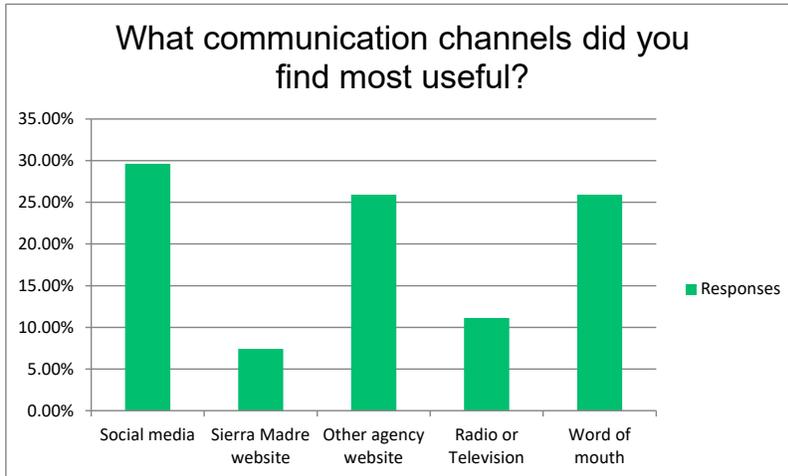
Question 8



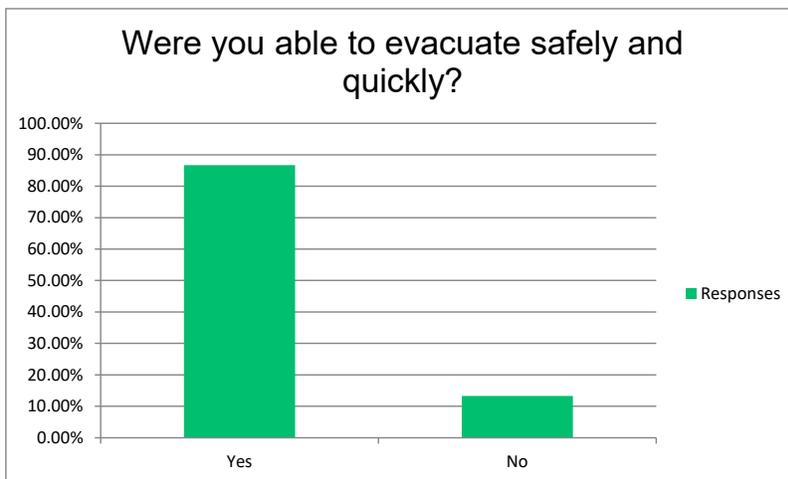
Question 9



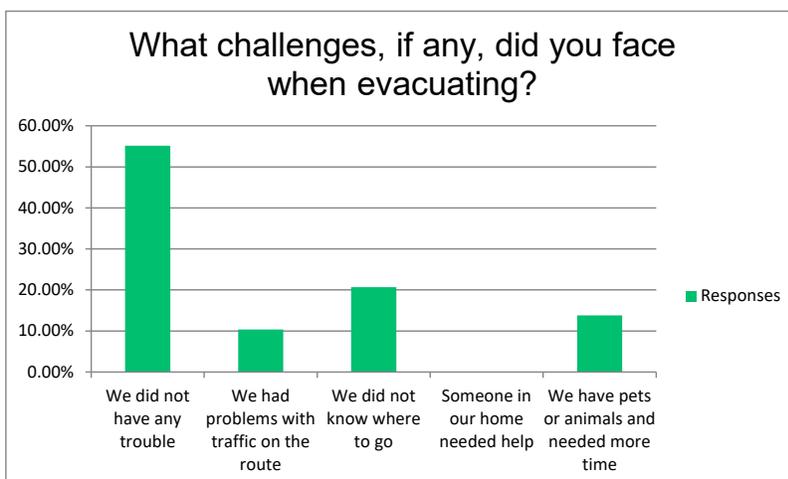
Question 10



Question 11



Question 12



Question 13

Question 13 asked respondents: *“What do you think could be done better next time people are asked to evacuate?”*

This prompt was intended to gather suggestions for improving future evacuations. A summary of these responses is included in the narrative section titled “Summary of Public Comments” on page 13.

