The purpose of this report is to summarize the findings collected from interviews and other debriefs. The goal of this document is to describe overarching mission and activities, consolidate lessons learned, document best practices and share recommended improvement actions.

**Marshall Fire Operational After-Action Report (AAR) Updates**

Boulder Office of Disaster Managmenet

mchard@bouldercounty.org

Contents

[Fire Response AAR Improvement Plan 2](#_Toc118960938)

[Law Response AAR Improvement Plan 3](#_Toc118960939)

[AAR Improvement Plan Alert & Warning 5](#_Toc118960940)

[AAR Improvement Plan Sheriff 911 Communications Center 10](#_Toc118960941)

[AAR Improvement Plan City of Louisville 12](#_Toc118960942)

[AAR Improvement Plan EOC 21](#_Toc118960943)

[AAR Improvement Plan ESF 21 Animal Management 23](#_Toc118960944)

[AAR Improvement Plan BCARES 26](#_Toc118960945)

Color Coding Key

Green= completed.

Yellow= in progress

Gray = no action to date

### Fire Response AAR Improvement Plan

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Capability** | **Observation** | **Corrective Action Recommendations** | **Primary**  **Responsible**  **Agency** | **Agency**  **POC** | **Start**  **Date** | **Completion Date** |
| Incident Command | Agency administrators were unfamiliar with the delegation process. Incident management team (IMT) Incident Commanders did not fully understand the multiple authorities and how to negotiate the relationship at times. | Agency administration meeting and training | Boulder Disaster Management | Mike Chard  303-565-7878  mchard@bouldercounty.org | May 2022 | Scheduled training for October and December of 2022. |
| Communications | Need to optimize communications between incident command and dispatch. | Facilitate operational discussion between Incident Command and Dispatch | Fire Consortium- Operations Committee | Boulder County Fire Chiefs (BCFC) Representatives and Steve Silbermann | TBD | TBD |
| Resource Management | County dispatch – resources, contact information | Verify all resources are properly listed in the dispatch centers and appropriate contact information is present. | Fire Consortium- Operations Committee | Bradshaw, Higgins, Beebe, BRETSA | May 2022 | In Progress |
| Operational Coordination | Fire duty officer / Local resource coordinator (LRC) | Determine how to best staff this position and determine duties. | Fire Consortium- Operations Committee | BCFC Representatives to be determined.  Office of Disaster Management Resource Management Section Chief | May 2022 | In Progress- working with BCFC and BCFFA to develop LRC, rewriting the SOP currently. |
| Planning | Structure Annual Operating Plan (AOP) model | Develop a structural model for response in the AOP for fires that start in wildland /grasslands and move into urban structure environment | Fire Consortium- Operations Committee | Seth McKinney and Brian Oliver | TBD | TBD |
| Interoperability | Local 8oo MHz communications plan- | Need to develop a VHf and 800 MHz communications plan. | Radio / Communications Team | Scott Whitehead |  | April 2022  Communications Plan completed. |

### Law Response AAR Improvement Plan

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Capability** | **Observation** | **Corrective Action Recommendations** | **Primary**  **Responsible**  **Agency** | **Agency**  **POC** | **Start**  **Date** | **Completion Date** |
| Communications | Communications/ 800 communications plan | Develop 800 MHz Communications Plan | BCSO | Whitehead/  Wilber | April 12, 2022 | April 2022 |
| Operations | Rescue Task Force model for evacuations | Build Rescue Task Force model – a dedicated group that contains law enforcement, fire, and EMS that can be tasked as a group to handle projects/issues within the incident. | BCSO | Bonafede/  Wilber | April 12, 2022 | In Progress |
| Incident Command | Consolidation of Incident Command/ Operations Directors earlier | Evaluate standard operating procedures (SOPs) and adjust support unified command or enhance command coordination earlier. | BCSO | Chamberlin / Wilber | April 12, 2022 | In Progress |
| Evacuations | Controlling and maintaining intersections/ traffic flow | Ensure current evacuation policies and SOPs consider evacuation traffic patterns and cover traffic control objectives. | BCSO | Heathman | April 12, 2022 | November 2022  Evacuation polygons and routes project completed. For details see the alert and warning section. |

### AAR Improvement Plan Alert & Warning

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Capability** | **Observation** | **Corrective Action Recommendations** | **Primary**  **Responsible**  **Agency** | **Agency**  **POC** | **Start**  **Date** | **Comp. Date** |
| Emergency Evacuation Orders Using IPAWS | Evacuation orders or incidents involving imminent or immediate risk to life safety need to be managed by the 911 centers. | Wireless emergency alerts (WEA) /IPAWS integrated into 911 centers for use in immediate life safety situations. | 911 Centers, ODM | Brian Zierlein, Steve Silbermann, Brad Riggins, Mike Chard | 2021 | April 2022  City of Boulder completed system in March of 2022, County in April 2022 and Longmont in September of 2022. |
| Multi-jurisdictional decision making | During a fast-moving incident having pre-established decision-making agreements will help with alert and warning challenges during response. | Hold meetings to develop agreements, or operational sop integration, or processes to facilitate multi-jurisdictional decision making. | Law Enforcement, Fire Agencies, 911 Centers, Disaster Management | Steve Silbermann & Mike Chard | May 18, 2022 | October 2022  Alert and Warning, evacuation workshops completed, and the end state agreement achieved. 1. First response agencies or incident commanders faced with emergencies or disaster situations with immediate life safety issues shall request evacuation orders immediately even if the action causes evacuations across jurisdictional lines. 2. The second action of the incident commander is to ensure that affected jurisdictions are notified of the impact as soon as possible. |
| Emergency Notification Database | Develop a database management policy or process within the Boulder Regional Emergency Telephone Service Authority (BRETSA) structure | Develop a database management policy or process with BRETSA 911 Centers that share the Emergency Notification System | BCSO | Steve Silbermann | June 2022 | TBD |
| Polygons County Wide- 911 | Polygons exist west of HWY 36 and need to be expanded to other communities in the County East of Hwy 36 / 93. | Develop evacuation polygons for each community in Boulder County using existing systems or acquire proprietary software. Explore software options. | BCSO BPD 911, Longmont 911  Fire and law agencies. | 911 center directors | APRIL 2022 | August 2022  Polygons completed for East of Hwy 36 for all municipalities and unincorporated areas. |
| Complex Escalating Response Environment- | During a rapidly escalating incident the ability to implement the concepts of unified coordination / command, staging and how to identify escalation is critical. | SWARM Environment   1. Operational initiative is occurring. 2. Not tied to a C-2 structure. 3. No staging or staging and check in is not being followed. 4. No direction to geographic / functional area supervisors. 5. ICS is overwhelmed or bypassed. 6. Impacts or problem areas are beyond local resource capacity. 7. Resources are surging into the area. 8. Communications plan disparate.   SWARM Management   1. Create local supervision, management network. 2. Establish swarm channel 8C 90 Direct 3. SWARM IC attacks lack of structure with geographic or functional management actions. 4. Establish staging and resource accountability as possible. 5. Operational initiative units supervisor continues to build networks, etc, and reach up to connect to developing C-2 structure. | BCSO, BCFFA, BCFC, Chiefs group | Josh Bonafede, Ops, Emergency Services, Fire Crew, 911 center. | May 2022 | November 2022, the fifth installment of this effort occurred on 11.9.2022 and has identified new actions for first responders to implement during a complex escalating incident presently identified as a Swarm environment. Remaining steps are to complete the operational plan, schedule training and conduct drills and exercises. |
| Integrating with municipality Emergency Mangers & first responders to review alert and warning plan and evacuation planning for imminent life safety incidents. | Being able to leverage the local municipality emergency managers to assist with development of evacuation polygons and processes is needed. | Hold evacuation planning meetings and tabletop exercises with local municipal emergency managers and public safety leaders from each community. | Office of Disaster Management (ODM), 911 centers, fire and police agencies, local municipal emergency managers. | Mike Chard,  Steve Silbermann, Brad Riggins, Kristine Mason, Longmont OEM, Kim Stewart, Pete Bradshaw, Dave Hayes, & BCSO | May 2022 | October 2022  Evacuation polygons are now completed for all areas of Boulder County. In October 2022 a final workshop was completed to identify primary evacuation routes, additional escape routes, traffic control points and signal light control points for each polygon. BRETSA GIS personnel are completing the data entry and will have the evacuation polygon and evac routes available by January 1 2023 if not sooner. |
| DHSEM Having Alert and Warning Support (IPAWS) Capability with the Boulder Sheriff 911 Center | During the fire Division of Homeland Security and Emergency Management (DHSEM) suggested they could assist to launch a WEA. Not acted on because no prior planning or ability to integrated with geotargeted evacuation zones. | Develop an agreement, process, and exercise cycle to develop and implement this capability with the DHSEM. | IPAWS Collaborative Operations Group (COG) Administrator  911 Center  DHSEM Field Manager | ODM- Chard mchard@bouldercounty.org, 303-565-7878  911 Center- Steve Silbermann  Kevin Keturich | 2022 | May 2022: DHSEM determined that they are not in a position to provide primary or back up alert and warning services to Boulder. |
| Siren activation | Sirens were not activated by first responders, sirens in area do not have a wildfire program installed. | Review siren use and activation process with first responders.  Review with agency administrators if the siren programming needs to change. | ODM, BCSO, Towns and Cities, Fire Depts, Law | Mchard- [mchard@bouldercounty.org](mailto:mchard@bouldercounty.org) 303-565-7878 | 2022 | Completed May 2022.  On-going and will poll communities every year in February. |
| Messaging | Create plan for multi-lingual messaging for alert and warning. | Explore funding for technical solutions during active messaging and translation services for outreach materials. | Dispatch and ODM | Steve Silbermann, Brian Zierlein, & Mike Chard | 2021 | October 2022 Translations for WEA is completed, and 911 center directors are currently implementing the translated alerts into Everbridge.  BRETSA Board is being asked to fund the purchase of a translation App called Reachwell as another translation alerting solution. |

### AAR Improvement Plan Sheriff 911 Communications Center

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Capability** | **Observation** | **Corrective Action Recommendations** | **Primary**  **Responsible**  **Agency** | **Agency**  **POC** | **Start**  **Date** | **Comp. Date** |
| Alert and Warning | Develop policy surrounding alert and warning activation which allows for some autonomy of dispatchers to launch warnings if field units are too busy to request or cannot be reached. | Develop alert and warning agreements or procedures to streamline approval process | Dispatch, Operations Division and Fire Agencies | Brian Zierlein | January 2022 | April 2022  This is covered in the Sheriff’s Communication Alert and Warning Policy |
| Alert and Warning | Always have 1 dispatcher available for Everbridge/IPAWS launches. | Increase staffing (long term) and increase those trained (near term) to have this position in the 911 center | Dispatch | Brian Zierlein | 2021 | Completed this goal in July 2022 |
| Alert and Warning | Need to identify a consistent communication flow when Law and Fire ICs are not unified or making decisions in from the same location. Dispatch would get differing requests from Fire or Law resources. A proper ICS structure that supports efficient decision making and requests emergency notifications | Conduct escalating incident exercises with an emphasis on process development to ensure better operational coordination and or unified command. | Operations, ODM, & 911 centers | Steve Silbermann, Brian Zierlein, law and fire operations representatives & Mike Chard | May 2022 | October 2022  Alert and Warning, evacuation workshops completed, and the end state agreement achieved. 1. First response agencies or incident commanders faced with emergencies or disaster situations with immediate life safety issues shall request evacuation orders immediately even if the action causes evacuations across jurisdictional lines. 2. The second action of the incident commander is to ensure that affected jurisdictions are notified of the impact as soon as possible. |
| Operational Coordination | Review and develop processes for Info flow between LE Command Personnel on site and actively working dispatch alert and warning personnel. [NOTE: due to the temp location for dispatch, Law Enforcement Command Personnel could not fit in dispatch. Typically, they work from the dispatch floor] | Dedicate a liaison with IC structure within dispatch | BCC | Brian Zierlein & Steve Silbermann | June 2022 | County 911 is developing this presently and will have it completed in September 2022 |

## AAR Improvement Plan City of Louisville

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Capability** | **Observation** | **Corrective Action Recommendations** | **Primary**  **Responsible**  **Agency** | **Agency**  **POC** | **Start**  **Date** | **Comp. Date** |
| COOP | No predetermined roles/expected actions for admin staff of PD and Fire Departments. | Develop staffing roles and procedures for administrative staff to support incident response. | Louisville Police and Louisville Fire | Chief Dave Hayes  and Chief John Willson | September 2022 | Police will be discussing at employee meeting in August with committee established to create policy. Anticipated completion date of October 2022. |
| COOP | No plan for employee callbacks for Fire Department or Police Department. Those off duty did not know who to call or where to go. Police Department roster is continually changing but we have no current guidelines when more/all staff should be called in. | Develop call back procedures for Police and Fire staff. | Louisville Police and Louisville Fire | Chief Dave Hayes and Chief John Willson | July 2022 | Fire and Police are setting up procedure using current staffing software and completed staff training in 2022.  Anticipated completion date of October 2022. |
| Operational Coordination | No defined strategy for the incident due to the rapidly unfolding event. The mission was never defined for Police and ranged from evacuations, welfare checks, to traffic control. | Develop rapidly escalating incident policy procedures and training program. | Louisville Police and Louisville Fire | Chief Dave Hayes and Chief John Willson | September 2022 | Committee currently working on.  Anticipated completion date of December 2022. |
| Equipment | Inadequate Personal Protective Equipment (PPE), including eye protection and other protective gear necessary for the conditions encountered by both Fire and Police. | Assess personal protective equipment needs for response to high wind fire incidents and purchase. | Louisville Police and Louisville Fire | Chief Dave Hayes and Chief John Willson | July 2022 | Fire has purchased goggles for staff and Police still needs to spec out and purchase.  Anticipated completed date of October 2022. |
| Equipment | No supply of sustenance (i.e., water/snacks at the stations to take along in rigs) to prevent exhaustion of firefighters and officers over the long duration of intense response activities. Patrols cars should be outfitted with “rehab” bags. | Need to create a 24-to-72-hour sustainability plan and purchase required supplies and equipment. | Louisville Police and Louisville Fire | Chief Dave Hayes and Chief John Willson | July 2022 | Fire has started cache of Meals Ready to Eat (MRE) for staff.  Police intends to use same vendor as Fire. Anticipated completion date of October 2022. |
| Incident Command | Communication throughout the event was difficult. Numerous agencies using multiple radio channels, and multiple phones and other communication channels allowed for information to be missed. | Develop a radio plan for large scale incidents for police and fire departments. | Louisville Police and Louisville Fire  Boulder County Communications Center | Chief Dave Hayes and Chief John Willson | July 2022 | Radio plan was completed in July. Police and Fire share channels/talk groups. Work is complete. |
| Operations | An earlier shift from firefighting to mass evacuations could have provided homeowners more time. However, with the fire jumping and not knowing the extent of each individual fire, firefighters were challenged in knowing where to evacuate first. | Provide controlled and specifically identified evacuations and communicate them clearly through multiple channels. | Louisville Police and Louisville Fire | Chief Dave Hayes and Chief John Willson | July 2022 | Louisville-specific polygons were submitted to Boulder County Communications. Egress routes will follow. Agencies working with adjacent jurisdictions to help enhance notifications/ evacuations. Anticipated completion date of October 2022. |
| Mitigation | Develop an understanding of the role and conditions of public lands and open space, and how that may impact emergency response for future events. | Participate in land management meetings and engage in mitigation planning. | Louisville Fire Department and City of Louisville Parks Department | Chief John Willson  City Manager’s Office | July 2022 | City staff is currently working on hiring consultant to assist with mitigation planning for City owned lands. Anticipated completion in 2022 or early 2023. |
| COOP | Keep COOP (Continuity of operations Plan) updated and relevant for a variety of events. | Update existing COOP for all departments | City of Louisville, Louisville Police and Louisville Fire Department | Emily Hogan  Chief Dave Hayes, Chief John Willson | July 2022 | City staff drafted updated COOP for all departments in 2020 in response to COVID-19 Pandemic. Staff will continue to keep COOP updated. This work is ongoing. |
| Public Information | Be prepared to develop consistent messaging to the community, a strategic communications plan, a point of contact and a crisis communication plan. Ensure communication coordination points are in place. | Develop crisis communications plan and Public Information Office (PIO) plan. | City of Louisville, Louisville Police and Louisville Fire Department | Chief Dave Hayes, Emily Hogan, Chief John Willson | July 2022 | City staff developed a Crisis Communication Plan in 2022. This work is complete. |
| Public Information | PIO/ dedicated media contact appointed for disasters that can work across agencies (Fire and Police/City of Louisville). | Identify field PIO for Police and Fire Department. | City of Louisville, Louisville Police and Chief John Willson | Chief Dave Hayes  Emily Hogan, PIO  Chief John Willson | July 2022 | Police has identified Crime Prevention Technician as field PIO for department. Fire has identified Battalion Chief on duty as field PIO for department. Work is complete. |
| Evacuation Communications | Need for communication from Boulder County Communications once evacuations are launched so the City can also push out the evacuation information immediately. | Identify primary points of contact for direct PIO during events. Establish communication protocols for when evacuations are launched through Boulder County Communications. | Boulder County Communications Center, City of Louisville, Louisville FD | Emily Hogan, PIO, Police Department, Fire Department | July 2022 | City staff has reached out to Boulder County Communications to establish communication protocols. Work is in process. Anticipated completion in 2022.  Fire has issued Emergency Communications Network RFP. Anticipated completion date of October 2022. |
| Evacuation Communications | Need for timely and coordinated communication channel updates regarding launch of evacuation orders (Boulder County ODM webpage, City of Louisville webpage, agency social media posts, etc.) | Identify primary points of contact for communication channel updates during events. | Boulder County Communications Center, City of Louisville, Louisville FD | Emily Hogan, PIO, Police Department, Fire Department | July 2022 | City staff has reached out to Boulder County Communications to establish communication protocols. Work is in process. Anticipated completion in 2022.  Fire has issued Emergency Communications Network RFP. Anticipated completion date of October 2022. |
| Alert and Warning | Create pre-drawn evacuation area “polygons”, or distinct geographic evacuation areas that can be executed when a rolling/partial evacuation of the city is necessary. | Create a polygon system for Louisville for evacuation planning and response. | City of Louisville, Louisville Police and Louisville Fire Department | Chief Dave Hayes Ms. Emily Hogan  Chief John Willson | July 2022 | Polygons have been created for Louisville. This work is complete. |
| Evacuation | Understand alternative evacuation route options based on potential disaster locations and associated traffic congestion impacts.  Establish Public Safety Priority to prevent overcrowded cell towers-need during a disaster.  Pre-prepare mass evacuation plan including control over traffic lights.  Establish clear evacuation protocol and notification between Louisville Fire Department and Police Department/City of Louisville. | Develop an evacuation and traffic plan for Louisville. | City of Louisville, Louisville Police and Louisville Fire Department  FirstNet or Verizon | Chief Dave Hayes Ms. Emily Hogan  Mr. Chris Neves  Chief John Willson | TBD | Louisville-specific polygons were submitted to Boulder County Communications. Egress routes will follow.  Work is complete. |
| Incident Command | For large scale events, set up joint command with Louisville Fire.  Define span of control land command structure in multi-agency event.  Issue occasional “Recap/Status Reports” by dispatch to keep everyone on the same page.  Police and Fire to share daily line-ups with each other, including contact numbers to allow for single point contacts. | Develop a large-scale incident command plan, provide training, and conduct exercises and drills. | City of Louisville, Louisville Police, and Louisville Fire Department  Tabletop Exercise planned for June 2022 | Chief Dave Hayes and Chief John Willson | July 2022 | Tabletop exercise planned for October 2022 and lineups completed in July. Anticipated completion in 2022. |
| Wellness | Mental Health/ self-care for employees, accessible during an event. Contact List/ Point of contact to stay in touch with significant others/ spouses. | Develop a rehab program for staff and a family and friends support network. | Louisville Police and Louisville Fire Department | Chief Dave Hayes and Chief John Willson | July 2022 | Police has been in coordination with mental health professionals. Fire has peer support along with EAP providers. Work is complete. |
| Communications | Establish Public Safety Priority to prevent overcrowded cell towers-need during a disaster. | Contact First Net or Verizon to acquire capability for first responders to have priority communications | Louisville Police and Louisville Fire | Chief Dave Hayes and Chief John Willson | In-progress | FirstNet service has been established for Police, Fire and the City. Work is complete. |

### AAR Improvement Plan EOC

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Capability** | **Observation** | **Corrective Action Recommendations** | **Primary**  **Responsible**  **Agency** | **Agency**  **POC** | **Start**  **Date** | **Comp. Date** |
| EOC Staffing | Many ESFs mentioned the state of turnover of government employees and that institutional knowledge had been lost in recent years. Many ESFs stated a need to build a deeper bench of staff so that ESFs could rotate in and out and rest. | Perform recruiting program and provided on-boarding training and exercises.  ODM staffing levels: 2 people not being here right away slowed down setup time, need more staff and staffing  PIO capability depleted due to personnel changes (ESF 15); didn’t do media inquiries because of this | Office of Disaster Management | Mike Chard  [mchard@bouldercounty.org](mailto:mchard@bouldercounty.org) 303-565-7878 | Feb 2022 | Recruitment program completed in 2022.  ESF capability efforts are under way to address ESF response capacity. Training and exercises have been scheduled or completed for new staff.  Scenario exercises have been conducted at the monthly MACS meeting in 2022 for wildfire, flood, hazardous materials, winter storm.  An integrated improvement plan (training & exercise plan is completed for 2022 – 2023) |
| Public Information | Issues related back to public communication, include alert/warning messaging and communicating with local media. | Need to develop automated or enhanced messaging on website and social media to support alerts while EOC is activating.  Need to examine ESF 15 and field PIO interface, also more PIO for media inquiries during EOC activation. | Office of Disaster Management | Mike Chard  [mchard@bouldercounty.org](mailto:mchard@bouldercounty.org) 303-565-7878 | March 2022 | Developed immediate posting site of all evacuation orders issued int eh County. Complete with full alert messages and map of the evacuation area. May 2022 |
| Multi Agency Coordination | This incident impacted unincorporated parts of Boulder County, so there was some negotiation of how to help the various impacted areas and how to coordinate across partners with Superior and Louisville. | Needed to hold a MACS Agency Administrator meeting to develop pre disaster agreements on how to interface communities form response into recovery. | Office of Disaster Management | Mike Chard & agency administrators  [mchard@bouldercounty.org](mailto:mchard@bouldercounty.org) 303-565-7878 | July 2022 | Scheduled seminars for December 2022 |
| EOC Operations | The variety of technologies available to check-in led to some platform fatigue. | Need to deploy new WebEOC system  -More training on Crisis Track for DA before event | Office of Disaster Management | Mike Chard  [mchard@bouldercounty.org](mailto:mchard@bouldercounty.org) 303-565-7878 | In progress | 2022-2023  Currently in design build process now on schedule.  November 2022 Update  New capabilities in WebEOC are completed and also under development. New capabilities are being presented and trained to EOC and ESF staff. |
| EOC Operations | Being remote reduces situational awareness  Need clearer liaisons/plans with some other ESFs  More staffing/longer term staffing | Further define the liaison problem and develop solutions.  Work on ESF recruitment | Office of Disaster Management | Mike Chard  [mchard@bouldercounty.org](mailto:mchard@bouldercounty.org) 303-565-7878 | June 2022 | Dec 2022  Addressing issue with new webeoc system design |
| Public Information | The most common issues reported were that the maps caused issues for homeowners trying to submit insurance claims, and the map of utility outages was not up to date, so people stayed in shelters for longer than necessary waiting to confirm their utilities had been restored. | Suggestions included:  Make the map easier to find on the website with a single click.  The map should not stop at our county line when incidents are multijurisdictional. | Office of Disaster Management  ESF 15  GIS | Mike Chard  [mchard@bouldercounty.org](mailto:mchard@bouldercounty.org) 303-565-7878  Mark Mullane | June 2022 | October 2022  GIS team under the situational awareness section is reviewing public facing map processes.  Website functionality is being assessed to make information easier for the public to find and use. |

## AAR Improvement Plan ESF 21 Animal Management

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| EOC Staffing | No lead in the EOC due to short staffing from partner agencies and no trained volunteers. | Develop staffing for EOC / ESF 21 Position | BCSO and COB | BCSO-Sara Spensieri 303-859-0408  COB-Jennie Whittle 720-447-6023 | 3/1/22 | Training completed for all staff in August 2022 |
| Training for ESF 13 | ESF 13 Law enforcement had a representative who was helpful but not entirely trained. | Develop ESF 13 Public Safety Training program for ESF 21 support. | BCSO and COB | BCSO-Sara Spensieri 303-859-0408 | June 2022 | Completed training with ESF 13 staff in July 2022 |
| GIS Support for Survey 123 | Still working with GIS to work out the kinks in the mapping process with Survey 123. This caused frustration. | Get with County GIS staff to work through work processes. | BCSO  County GIS | BCSO-Sara Spensieri 303-859-0408  GIS Molly Watson | 1/24/22 | 2/28/22 |
| GIS Support for Survey 123 | Still working with GIS to work out the kinks in the assignment process with Survey 123. This caused lots of frustration to first responders. | Get with City and County GIS staff to work through work processes and notification requirements. | BCSO  County GIS  City GIS | BCSO-Sara Spensieri 303-859-0408  GIS Molly Watson | 1/24/22 County IT | In Progress |
| ESF Coordination | ESF 21 had no direct contact with ESF 6. | ESF 21 needs to develop connection / integration process for regional and state resources with ESF 6 Mass Care. | BCSO and COB | BCSO-Sara Spensieri 303-859-0408 | June 2022 | July 2022 |
| Agriculture Assessment | Not sure how to do a quick agriculture damage assessment, nor how to reach ag partners with specific resources (FSA, USDA, Farmers.gov) | Develop an impact assessment process for agricultural affected businesses, farms, or animal populations. | BCSO and CO Dept of Ag | BCSO-Sara Spensieri 303-859-0408  Dept of Ag-Dr. Maggie Baldwin 720-668-2050 | TBD | TBD |
| Disaster Assistance Center capability | Need a DAC go kit and to have a better staffing plan for an animal table. | Develop a go kit standard also identify staffing. | BCSO and HSBV | BCSO-Sara Spensieri 303-859-0408  HSBV-Jan McHugh-Smith  719-330-1402 | TBD | TBD |
| Preparedness and COOP | Recognized a shortfall in PACFA for animal facilities, they need an official emergency plan for all animal daycare/boarding places and animal hospitals. | Develop a COOP standard plan for animal facilities to use along with emergency plans | PACFA  Dept of Ag | Program Section Chief: Nick Fisher  303-869-9146  And  HSBV-Jan McHugh-Smith  719-330-1402 | 2/1/22 Jan HSBV | In Progress |

### AAR Improvement Plan BCARES

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Capability** | **Observation** | **Corrective Action Recommendations** | **Primary**  **Responsible**  **Agency** | **Agency**  **POC** | **Start**  **Date** | **Comp. Date** |
| Establishment of ESF reporting | Using ICS Form 213, hourly reports were provided to ESF- 6 as evacuation center populations  Continued to grow.  The 213 forms were not filled out correctly. Date and time stamps were not filled in, resulting in the lack of ability to chronologically  list the 213s as they were sub-mitted. | Refresher training on use of ICS forms. | BCARES | Emergency Coordinator & Chairman  [abishop1150@comcast.net](mailto:abishop1150@comcast.net)  (303) 437-7835 mobile | TBD | Contacting BCARES leadership to set up WebEOC training, radio operation of public safety systems and ICS form review in October 2022 |
| Situational Status reports | The MERN networks were activated without delay due to the presence of BCARES members already in place at the mountain residences.  The amount of voice traffic at times tended to overwhelm the primary BCARES net. | Additional staffing will have to be committed to early on so that a “Resource Net” can be established as radio traffic increases | BCARES | Emergency Coordinator & Chairman  [abishop1150@comcast.net](mailto:abishop1150@comcast.net)  (303) 437-7835 mobile | N/A | Capability gap addressed under staffing IP category. |
| Staffing | 9 out of approximately 60 members deployed with 0 additional available for expanded operational periods. Additional staffing had to be requested from other regional / section ECs.  A continuing issue of poor response has jeopardized the capabilities of BCARES. This lack of commitment by members compromises our MOU agreement. | The actual number of volunteers will continue to be reduced making staffing a challenge if the COVID-19 pandemic continues. To offset this situation, it will be necessary to continue to rely on outside resources within the ARES framework. | BCARES | Emergency Coordinator & Chairman  [abishop1150@comcast.net](mailto:abishop1150@comcast.net)  (303) 437-7835 mobile |  | COVID restrictions lifted August 2022 |
| Operations Period Support | Due to the EOC’s initial operational period of 24 hours, the demand on BCARES staffing was met with the initial Everbridge activation.  Once the EOC’s operational period continued for a second 24-hour operational period, BCARES was not capable of staffing assigned tasks with its own members. | The re-invigorated membership is needed to ensure members understand the importance and commitment of emergency communications providers. | BCARES | Emergency Coordinator & Chairman  [abishop1150@comcast.net](mailto:abishop1150@comcast.net)  (303) 437-7835 mobile | October  2022 | Recent training and exercises were conducted for new members and existing members for EOC readiness. |