

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 Nov. 2022

Boulder Office of Disaster Managment
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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	On January 13, 2023 an Anatomy of A Disaster Seminar was held at the Boulder County Sheriff's Office. In attendance were elected officials, Town and City Managers and department heads from multiple municipalities and agencies. Additional seminars are scheduled for May and September 2023.
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	October 2022	BVFC Ops group has consensus about the need to send a Fire Chief to dispatch during major events. This occurred during the Marshall Fire and the process will continue. Comm Plan 3 and 4 have been developed and implemented to assist with better communications in the field and with dispatch.
Resource Management	County dispatch – resources, contact information	Verify all resources are properly listed in the dispatch centers and appropriate contact	Fire Consortium-Operations Committee	Bradshaw, Higgins, Beebe, BRETSA	May 2022	This is no longer an action of the AAR effort and is a function of the BCFC operations committee to verify resources with the local 911 dispatch centers.

		information is present.				
Operational Coordination	Fire duty officer / Local resource coordinator (LRC)	Determine how to best staff this position and determine duties.	Fire Consortium-Operations Committee	BCFC and BCFFA Representatives	May 2022	January 2023: Action completed as part of the AAR process and future effort to be conducted through the BCFC and BCFFA structure to determine if the LRC position is going to be developed. Office of Disaster Management shall assist if ESF 4- Fire position is established in the EOC structure which at this time is not.
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	January 2023	Request sent to evaluate if current AOP is adequate or if a different response plan needs to be developed. Also approaching the BCFFA and BCFC to provide an opinion also.
Interoperability	Local 800 MHz communications plan-	Need to develop a Vhf and 800 MHz communications plan.	Radio / Communications Team	Scott Whitehead		April 2022 Communications Plan completed.
Total number of tasks in this section		# of tasks in progress	# of tasks completed		# of tasks TBD	
6		1	5		0	

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	Upon further evaluation this concept is not reasonable and that specializing evacuation groups in law enforcement is more efficient and effective in getting evacuations completed. The rescue task force concept is a working capability for active shooter incidents and not transferrable to wildfire evacuations.
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	Completed Nov 2022 Incident Management SOP completed identifying the Sheriff's Office response structure for complex disasters.
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.
Total number of tasks in this section		# of tasks in progress	# of tasks completed		# of tasks TBD	
Action Closed Out		0	4			

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	Now that the RFP process for an ENS is complete, the database management strategy is in development. The intent is to implement a new clean-up process throughout 2023, which focuses on legacy data review and a PR push for new sign-ups.
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	SWARM Environment 1. Operational initiative is occurring. 2. Not tied to a 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

	<p>how to identify escalation is critical.</p>	<ol style="list-style-type: none"> 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. <p>SWARM Management</p> <ol style="list-style-type: none"> 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 			<p>complex escalating incident presently identified as a Swarm environment. Remaining steps are to complete the operational plan, schedule training and conduct drills and exercises.</p> <p>Draft Operational Plan completed and provided to Law and Fire agencies to determine if it should be adopted and then a training plan developed.</p> <p>The SWARM effort is completed and has met the expectations defined in the AAR. Final meeting set for December 2022.</p> <p>Final meeting held on January 10, 2023 and a TTX is scheduled for May 25, 2023.</p>
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		developing C-2 structure.				
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. BRE TSA GIS personnel are completing the data entry and will have the evacuation polygon and evac routes by January 1 2023 if not sooner.
DHSEM Having Alert and Warning Support (IPAWS) Capability with the	During the fire Division of Homeland Security and Emergency Management (DHSEM) suggested they could assist to launch a WEA. Not acted on because	Develop an agreement, process, and exercise cycle to develop and implement this capability with the DHSEM.	IPAWS Collaborative Operations Group (COG) Administrator	ODM- Chard mchard@bouldercounty.org, 303-565-7878	2022	May 2022: DHSEM determined that they are not in a position to provide primary or back up alert and warning services to Boulder.

Boulder Sheriff 911 Center	no prior planning or ability to integrated with geotargeted evacuation zones.		911 Center DHSEM Field Manager	911 Center-Steve Silbermann Kevin Keturich		
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 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 has purchased a translation App called Reachwell as another translation alerting solution. Implementation under way and should be done by March 2023.

Total number of tasks in this section	# of tasks in progress	# of tasks completed	# of tasks TBD
10	1	9	0

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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	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

	proper ICS structure that supports efficient decision making and requests emergency notifications					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.	Dedicate a liaison with IC structure within dispatch or perhaps alert and warning officer as part of the command staff.	BCC	Brian Zierlein & Steve Silbermann	June 2022	County 911 is developing this presently and will have it completed in September 2022 BCSO command staff responds to dispatch to facilitate direct communication with law enforcement field units related to evacuations. Completed in policy in December 2022.
Total number of tasks in this section		# of tasks in progress	# of tasks completed		# of tasks TBD	
Action Closed Out		0	5			

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	Police Chief and Fire Chief John Willson	September 2022	<p>Fire – staff have met and are working on standard operating guidelines for large incidents or incidents that affect stations. Estimated completion end of 2022.</p> <p>Police – met with Fire and agreed to designate representative from both agencies present at command post for communication and coordinator for any</p>

						<p>evacuations. Police command and supervisory staff have met to work on standard operating guidelines.</p>
COOP	<p>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.</p>	<p>Develop call back procedures for Police and Fire staff.</p>	<p>Louisville Police and Louisville Fire</p>	<p>Police Chief and Fire Chief John Willson</p>	<p>July 2022</p>	<p>Fire – complete. Software and standard operating guidelines have been completed.</p> <p>Police – has callback system in place (cell phone and pager). Police is exploring transition to the ActiveAlert smart phone app for this purpose.</p>
Operational Coordination	<p>No defined strategy for the incident due to the rapidly unfolding event. The mission was never defined for</p>	<p>Develop rapidly escalating incident policy procedures and training program.</p>	<p>Louisville Police and Louisville Fire</p>	<p>Police Chief and Fire Chief John Willson</p>	<p>September 2022</p>	<p>Police/Fire – strategy is Life, Safety, Incident Stabilization, Property</p>

	Police and ranged from evacuations, welfare checks, to traffic control.					Conservation. Strategy for any incident will be determined by the specifics of the conditions. Work to develop policy procedures and training program is in process. Anticipated completion in 2023.
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	Police Chief and Fire Chief John Willson	July 2022	Fire – complete Police – purchased and issued safety goggles for staff. Researched Nomex/fire retardant protective clothing for issue but found to be cost prohibitive. Complete.

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	Police Chief and Fire Chief John Willson	July 2022	Fire – complete Police – coordinating with Fire for MRE vendor. Complete.
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	Police Chief and Fire 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	Provide controlled and specifically identified evacuations and	Louisville Police and Louisville Fire	Police Chief and Fire Chief John Willson	July 2022	Predetermined evacuation routes/polygons

	<p>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.</p>	<p>communicate them clearly through multiple channels.</p>				<p>have been developed & integrated with Boulder County Communications & Everbridge. City has provided initial training on polygon activation, safe evacuation routes and messaging to Police Sergeants. Staff is meeting with regional partners to discuss implementation and internally to discuss public communications /education. City will initiate public campaign in Q1 2023.</p>
<p>Mitigation</p>	<p>Develop an understanding of the role and conditions of public lands and open</p>	<p>Participate in land management meetings and engage in mitigation planning.</p>	<p>Louisville Fire Department and City of Louisville Parks Department</p>	<p>Fire Chief John Willson</p>	<p>July 2022</p>	<p>City staff has hired a consultant to assist with</p>

	space, and how that may impact emergency response for future events.			City Manager's Office		mitigation planning for City owned lands. Anticipated completion in 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	City Manager's Office Police Chief, Fire Chief John Willson	July 2022	City staff drafted updated COOP in 2020 in response to COVID-19 Pandemic. Staff will update for all-hazard COOP in Q1 2023.
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	Police Chief, City Manager's Office, Fire 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	Identify field PIO for Police and Fire Department.	City of Louisville, Louisville Police	Police Chief, City Manager's Office,	July 2022	Police has identified Crime Prevention

	work across agencies (Fire and Police/City of Louisville).		and Chief John Willson	Fire Chief John Willson		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	City Manager's Office, Police Department, Fire Department	July 2022	Boulder County Communications & BRE TSA have renewed contract with Everbridge for evacuation communications /reverse 911. City staff developed a Crisis Communication Plan in 2022, which outlines the procedures for activation of the EOC and how to

						<p>coordinate on communications with ESF 15 desk at EOC.</p> <p>The City will continue discussions with the County to improve coordination/communications strategies.</p>
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	City Manager’s Office, Police Department, Fire Department	July 2022	<p>Boulder County Communications & BRETSA have renewed contract with Everbridge for evacuation communications /reverse 911.</p> <p>City staff developed a Crisis Communication Plan in 2022, which outlines the procedures for activation of the EOC and</p>

						<p>how to coordinate on communications with ESF 15 desk at EOC.</p> <p>The City will continue discussions with the County to improve coordination/communications strategies.</p>
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	Police Chief, City Manager’s Office, Fire 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.	Develop an evacuation and traffic plan for Louisville.	City of Louisville, Louisville Police and Louisville Fire Department FirstNet or Verizon	Police Chief, City Manager’s Office, IT, FireChief John Willson	July 2022	Louisville-specific polygons were submitted to Boulder County Communications. Egress routes will follow.

	<p>Establish Public Safety Priority to prevent overcrowded cell towers-need during a disaster.</p> <p>Pre-prepare mass evacuation plan including control over traffic lights.</p> <p>Establish clear evacuation protocol and notification between Louisville Fire Department and Police Department/City of Louisville.</p>					<p>Work is complete.</p>
<p>Incident Command</p>	<p>For large scale events, set up joint command with Louisville Fire.</p> <p>Define span of control land command structure in multi-agency event.</p> <p>Issue occasional "Recap/Status Reports" by dispatch</p>	<p>Develop a large-scale incident command plan, provide training, and conduct exercises and drills.</p>	<p>City of Louisville, Louisville Police, and Louisville Fire Department</p> <p>Tabletop Exercise planned for June 2022</p>	<p>Police Chief and Fire Chief John Willson</p>	<p>July 2022</p>	<p>Tabletop exercise and Marshall Fire review occurred in October 2022 and lineups completed in July.</p> <p>Fire & Police – development of incident command plan,</p>

	<p>to keep everyone on the same page.</p> <p>Police and Fire to share daily line-ups with each other, including contact numbers to allow for single point contacts.</p>					<p>training and exercises/drills delayed to Q1 2023</p>
Wellness	<p>Mental Health/ self-care for employees, accessible during an event. Contact List/ Point of contact to stay in touch with significant others/ spouses.</p>	<p>Develop a rehab program for staff and a family and friends support network.</p>	<p>Louisville Police and Louisville Fire Department</p>	<p>Police Chief and Fire Chief John Willson</p>	<p>July 2022</p>	<p>Police has been in coordination with mental health professionals. Fire has peer support along with EAP providers. Work is complete.</p>
Communications	<p>Establish Public Safety Priority to prevent overcrowded cell towers-need during a disaster.</p>	<p>Contact First Net or Verizon to acquire capability for first responders to have priority communications</p>	<p>Louisville Police and Louisville Fire</p>	<p>Police Chief and Fire Chief John Willson</p>	<p>July 2022</p>	<p>FirstNet service has been established for Police, Fire and the City. Work is complete.</p>
Total number of tasks in this section		# of tasks in progress	# of tasks completed		# of tasks TBD	
19		9	10		0	

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.	<p>Perform recruiting program and provided on-boarding training and exercises.</p> <p>ODM staffing levels: 2 people not being here right away slowed down setup time, need more staff and staffing</p> <p>PIO capability depleted due to personnel changes (ESF 15); didn't do media inquiries because of this</p>	Office of Disaster Management	Mike Chard mchard@bouldercounty.org 303-565-7878	Feb 2022	<p>Recruitment program completed in 2022.</p> <p>ESF capability efforts are under way to address ESF response capacity. Training and exercises have been scheduled or completed for new staff.</p> <p>Scenario exercises have been conducted at the monthly MACS meeting in 2022 for wildfire, flood, hazardous materials, winter storm.</p> <p>An integrated improvement plan (training & exercise plan is completed for 2022 – 2023)</p>
Public Information	Issues related back to public communication, include alert/warning messaging and	Need to develop automated or enhanced messaging on website and social media to support	Office of Disaster Management	Mike Chard mchard@bouldercounty.org 303-565-7878	March 2022	Developed immediate posting site of all evacuation orders issued in the County. Complete with full alert messages

	communicating with local media.	alerts while EOC is activating. Need to examine ESF 15 and field PIO interface, also more PIO for media inquiries during EOC activation.				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 303-565-7878	July 2022	Recovery plan for the county is being updated by the Recovery Division. ODM has completed the transition plan for the EOC to manage the response phase into the recovery phase. The EOC will support the disaster involved communities as they establish their recovery structure. Communities should develop their recovery plan to tie into the transition team.
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 303-565-7878	Initiated in May 2022 and In progress	2022-2023 Currently in design build process now on schedule. November 2022 Update New capabilities in WebEOC for situation

						<p>reports, resource mobilization, information flow and Boards for ESFs are completed. Additional capabilities and under development. New capabilities are being presented and trained to EOC and ESF staff. Should be completed by June 1, 2023.</p> <p>ESF 14 Damage Assessment conducted training with staff on DA procedures and software.</p>
EOC Operations	<p>Being remote reduces situational awareness</p> <p>Need clearer liaisons/plans with some other ESFs</p> <p>More staffing/longer term staffing</p>	<p>Further define the liaison problem and develop solutions.</p> <p>Work on ESF recruitment</p>	Office of Disaster Management	<p>Mike Chard mchard@bouldercounty.org 303-565-7878</p>	June 2022	<p>Dec 2022</p> <p>Addressing issue with new webeoc system design</p>
Public Information	<p>The most common issues reported were that the maps caused issues for homeowners trying to submit insurance claims, and</p>	<p>Suggestions included:</p> <p>Make the map easier to find on the website with a single click.</p>	<p>Office of Disaster Management</p> <p>ESF 15</p> <p>GIS</p>	<p>Mike Chard mchard@bouldercounty.org 303-565-7878</p> <p>Mark Mullane</p>	June 2022	<p>November 2022</p> <p>GIS team under the situational awareness section reviewing public facing map processes. Zonehaven is being evaluated in December</p>

	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.	The map should not stop at our county line when incidents are multijurisdictional.				as a possible solution. ODM is requesting the purchase of Zonehaven on January 23, 2023 for the county. Website functionality is being assessed to make information easier for the public to find and use. ESF 15 and Sheriff Computer Services are meeting to evaluate changes to website in December.
Total number of tasks in this section	# of tasks in progress	# of tasks completed			# of tasks TBD	
7	2	5			0	

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	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

	was helpful but not entirely trained.					
GIS Support for Survey 123	Still working with GIS to work out the kinks in the <u>mapping</u> 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 seeking Scheduling meeting with GIS Team and ESF 21 Staff to resolve issues in December.
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	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	January 2023	Schedule planning meeting with Parks and Open Space with ESF 21 to ensure coordination is developed within plans and standard operating procedures related to

	resources (FSA, USDA, Farmers.gov)					Agriculture DA. Mike Foster from Parks and Open Space will be meeting with Sara Spensieri to address DA procedures needed. Contact Mike Foster at mfoster@bouldercounty.org .
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	January 2023	Bring DAC operations manager together with ESF 21 Animal Management to get agreements in place. Contact Joycelyn Fankhouser to set meeting. jfankhouser@bouldercounty.org
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	Completed 12/2022 Both Humane Societies have developed a disaster/emergency plan for their buildings
Total number of tasks in this section		# of tasks in progress	# of tasks completed		# of tasks TBD	
8		4	4		0	

AAR Improvement Plan BCARES

Capability	Observation	Corrective Action Recommendations	Primary Responsible Agency	Agency POC	Start Date	Comp. Date
Establishment of ESF reporting	<p>Using ICS Form 213, hourly reports were provided to ESF- 6 as evacuation center populations</p> <p>Continued to grow.</p> <p>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.</p>	Refresher training on use of ICS forms.	BCARES	Emergency Coordinator & Chairman 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.	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	N/A	Capability gap addressed under staffing IP category.

	The amount of voice traffic at times tended to overwhelm the primary BCARES net.			(303) 437-7835 mobile		
Staffing	<p>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.</p> <p>A continuing issue of poor response has jeopardized the capabilities of BCARES. This lack of commitment by members compromises our MOU agreement.</p>	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	<p>Emergency Coordinator & Chairman</p> <p>abishop1150@comcast.net</p> <p>(303) 437-7835 mobile</p>		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	The re-invigorated membership is needed to ensure members understand the importance and commitment of	BCARES	<p>Emergency Coordinator & Chairman</p> <p>abishop1150@comcast.net</p>	October 2022	Recent training and exercises were conducted for new members and existing

	<p>met with the initial Everbridge activation.</p> <p>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.</p>	<p>emergency communications providers.</p>		<p>(303) 437-7835 mobile</p>	<p>members for EOC readiness.</p>
Total number of tasks in this section	# of tasks in progress	# of tasks completed	# of tasks TBD		
Action Closed Out	0	4	0		

