

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 Management
mchard@bouldercounty.org

Contents

Fire Response AAR Improvement Plan	2
Law Response AAR Improvement Plan	3
AAR Improvement Plan Alert & Warning.....	5
AAR Improvement Plan Sheriff 911 Communications Center	8
AAR Improvement Plan City of Louisville.....	10
AAR Improvement Plan EOC	19
AAR Improvement Plan ESF 21 Animal Management	21
AAR Improvement Plan BCARES	24

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 800 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	BCSO	Bonafede/ Wilber	April 12, 2022	In Progress

		projects/issues within the incident.				
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	In Progress

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	Sheriff's Dept. currently is developing response job aids to guide actions.
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	Develop evacuation polygons for each community in Boulder	BCSO BPD 911, Longmont 911	911 center directors	APRIL 2022	August 2022 Polygons completed for

	other communities in the County East of Hwy 36 / 93.	County using existing systems or acquire proprietary software. Explore software options.	Fire and law agencies.			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.	Need to continue to expand unified command process, how to manage escalation, staging and resource management.	BCSO, BCFFA, BCFC, Chiefs group	Josh Bonafede, Ops, Emergency Services, Fire Crew, 911 center.	May 2022	September 2022 C2 seminar
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	September 2022 This will be facilitated at the September alert and polygon seminar.
DHSEM Having Alert and Warning Support	During the fire Division of Homeland Security and Emergency Management (DHSEM) suggested they could	Develop an agreement, process, and exercise cycle to develop and implement this	IPAWS Collaborative Operations Group	ODM- Chard mchard@bouldercounty.org	2022	May 2022: DHSEM determined that they are

<p>(IPAWS) Capability with the Boulder Sheriff 911 Center</p>	<p>assist to launch a WEA. Not acted on because no prior planning or ability to integrated with geotargeted evacuation zones.</p>	<p>capability with the DHSEM.</p>	<p>(COG) Administrator 911 Center DHSEM Field Manager</p>	<p>, 303-565-7878 911 Center- Steve Silbermann Kevin Keturich</p>		<p>not in a position to provide primary or back up alert and warning services to Boulder.</p>
<p>Siren activation</p>	<p>Sirens were not activated by first responders, sirens in area do not have a wildfire program installed.</p>	<p>Review siren use and activation process with first responders. Review with agency administrators if the siren programming needs to change.</p>	<p>ODM, BCSO, Towns and Cities, Fire Depts, Law</p>	<p>Mchard- mchard@bouldercounty.org 303-565-7878</p>	<p>2022</p>	<p>Completed May 2022. On-going and will poll communities every year in February.</p>
<p>Messaging</p>	<p>Create plan for multi-lingual messaging for alert and warning.</p>	<p>Explore funding for technical solutions during active messaging and translation services for outreach materials.</p>	<p>Dispatch and ODM</p>	<p>Steve Silbermann, Brian Zierlein, & Mike Chard</p>	<p>2021</p>	<p>Translations for WEA is under way and deploying Reachwell APP is other solution.</p>

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	September 2022 This will be presented and resolved at the next C2 escalation seminar.

<p>Operational Coordination</p>	<p>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]</p>	<p>Dedicate a liaison with IC structure within dispatch</p>	<p>BCC</p>	<p>Brian Zierlein & Steve Silbermann</p>	<p>June 2022</p>	<p>County 911 is developing this presently and will have it completed in September 2022</p>
---------------------------------	--	---	------------	--	------------------	---

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	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

	duration of intense response activities. Patrols cars should be outfitted with “rehab” bags.					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	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

	challenged in knowing where to evacuate first.					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.

<p>Evacuation Communications</p>	<p>Need for communication from Boulder County Communications once evacuations are launched so the City can also push out the evacuation information immediately.</p>	<p>Identify primary points of contact for direct PIO during events. Establish communication protocols for when evacuations are launched through Boulder County Communications.</p>	<p>Boulder County Communications Center, City of Louisville, Louisville FD</p>	<p>Emily Hogan, PIO, Police Department, Fire Department</p>	<p>July 2022</p>	<p>City staff has reached out to Boulder County Communications to establish communication protocols. Work is in process. Anticipated completion in 2022.</p> <p>Fire has issued Emergency Communications Network RFP. Anticipated completion date of October 2022.</p>
<p>Evacuation Communications</p>	<p>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.)</p>	<p>Identify primary points of contact for communication channel updates during events.</p>	<p>Boulder County Communications Center, City of Louisville, Louisville FD</p>	<p>Emily Hogan, PIO, Police Department, Fire Department</p>	<p>July 2022</p>	<p>City staff has reached out to Boulder County Communications to establish communication protocols. Work is in process. Anticipated completion in 2022.</p>

						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.	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.

	<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>					
Incident Command	<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 to keep everyone on the same page.</p> <p>Police and Fire to share daily line-ups with each other, including contact</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>Chief Dave Hayes and Chief John Willson</p>	<p>July 2022</p>	<p>Tabletop exercise planned for October 2022 and lineups completed in July. Anticipated completion in 2022.</p>

	numbers to allow for single point contacts.					
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	<p>Many ESFs mentioned the state of turnover of government employees and that institutional knowledge had been lost in recent years.</p> <p>Many ESFs stated a need to build a deeper bench of staff so that ESFs could rotate in and out and rest.</p>	<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@boulderco.untty.org 303-565-7878	In progress	<p>Recruitment program completed in 2022.</p> <p>Start training programs in late summer or early fall 2022</p>
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.	Office of Disaster Management	Mike Chard mchard@boulderco.untty.org 303-565-7878	In progress	<p>Developed immediate posting site of all evacuation orders issued in eh County. Complete with full alert</p>

		Need to examine ESF 15 and field PIO interface, also more PIO for media inquiries during EOC activation.				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@boulderco.unity.org 303-565-7878	July 2022	Scheduled seminars for October & 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@boulderco.unity.org 303-565-7878	In progress	2022-2023 Currently in design build process now on schedule
EOC Operations	Being remote reduces situational awareness Need clearer liaisons/plans with some other ESFs More staffing/longer	Further define the liaison problem and develop solutions. Work on ESF recruitment	Office of Disaster Management	Mike Chard mchard@boulderco.unity.org 303-565-7878	June 2022	Dec 2022 Addressing issue with new webeoc system design

	term staffing					
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.	<p>Suggestions included:</p> <p>Make the map easier to find on the website with a single click.</p> <p>The map should not stop at our county line when incidents are multijurisdictional.</p>	Office of Disaster Management ESF 15 GIS	Mike Chard mchard@boulderco.unity.org 303-565-7878 Mark Mullane	June 2022	TBD

AAR Improvement Plan ESF 21 Animal Management

Capability	Observation	Corrective Action Recommendations	Capability Element	Primary Responsible Agency	Agency POC	Start Date	Comp. Date
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	EOC Operations	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	Develop ESF 13 Public Safety Training	EOC Operations	BCSO and COB	BCSO-Sara Spensieri 303-859-0408	June 2022	Completed training

	who was helpful but not entirely trained.	program for ESF 21 support.					with ESF 13 staff in July 2022
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.	EOC Operations	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.	EOC Operations	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.	Operational Response	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.	Impact Assessments	BCSO and CO Dept of Ag	BCSO-Sara Spensieri 303-859-0408 Dept of Ag-Dr. Maggie	TBD	TBD

	resources (FSA, USDA, Farmers.gov)				Baldwin 720-668-2050		
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.	Mass Care	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	Preparedness	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	<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	TBD	

	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>	TBD	

	<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>		
--	--	--	--	------------------------------	--	--