

*Colorado Donation and Volunteer
Coordination Teams*

Colorado 2012 Wildfires

DRAFT

AFTER ACTION REPORT

FEBRUARY 2013



Waldo Canyon Fire, Colorado Springs, CO.

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Table of Contents

1.0 Executive Summary..... 2

2.0 Terms and Entities..... 4

3.0 Timeline of Events 6

4.0 Lessons Learned14

5.0 Conclusion24

Annex A – Glossary of Acronyms25

Annex B – References.....26

1.0 Executive Summary

The purpose of this After Action Report (AAR) is to review the activities and effectiveness of Colorado's Donation and Volunteer Coordination Teams (DVCT) and its partners during the initial response to the wildfires in 2012. This AAR aims to identify what worked well and outline recommended changes/improvements for the DVCT.

The report will focus primarily on the High Park and Waldo Canyon Wildfires, which started on June 9th and June 23rd of 2012, respectively. These two wildfires witnessed the greatest number of destroyed homes. As a result, the DVCT primarily focused its efforts on these two fires due to the large donation and volunteer management needs. Other wildfires that engaged the efforts of the DVCT, including the Lower North Fork and the Woodland Heights fires, will also be referenced.

While the primary focus of this AAR is on the DVCT, several lessons learned regarding the collaborative efforts of Colorado Voluntary Organizations Active in Disaster (COVOAD) and its member agencies also emerged during the compilation of this AAR and will be incorporated into this document.

The bulk of this report focuses on the activities directly related to the DVCT to identify lessons learned and recommendations for how the DVCT can work more effectively going forward. As mentioned above, some recommendations for COVOAD will also be discussed. It is important to note that while these two groups work closely together and share some of the same partner/member agencies, they are separate entities with distinct roles and responsibilities. It should also be noted that this document is not intended to assess the internal operational systems of DVCT partners and COVOAD member agencies, nor the response efforts of the local jurisdictions.

This AAR is divided into several sections. The 'Terms and Entities' section provides a brief outline of some of the key entities and tools that are integral to the DVCT and discussed in this document. The 'Timeline of Events' section provides a broad outline of significant events related to the wildfires to provide context for the report, focusing on events that pertain specifically to the DVCT and COVOAD. Following the timeline is 'Lessons Learned' – the first section of which outlines a broad overview of some of DVCT's and COVOAD's successes and opportunities; the second section offers 'Observations and Recommendations'. This section, organized into a table, is designed to capture specific issues, observations and recommendations regarding what worked well for the DVCT and COVOAD and where there are opportunities for improvement. 'Observations and Recommendations' constitutes the largest section in this AAR and is divided into five broad themes: 1) Internal Planning and Preparedness, 2) Internal Communication and Coordination, 3) NDMN Tool and CDVMN, 4) Partnerships and External Relations / Communication, and 5) Public Messaging/HelpColoradoNow.org. The specific recommendations outlined will provide a 'road map' for much of what the DVCT will focus on going forward in 2013 and 2014. The final section in the AAR is the 'Conclusions' section, which summarizes the overall findings of the AAR. Additionally, Annex A provides a Glossary of Acronyms and Annex B identifies references used in developing this AAR.

Overall, the report reveals that the DVCT and its partner agencies, along with COVOAD, were able to provide effective support to local jurisdictions and the state during the 2012 wildfire season through the various tools, processes and systems put in place -including EOC Support Guidelines, utilization of EOC Liaisons, previously signed MOUs between the state and DVCT partner agencies, conference calls,

coordination efforts, and the HelpColoradoNow.org website that helped disseminate public messaging on how to help those affected by the wildfires.

Additionally challenges were recognized and opportunities were identified for the DVCT as well as COVOAD. These opportunities include, but are not limited to: additional training, capacity building, outreach and education, internal planning, enhanced coordination, and coordination at all levels with respect to various partners and members.

2.0 Terms and Entities

Adventist Community Services Disaster Response (ACSDR/ACS Lift) - The state's lead agency for the management of unsolicited undesignated donations in response to disasters. ACSDR is available upon request by state and local jurisdictions to execute a donations management system that will coordinate the collection, warehousing and distribution of undesignated in-kind donations during a disaster.

2-1-1 Colorado (2-1-1) - A statewide information and referral service that is available 24 hours a day/7 days a week that helps Coloradoans find vital services like emergency shelter, food, rental assistance, utility assistance, child care, health care and much more. 2-1-1 Colorado is the State's lead agency for information and referral services in disasters. 2-1-1 is available upon request to manage calls from the general public interested in helping those affected by a disaster as well as from those seeking assistance. Additionally, 2-1-1 produces and regularly updates an event specific 'Relief and Recovery Guide', which provides information on resources available to those affected by disasters.

Colorado Donations and Volunteer Management Network (CDVMN) – Colorado's donation and volunteer management database portal based on the National Donations Management Network tool (see below in terms) platform. The tool is adapted and customized to support Colorado's donation and volunteer management plans and contains Colorado specific messaging. Colorado's Donations and Volunteer Coordination Teams administer the tool.

Colorado Voluntary Organizations Active in Disasters (COVOAD) - A network of agencies throughout Colorado working together to foster efficient delivery of resources to people affected by disasters. COVOAD can help facilitate access to needed resources through its network of disaster relief agencies with minimal or no cost to local communities. COVOAD is the state chapter of the larger National Voluntary Organization Active in Disaster (NVOAD) movement.

Colorado Volunteer Center Network (CVCN) - A consortium of volunteer centers throughout Colorado. CVCN serves as the state's lead agency for the management of spontaneous unaffiliated volunteers in disasters. CVCN is available upon request by the state and local jurisdictions to establish a volunteer coordination system that will efficiently process and register unaffiliated volunteers and match their skills with agencies in need of assistance.

Donations and Volunteer Coordination Teams (DVCT, formerly known as 'DCT/VCT') – An inter-agency committee that facilitates and supports the effective management and allocation of unsolicited, undesignated, in-kind donations made from the general public and private sector in disasters. The DVCT is under the leadership of the Colorado Office of Emergency Management (COEM) and is part of the State's Emergency Operations Plan. The DVCT is comprised of voluntary agencies and government partners, and its members include ACSDR, 2-1-1 Colorado, COVOAD, CVCN and COEM (among others).

HelpColoradoNow.org - HelpColoradoNow.org is a partnership between Colorado Office of Emergency Management, the DVCT and COVOAD. This initiative brings together government agencies and non-profit organizations in an effort to better assist communities affected by disaster.

www.HelpColoradoNow.org serves as a public messaging site guiding the public on how to help those affected by disasters and includes a list of credible voluntary organizations accepting financial contributions. The site is linked to NDMN, the National Donations Management Network, allowing

donation offers and requests to be matched accordingly through an automated push/pull system (see below for more in NDMN).

National Donations Management Network (NDMN, aka 'Aidmatrix') - A web-based tool designed to support the management of undesignated donations and unaffiliated volunteers in a disaster. The public and private sector can enter donations and volunteer offers into an on-line database, from which response agencies can view and accept offers. Responding agencies are also able to post needs onto the tool. This tool helps match needed offers directly with response agencies, while minimizing the need to set-up facilities to manage donations and spontaneous, unaffiliated volunteers. NDMN is a FEMA initiative and is available to the State of Colorado and local jurisdictions for no fee. Over 90% of the states in the US have incorporated NDMN into their emergency response plans.



3.0 Timeline of Events

June 9 (Saturday)

The initial report for the High Park Fire came in at 0554 on Saturday, June 9th. The Larimer County JIC/EOC was activated around 1340 to support the first of many mandatory evacuations. Activation of **COVOAD** partners at this time included the **American Red Cross (ARC)** to staff the evacuation center located at Cache La Poudre Middle School, and **United Way of Larimer County 2-1-1 Colorado (UWLC 2-1-1)** to assist with fire related calls, manage volunteer/donation calls, and produce the 'Relief and Recovery' Guide. **ARC** and **2-1-1** representatives reported to the EOC to effectively support Larimer County. By 2235 the High Park Fire was reported at 8,000 acres, with 0% containment and six confirmed lost structures. Larimer County made a verbal request for an emergency disaster declaration. In anticipation of a large volume of donation and volunteer offers coming forward, **United Way Larimer County 211(UWLC 211)** began referring related calls to the www.helpcoloradonow.org website. Additionally, **Adventist Community Services LIFT (ACS)** was placed on stand-by in anticipation of a need for donations management.

June 10 (Sunday)

High Park Fire -14,000 acres, 0% containment, 18 confirmed damaged/destroyed homes. 0500 Sunday, June 10th, over 1200 mandatory evacuations ordered. The McKee Building at Ranch and Cache la Poudre middle school were both established as evacuation centers with **American Red Cross (ARC)** health and mental health services serving both shelters. Additional **COVOAD** members deployed at this time included **The Salvation Army (TSA)**, to provide meals and snacks, and **COVOAD, which acted as** a Liaison at the EOC to help support Larimer County and the operations of its members. At this stage, members placed on stand-by included the **Colorado Volunteer Center Network (CVCN)**, in anticipation of spontaneous unaffiliated volunteers (SUV), and **PetAid**, in anticipation of needed support to the Larimer County Humane Society and The Ranch for sheltering and care of small and large animals, respectively. Reports of missing persons were coming to the fire information line and **UWLC 2-1-1**, indicating a need to open the '**American Red Cross Safe and Well**' portal. **UWLC 2-1-1** made this request to **ARC** and the portal remained open for the duration of the fire. **ARC** at Cache la Poudre middle school reported an inundation of donations arriving at the evacuation site by early afternoon. Spontaneous Unaffiliated Volunteers were also reported as showing up at the evacuation center later in the day. By 1415, **Adventists Community Services (ACS)** was activated and working in collaboration with **UWLC 2-1-1** and local emergency management to establish a collection and distributions site. A press release referred people to 2-1-1 and helpcoloradonow.org, discouraging citizens from dropping off donations at evacuation centers and requesting financial donations instead. Due to air quality at the evacuation center at Cache la Poudre middle school, all sheltering and evacuation center operations were transported to the McKee Building at the Ranch late Sunday evening.

June 11 (Monday)

High Park Fire - 36,930 acres, 0% containment, and 19 homes destroyed reported at 0800. 100+ homes damaged/destroyed reported at 1840 and transition made to Type I incident team. The State EOC was activated at Level IV to monitor the situation and **COVOAD** was asked to provide a Liaison. State Donation and Volunteer Coordination Team (**DVCT**)/**COVOAD calls** and Recovery conference calls began to coordinate activities between local, state and federal entities. Planning for recovery began between Larimer County Emergency Management, County Manager and Commissioners and the Department of Local Affairs (DOLA), including collaboration to determine a location for the Disaster Recovery Center (DRC).

June 12 (Tuesday)

High Park Fire - 43,433 acres and is listed as 0% contained, with 100+ homes confirmed damaged/destroyed. The Governor declared a State Disaster on Tuesday, June 12th. **UWLC 2-1-1** reported 1,685 calls and **ACS** met with local authorities that afternoon to discuss donations management and the possibility of utilizing a vacant store at the Foothills Fashion Mall. At this stage, **CVCN** was assisting in matching volunteer and donation offers that were made into the AidMatrix tool with agencies that could utilize the offers. **COVOAD** developed a reporting template to capture volunteer hours, meals served and other voluntary agency services, and reached out to member agencies to inquire about services and availability.

June 13 (Wednesday)

High Park Fire - 46,600 acres, 10% containment.

June 14 (Thursday)

High Park Fire - 52,000 acres, an estimated 15 to 20% contained. Fire jumped highway 14.

June 15 (Friday)

High Park Fire - 54,230 acres, 20% containment, 112 confirmed structures destroyed. Larimer County opened the High Park Fire Disaster Recovery Center (DRC) at Johnson Hall on the Colorado State University Campus. Many local agencies and state agencies reported to the DRC to assist with recovery efforts. **COVOAD** member **UWLC 2-1-1** invited many of the active non-profits to join the **CDVMN** network to utilize donation and volunteer offers that had come forward. Boxes and bags of donations being dropped off at the Ranch and an increase in SUVs were being reported, causing **ARC** staff and volunteers to become distracted from their mission. The fire flared up and a large number of pre-evacuations were sent out, triggering **ARC** to reopen the evacuation center at Cache la Poudre middle school.

June 16 (Saturday)

High Park Fire – 55,050 Acres, 45%, containment, 181 homes confirmed damaged/destroyed. Larimer County approved the **ACS** Donations Collection and Distribution Center site selected at a closed Mervyns department store.

June 17 (Sunday)

High Park Fire - 56,480 Acres, 45%, containment, 181 homes confirmed damaged/destroyed.

Springer Fire Starts west of Colorado Springs.

June 18 (Monday)

High Park Fire – 58,770 Acres, 50% containment, 189 structures destroyed/damaged.

Springer Fire grows to 970 acres. State activates to level 3 due to complexity of Springer and High Park. Donations collection center is opened in Ft. Collins for donation drop off.

June 19 (Tuesday)

High Park Fire - 59,500 acres, 50% containment.

United Way Larimer County & Colorado 211 create High Park Fire Relief & Recovery Guide

Springer Fire-1100 acres

June 20 (Wednesday)

High Park Fire - 65,738 acres, 55% containment.

Springer Fire-1145 acres

June 21 (Thursday)

High Park Fire - ARC Client Services begin individual client assistance. **2-1-1** reports 3832 calls: 34% were volunteer offers, 30% were for information on the event, 26% were for in-kind donations, and 10% for financial contributions. Feedback on unmet needs for those affected by event: transportation, motel vouchers and internet services.

The Southern Baptist set-up a mobile laundry facility at the ranch where people could drop off their laundry to be cleaned/folded.

Springer Fire- 1145 acres

June 22 (Friday)

High Park Fire -1200 hours- 68,440 acres, 60% containment, 191 homes. 2130 hours 69,543 Acres, 45% contained. Red flag day- windy fire running seven miles in five hours.

COVOAD Liaisons are aware of and tracking multiple groups that are eager to be involved with the response & recovery efforts.

Weber Fire Starts – Southeast Colorado (6 miles S. of Mancos)

Springer Fire fully contained.

June 23 (Saturday)

High Park Fire - 75,500 acres, 45% containment.

American Red Cross transitions all sheltering operations to Cache La Poudre; evacuees not staying at the shelter are encouraged to go to the Ranch for meals, mental health support and access to services provided by community partners

Treasure Fire Starts - 5 miles NE of Leadville, no immediate evacuations.

Waldo Canyon Fire Starts

1200 - Calls pour in to 911 about a plume of smoke visible throughout the Pikes Peak region. From the east, it appears to rise north of Pikes Peak, above Garden of the Gods. Calls so heavy that officials ask people to stop calling.

1200-1230- Estes Park Woodland Heights Fire begins – 22 homes burn almost immediately. Resources pulled from High Park fire to fight the Estes Park Fire. **ARC** opens shelter for evacuees. Fire under control by late evening.

Waldo Canyon

Reverse 911 activated - Messaging includes informing public to 'dial 2-1-1' for more information. Pikes Peak United Way 2-1-1 call center activated for non-emergency assistance and service referrals.

1600-1700- Fire officials call fire "erratic." Off-duty firefighters called in, Air Force Academy airfield becomes a staging area for helicopters. Mandatory evacuations include parts of Cascade.

1700-1800- Fire moving fast and changing direction. U.S. Forest Service calls it a Type 1 incident, the highest level that signifies its complexity. Fire stats: 300 firefighters, 1,050 homes evacuated, 1,000 acres burned.

1800-1900 - Fire has several heads burning in different directions and is hard to fight; **ARC** opens Cheyenne Mountain High School shelter in coordination with the Colorado Springs **Community Animal Response Team (CART)** and the Medical Reserve Corps of El Paso County (MRCEPC). This collaboration

resulted in a fully functioning all-populations shelter accommodating individuals with Access and Functional Needs (AFN) and sheltering for companion animals. Penrose Equestrian Center was established as the large animal shelter and was managed by the El Paso County **CART**. Both companion and large animals were accepted for sheltering at the Humane Society of the Pikes Peak Region (HSPPR). **2100-Midnight** Fire at 2,000 acres. Evacuations begin about 2330 in Manitou Springs, north of U.S. 24, as fire makes an unusual late-night run. Air Force Academy and NORAD firefighters join fight on south side. No cause identified.

June 24 (Sunday)

High Park Fire - 82,114 acres burned, 45% containment 248 homes destroyed.

Waldo Canyon Fire-Fire forces evacuations, bringing evacuees to about 7,000. Flames seen from downtown Colorado Springs as trees torch. AFA and Cheyenne Mountain Air Force Station units on line under mutual aid agreements. About 125 residents at **ARC** shelter at Cheyenne Mountain High School, with rush coming from Manitou Springs. Fire moving south and north. **COVOAD** activated to staff El Paso County EOC. State EOC activated to Level 2.

0500 - 0900 Cascade, Green Mountain Falls and Chipita Park evacuated. Garden of the Gods and Pikes Peak Highway close.

1100 – 1300 Teller County Sheriff's Office issues pre-evacuation notice for south of Woodland Park and west to Edlowe Road. El Paso County commissioners tap into federal funds and resources. C-130 aircraft to join fight Monday. Flare-ups around Cedar Heights, fears that fire might jump nearby ridge. Noon message from Colorado Springs officials: "The Waldo Canyon fire has changed course and is presently threatening the Cedar Heights area."

Estes Park Woodland Heights Fire in final mop up phase. 22 homes destroyed.

June 25 (Monday)

High Park Fire - 83,205 acres, 45% containment, 248 homes destroyed.

At The Ranch, Southern Baptists begin registering homeowners who will be needing assistance with clean up.

Weber Fire- Montezuma County (Weber Fire) Declaration of Emergency – June 25, 2012

Waldo Canyon Fire-

1200-0900 - Fire line at Cedar Heights held overnight, but fire crossed Rampart Range Road and got into Queen's Canyon. About 6,000 people remain under evacuation, smoke is a health risk. Infrared imaging overnight downsizes fire slightly to 3,446 acres.

1100-1300- Most gas stations in Woodland Park run out of fuel as people prepare for possible evacuation.

1500-1700- Fire 5% contained with minimal growth. About 3,055 people under evacuation orders.

Woodland Park On pre-evacuation notice as a precaution (be prepared and follow local news).

Open ARC Shelters

Cheyenne Mountain High School 1200 Cresta Road Colorado Springs
Summit Elementary School Divide. **TSA** fixed feeding.

American Red Cross Safe & Well website activated for Evacuees to register themselves as safe (www.redcross.org/safeandwell).

Information on sheltering companion animals at multiple locations is distributed.

**Large Animal Evacuation Center at the Penrose Equestrian Center –
Small Animal Evacuation Center at Norris Penrose Event Center –
City of Colorado Springs CART (Community Animal Response Team) Shelter**

Compassion Shelters Set up a portable air-conditioned Shelter at Cheyenne Mountain High School in conjunction with the City of Colorado Springs **CART**. Capacity: 50 animals

Rocky Mountain Health Care Services Dogs, cats, small caged pets (companion animals). This facility can accommodate animals and their people in private rooms with cots. Capacity: 50 animals

North Academy Veterinary Hospital Located at N. Academy & Vickers. Accommodating dogs and cats. Capacity: 10-12 animals

The area Salvation Army activated to provide fixed & mobile feeding to shelters and incident command posts.

2-1-1 call center continues to receive calls and sends Liaison to EOC. Pikes Peak United Way 211 Non-Emergency Assistance and Service Referrals

Donations/Volunteers

Pikes Peak **ARC** www.pparc.org accepting financial donations only, also registering volunteers.

Care and Share collecting Food and non-perishables, M-F, 7 am - 6 pm.

Goodwill distributing donations to evacuees as needed Messaging – “Please **DO NOT** bring any donations directly to shelters or the incident command post. They cannot handle donations or distribution of them.”

June 26 (Tuesday)

Flagstaff Fire (Boulder Foothills) starts:

The fire was first reported on June 26 after a lightning storm moved through the area. Twenty-eight homes were evacuated along Bison Drive and Flagstaff Road, but no structures were ever threatened.

ARC Shelter is established at East Boulder Rec Center (5660 Sioux Dr., Boulder). **2-1-1** activated.

High Park Fire -87,250 acres, 55% containment, 257 homes destroyed.

Waldo Canyon Fire DAY 4

12:01-0700 - Scanner traffic indicates a cabin burned at Eagle Lake Camp, the first structure lost. About 3 a.m., the fire roars to full fury in Queens Canyon, huge flames visible from downtown.

0700-0900- Fire has grown to 5,168 acres, 5% containment. Incident commander Harvey stresses that controlling the U.S. 24 corridor and Rampart Range Road are critical.

0900-1200- Evacuees from Mountain Shadows allowed back for a 30-minute visit under police escort, but about 1130, the visits end due to erratic fire behavior. Flames shooting up 200 feet reported near Cedar Heights, 200 yards from houses. Brush trucks converge on scene, but lines hold. Incident commander orders immediate end to evacuees sneaking into Cedar Heights to collect personal belongings. Air quality deteriorates; people with health conditions urged to stay indoors.

1200-1400- Fire information officer, Greg Heule, gives grim prognosis for afternoon.

1700-1800- First reports of structures burning, ash is falling miles to the east at Stetson Hills Boulevard and Marksheffel Road.

1800-1900- Roads in northwest Colorado Springs are clogged with people trying to evacuate; scanner reports major destruction. “Multiple structures are on fire on Flying W Ranch Road.” One firefighter reports at least 20 structures burned; another reports 10. Residents of Mount St. Francis Nursing Home among the evacuees. Springs Utilities shuts off gas and electricity west of Centennial between Flying W and 30th St

1900-2000- Southbound I-25 at Interquest closes to accommodate evacuation. Traffic on Rockrimmon at a standstill, with all four lanes carrying eastbound traffic. Homes in Mountain Shadows burn: “We have structure-to-structure ignition,” one firefighter says.

2000-2100 - Firefighter says homes will burn “like this all night unless we get some more resources.” Flying W Ranch reports its buildings burned to the ground. Fort Carson opens to house evacuees from Pine Valley and Douglass Valley Housing areas on the AFA. About 100 Springs police officers on the ground, assisting, Chief Pete Carey says. Mandatory evacuations expand to include all areas west and north of Garden of the Gods and I-25. Number of people evacuated: 32,000.

2100-2200- Fire Chief Brown won’t release estimates of the number of structures burned until firefighters assess losses. Urging calm, Maketa says fire commanders trying to assemble additional resources safely and effectively. Evacuation order issued for Kissing Camels. Gov. Hickenlooper flies over stricken area. “It’s like looking at the worst movie set you can imagine. There were people’s homes burned to the ground. It’s almost surreal”.

Open ARC Shelters

Lewis Palmer High School

Cheyenne Mountain High School

Southeast YMCA

Summit Elementary School, Divide, CO

Cripple Creek/Victor High School Cripple Creek, CO

Donations/Volunteers

Physical donations accepted at all **Goodwill** outlets throughout Colorado Springs.

Colorado Care & Share set up to accept food & water donations at their warehouse.

No spontaneous or unaffiliated volunteer reception center set up at this time.

HelpColoradonow.org is the website messaged for all donation and volunteer offers.

June 27 (Wednesday)

High Park Fire - 87,284 acres, 75% containment, 257 homes destroyed

Waldo Canyon Fire Day 5-‘Entire blocks gone’

1300-1500 Fort Carson provides equipment and 18 soldiers. President Obama to survey damage and thank responders on Friday. Firefighters ask for help as Blodgett Peak burns. “As of right now I cannot hold this hill,” a firefighter says over the scanner.

1700-1900 Local officials describe destruction as war zone. “Entire blocks — gone,” said El Paso County Commissioner Chairwoman Amy Lathen. Incident report: 15,517 acres, 20,085 residences and 160 commercial structures threatened, 32,000 evacuated. Firefighters told in briefings that 200-300 homes lost.

1900-2100 El Paso County sets up temporary locations to provide food assistance services. **Care and Share** opens pantries to evacuees. AFA moves some cadets off campus and suspends airmanship programs.

EOC Support Services: **ARC** sheltered approximately 140 people in three shelters. No pending needs for support. **2-1-1 call center** had handled over 8000 calls, but they have the staff they need to continue supporting this incident. The City EOC requests support for feeding operations for responders and requests **Southern Baptists** to be activated.

Animal Evacuation Centers

Large Animal Evacuation Center at the Penrose Equestrian Center

Small Animal Evacuation Center at Norris Penrose Event Center

Lewis Palmer high school -1300 Higby Rd. Monument, CO

City of Colorado Springs CART (Community Animal Response Team) Shelter -

Set up a portable air-conditioned Shelter at Cheyenne Mountain High School in conjunction with the City of Colorado Springs CART. Capacity: 50 animals

Rocky Mountain Health Care Services -Dogs, cats, small caged pets (companion animals). This facility can accommodate animals and their people in private rooms with cots. Capacity: 50 animals

June 28 (Thursday)

High Park Fire - 87,284 acres, 85 percent containment.

FEMA issued a Presidential Disaster Declaration for the Crisis Counseling Program, Disaster Unemployment Assistance, Public Assistance Category B (Emergency Protective Measures) and Direct Federal Assistance areas in Colorado. The declaration does not the Individuals and Households Program or Public Assistance Categories C-G (permanent repairs).

Waldo Canyon Fire Day 6

1500-1800- Colorado Springs officials announce 346 homes destroyed in Mountain Shadows and Flying W Ranch subdivisions. Stats: 16,750 acres (slight decrease from estimates), 15% containment, 1,118 personnel.

2240- Springs Police Chief Pete Carey announces the remains of one person found in the ruins of a house at 2910 Rossmere Street in Mountain Shadows. A second person from that address remains unaccounted for.

June 29 (Friday)

High Park Fire - 87,284 acres, projected containment date of July 1st: All pre-evacuation notices lifted for High Park Fire

Waldo Canyon Fire Day 7 President surveys damage

1200-0600- Evacuations at the academy lifted as of 5 a.m. and operations normal. El Paso County officials announced opening Saturday of Disaster Recovery Center at the Department of Human Services, 105 N. Spruce St.

1500-1800 Chief Carey says the remains of a second person have been found at the Rossmere Street house, bringing the fire's death toll to two. Containment increases to 25% ; no increase in fire size; firefighting cost at \$6.2 million.

June 30 (Saturday)

High Park Fire – 87, 284 acres, 100% contained, 259 homes and 77 buildings destroyed.

Waldo Canyon Fire DAY 8- A shift toward recovery

El Paso County opens Disaster Recovery Center at old DHS office building. The county set up the center within 30 hours of discussing the idea with the Colorado **Department of Local Affairs**. El Paso County official says more than 400 people visited during the first day of Disaster Recovery Center.

1600-1800-Chief Carey says all missing persons have been accounted for. 45% containment. Firefighting cost at \$8.8 million. Mandatory evacuations in Teller County lifted.

Open Red Cross Shelters

Lewis Palmer High School

Cheyenne Mountain High School

Southeast YMCA

Summit Elementary School, Divide, CO

July 1 (Sunday)

Waldo Canyon Fire Day 9- Structures lost **346** Size: **17,659 acres** 45% Percent Contained:
Estimated Containment date: **7/16/12**

Open ARC Shelters

Lewis Palmer High School
Cheyenne Mountain High School
Southeast YMCA
Summit Elementary School, Divide, CO

July 2 (Monday)

Waldo Canyon Fire Day 10 - Structures lost **346** Size: **17,827 acres** Percent Contained: **55%** Injuries to Date: **3**

Open ARC Shelters

Lewis Palmer High School (1300 Higby, Monument, CO)
Cheyenne Mountain High School (1200 Cresta Road, Colorado Springs, CO)
Southeast YMCA (2190 Jet Wing Drive, Colorado Springs, CO)
Summit Elementary School, Divide, CO

July 3 (Tuesday)

High Park Fire Long Term Recovery Group (LTRG) holds first meeting:

Waldo Canyon Fire Day 11- Structures lost **346** Structures damaged **25** Size: **18,247 acres** Percent Contained: **80%** Injuries to Date: **5**

Most evacuations have been lifted with the exception of some residents in the damaged Mountain Shadows subdivision.

July 4 (Wednesday)

Waldo Canyon Fire Day 12- **18,247 acres, 90%** contained, 346 structures lost, Five (5) Injuries to date.

July 6 (Thursday)

The Larimer County **High Park Fire** Disaster Recovery Center (DRC) closes.

July 10 (Tuesday)

Waldo Canyon Fire 100% Contained

The Waldo Canyon Fire will be called 100% contained today Tuesday, July 10, 2012 at 8:00 p.m. Incident Commander Troy Nelsen flew the fire around 6:00 p.m. and could not find any smokes in the Blodgett Peak area. Blodgett Peak area was the only area of concern and with no smokes showing in that area for 36 hours, the team declared the fire 100% contained.

July 16 (Monday)

El Paso County DRC moves locations to new Human Services building at Garden of the Gods.

4.0 Lessons Learned

Successes and Opportunities

A number of successes and opportunities for improvement emerged in the process of identifying the lessons learned for the DVCT, as well as COVOAD, during the 2012 wildfire season. Below is an overview of some of these key successes and opportunities.

Successes

An overarching observation was that the DVCT and COVOAD have increased their capacity significantly in the past two years. This is in large part a result of the DVCT, COVOAD, and their partners carrying out many of the recommendations outlined in the Fourmile Wildfire After Action Report; the report outlined the lessons learned from the 2010 Fourmile Wildfire and set the agenda for what the DVCT would focus on going forward to improve its effectiveness. This resulted in various improvements in processes, tools and initiatives, many of which were utilized with the Colorado wildfires in 2012.

One of the most significant improvements was the development and utilization of the EOC Liaison program. This aided communication flow, coordination and the effective integration of donations and volunteer management into county and State EOCs. Additionally, clear public messaging on 'how to help' through the www.HelpColoradoNow.org site was critical in managing the large number of citizens wanting to help. This site was linked to the NDMN database and allowed people to enter their offers for local organizations to see. Likewise, the website notified the public about local and state-wide organizations that were directly involved in relief efforts. Use of the NDMN tool proved to maximize the matching of offers with needs and helped minimize unsolicited donated goods and unaffiliated volunteers from spontaneously 'showing-up' at shelters, fire stations, command posts and other unofficial locations.

Below are other specific 'successes' which should be considered in future events:

- Strong preexisting relationships previously established by DVCT/COVOAD voluntary agencies and the Colorado Offices of Emergency Management were very helpful.
- EOC Liaisons provided support to ESF6 section chiefs and local emergency management through staffing the EOCs.
- Daily DVCT/COVOAD conference calls, starting at onset of event, were useful in facilitating information sharing, identifying volunteer and donation needs, and coordinating efforts.
- DVCT/COVOAD participation in the daily State Recovery Task Force calls were useful and helped provide insight to some of the broader issues.
- Use of the NDMN tool helped minimize unsolicited donations and spontaneous unaffiliated volunteers from coming forward and interfering with response efforts.
- Utilization of www.HelpColoradoNow.org at the onset of initial event, and in close coordination with DVCT, COVOAD, 2-1-1, PIOs (city, county and state), and the Governor's Office, proved highly effective in public messaging, especially for volunteers and donations management. The website received over 50,000 'hits' from individuals seeking information on 'how to help'.
- This was the longest running and largest disaster to date in terms of homes impacted, and while resources and staffing were stretched thin, DVCT/COVOAD and partner organizations

were able to sustain systems throughout.

- Existing partnerships/MOUs between state and key partners (ACSDR, 2-1-1, CVCN, American Red Cross, the Salvation Army) were helpful.
- EOC Support Guidelines, developed by the DVCT, provided clear direction for management and procedures.
- Utilizing DVCT allocators to take a more active role in matching 'offers' from the general public with agency 'needs' through NDMN tool was effective as agencies often didn't have time or training to review all the offers in the tool.
- Partnering with AmeriCorps and receiving help from their staff was very successful in supporting 2-1-1, ACSDR, and other organizations.
- Agencies providing assistance at evacuation shelters was helpful for those affected.
- When possible, EOC Liaisons in city/county EOCs should be from local area.
- Regular and timely updates to www.HelpColoradoNow.org were critical.
- Having some individuals dedicated to the DVCT specifically for allocating resources,, administration and liaising with agencies was helpful.
- ACSDR partnered with numerous corporate donors to provide material items to those affected by the events. The NDMN tool assisted ACSDR link with corporate donors (Hewlett Packard, Cabelas, Dress Barn) which provided large quantities of donations to the donations center.
- Donations center was able to utilize the volunteer module of NDMN tool to help staff their facilities.

Opportunities

As with any disaster, challenges arise that test even the best laid-out plans. The 2012 summer wildfire season in Colorado was no exception. It was clear that many relationships already established with the local and state offices of emergency management and the DVCT and COVOAD greatly enhanced efforts. However, in some cases, partner organizations were not clear on what resources were available through the DVCT and COVOAD to support their operations. As the duration of the disasters increased, the usefulness of these groups and some of the tools available through them, including the NDMN database became increasingly evident. To enhance the effectiveness of the donation and volunteer management support mechanism, the following opportunities for improvement have been identified:

- Supporting multiple EOCs simultaneously was challenging due to a limited number of trained personnel and the lack of a clear line of communication and coordination between local, regional and State EOCs.
- Many voluntary agencies that participated in the relief operation were not COVOAD members and new to disaster operations. Coordination between COVOAD and these organizations is critical. Ideally local organizations not already affiliated will become VOAD members to enhance coordination for current and future events
- There is a need for a more consistent and clearly defined volunteer and donation management function in the ICS structure.
- There is a need to have several clearly defined and concise options for supporting local communities with volunteer and donations management during response and recovery efforts.
- There is a need to include food donations for the Volunteer and Donations Management SOP
- Memorandums of Understanding between State OEMs and key voluntary agency active in donations and volunteer management need to be established or updated.
- It is most effective when EOC Liaisons are from/have an understanding of the local community.

- To avoid duplication of efforts with regards to call centers, a central call center needs to be created in coordination with 211, as having two call centers (2-1-1 and City) proved to be a disconnect.
- Public messaging was discouraging people from donating goods or volunteering when it was not needed. As there is a need for the community to get involved, a softer approach or preplanned message needs to be considered to maximize goodwill and sustain giving through the long-term recovery process.

Observations and Recommendations

The above Successes and Opportunities for the DVCT and COVOAD are broken down into five broad themes: 1) Internal Planning and Preparedness, 2) Internal Communication and Coordination, 3) NDMN Tool and CDVMN, 4) Partnerships and External Relations/Communication and 5) Public Messaging/HelpColoradoNow.org. These themes are organized in the table below, identifying specific issues, observations, and recommendations. The recommendations include areas where the DVCT and COVOAD should build on their successes, in addition to areas where they can improve their efforts.

Theme	Issue	Observations	Recommendations
Internal Planning and Preparedness	1. EOC Liaison Program	a. EOC Liaisons program proved very helpful in coordinating efforts and providing support to local jurisdictions. When possible, use local Liaisons.	a. Continue with Liaison program and recruit from various regions of state to increase geographical coverage.
		b. EOC Liaisons in need of more training to increase capacity.	b. Provide more structured training program for EOC Liaisons - including developing training manual and training schedule for 2013.
		c. Limited number of EOC Liaisons resulted in some staffing challenges (especially with fires in several jurisdictions.)	c. Identify/train more individuals as EOC Liaisons, including some to serve at local level.
		d. Liaisons at State EOC helpful in supporting cities/counties – need to further develop capacity at State EOC.	d. Ensure support at State EOC is developed into model going forward.

Theme	Issue	Observations	Recommendations
Internal Planning and Preparedness	EOC Liaison Program (cont.)	<p>e. Multiple events in state challenged existing model with limited EOC Liaisons and limited COVOAD capacity. Need scalable model that better maximizes resources.</p> <p>f. Limited number of 2-1-1 EOC representatives in resulted in some staffing challenges (especially with multiple fires.)</p> <p>g. EOC support documents provided guidance on procedures and processes to those staffing EOCs.</p>	<p>e. Develop model/structure for handling multiple events to maximize limited resources, provide greater clarity on roles/responsibilities for specific support positions, and increasing overall efficiency.</p> <p>f. Identify/train more 2-1-1 EOC representatives, including at local level for minimum of two 2-1-1 staff for all shifts.</p> <p>g. Ensure Liaisons are trained on documents/processes.</p>
	2. Voluntary Agency Reporting – Process and Template	a. No clear reporting process or standard form for capturing goods and services provided by voluntary agencies. Need process/form for general documentation as well as for potential federal reimbursement.	<p>a. Develop reporting template and process for capturing goods and services provided. Ensure compliance with FEMA requirements for federal reimbursements. Need to incorporate reporting template into trainings and exercises for DVCT and COVOAD.</p> <ul style="list-style-type: none"> Develop guidelines on process and requirements for potential federal reimbursement.
	3. Intake Form Template	a. There is a need to have a template ‘intake form, (including release of information) at onset of event to expedite process.	a. Develop a draft template ‘intake form’ and release of information that could be made available to local communities.
Internal Communication and Coordination	1. COVOAD Leadership (Officers, Coordinator, EOC Liaisons, other identified leaders...)	<p>a. Leadership pulled in many directions (i.e. work for own agency, other job demands, etc....). Need for greater capacity of COVOAD leadership during disasters to facilitate the ‘4 Cs’.</p> <p>b. Need clearer coordination and communication protocol for COVOAD leadership (Officers, Coordinator, EOC Liaisons, other identified leaders...) to ensure more effective</p>	<p>a. Identify COVOAD leadership able to facilitate the ‘4 Cs’ in event, and/or have other members lined-up to serve in leadership capacity. Ensure they have needed resources/tools/training.</p> <p>b. Develop clear coordination and communication plan to facilitate the ‘4 Cs’. Include plan for daily/weekly calls for leadership and other key players as appropriate (i.e. State OEM, DVCT Leadership, FEMA VAL) and other means of ensuring improved situational</p>

		communication flow and enhanced situational awareness.	awareness.
Internal Communication and Coordination	2. Process for requesting DVCT and COVOAD EOC Liaison Support	<p>a. Not always clear how requests for support to DVCT and COVOAD EOC Liaisons should be made. Some duplication and gaps in support due to unclear process for submitting or responding to requests. Need clearer process and chain of command.</p> <p>b. Some confusion regarding process for how to request/fulfill agency volunteer needs.</p>	<p>a. Develop clear process for how to submit, respond to, and track requests to DVCT and COVOAD EOC Liaisons (for both VOAD and EM partners). Provide training to partners.</p> <p>b. Develop clear process for how agencies request/fulfill volunteer needs.</p>
	3. Managing Food Offers	<p>a. No standard process in place for managing food offers (including those in NDMN tool) - not clear how DVCT, ACSDR, mass care, and local emergency management coordinate offers.</p>	<p>a. Develop guidelines/options for management of food offers for use by DVCT EOC Liaison when discussing how to manage food offers with local EM. Incorporate management of food offers into EOC SOP.</p>
	4. Roles and responsibilities of EOC support positions	<p>a. Roles and responsibilities of EOC support positions (2-1-1, DVCT, COVOAD) not always clear - resulting in some confusion and duplication.</p>	<p>a. Clearly define roles and responsibilities of EOC support positions as they relate to EOC support/ activities.</p>
	5. State OEM Liaison to COVOAD and DVCT	<p>a. Having individual from State OEM identified as liaison to COVOAD and DVCT helpful.</p>	<p>a. Ensure plans include a state level position to serve as liaison to COVOAD and DVCT during incidents (with depth of at least 2-3 personnel). Clarify organizational structure for how DVCT and COVOAD connect with State OEM/EOC.</p>
	6. Contact sheet	<p>a. Lack of central place for contact info for responding agencies and key individuals created some challenges. Especially difficult with changes of staff in EOCs.</p>	<p>a. Create central place on web (Google Docs or other) to capture and share contact information for agencies/individuals engaged in event. Identify process for updating document including responsible party.</p>

Internal Communication and Coordination	7. Conference Calls	<p>a. Daily conference calls with DVCT and COVOAD members/partners helped in coordination of activities.</p> <p>b. Multiple conference calls created some confusion (how do DVCT/COVOAD call differ from Recovery Task Force calls, how do we avoid redundancy on two calls yet still ensure important information relayed from one call to other...). Representation for COVOAD and DVCT on Recovery call not consistent.</p> <p>c. Greater representation from impacted communities/local agencies on DVCT/COVOAD calls would have facilitated improved coordination and effectiveness.</p> <p>d. Need process to address urgent volunteers' needs utilizing unaffiliated volunteer offers into web tool.</p> <p>e. CVCN not fully utilized as a resource – need to improve clarity on capabilities and potential role.</p>	<p>a. Continue daily conference calls for DVCT and COVOAD members/partners.</p> <p>b. Develop clear strategy for ensuring DVCT/COVOAD calls have clear objectives, are distinct from Recovery calls, and that key information is effectively communicated between the two calls.</p> <ul style="list-style-type: none"> • Need clarity on who will represent DVCT on Recovery calls and role of representative (process for reporting key issues between calls) • Ensure note taker is identified for each call <p>c. Develop plan to ensure the right people from impacted communities/responding agencies are aware of DVCT/COVOAD call.</p> <p>d. Develop plan for rapid identification and matching of volunteer offers made into tool.</p> <p>e. Identify opportunities to further maximize CVCN as a resource to local communities, including administration of web-based tool.</p>
	8. Coordination with Incident Management Team	<p>a. Not clear how Incident Management Team (IMT) fits into DVCT and COVOAD structures.</p>	<p>a. Clarify and document how IMT position coordinates with DVCT and COVOAD.</p>
Theme	Issue	Observations	Recommendations
NDMN Tool and CDVMN	1. Use of NDMN Tool	<p>a. Helped greatly in minimizing unneeded donations and SUVs from 'showing-up,' and facilitated matching of needs with offers.</p>	<p>a. Ensure ongoing use of NDMN (or similar tool) for use in disasters for capturing both donations and volunteer offers; ensure tool/link is available to public on www.HelpColoradoNow.org.</p>

NDMN Tool and CDVMN	2. Maximizing Usefulness of NDMN (or other web based tool)	<p>a. Need to 'fine tune' how we use/administer tool to maximize its effectiveness.</p> <p>b. Recipient Agencies not always clear on how to effectively use tool and coordinate with Allocators.</p> <p>c. Some agencies too busy with response to adopt/use tool.</p>	<p>a. Develop SOP on some key administrative aspects of tool (sending bulk emails, generating reports, messaging on site, protocols on sharing data...)</p> <p>b. Develop guidance to users on: how to use tool, coordinate with Allocators, how to manage offer emails, how to 'accept' offers, and 'Just in Time' training.</p> <p>c. Need to develop system to better support Recipient Agencies wanting to accept offers but don't have time/resources to focus on tool.</p>
	3. Allocators and Training	<p>a. Dedicated Allocators for NDMN (or other web based tool) helpful – need more depth and greater consistency in how Allocators operate.</p> <p>b. Need guidelines/manual for use by Allocators to ensure continuity.</p> <p>c. 'Just in Time' training was useful and critical.</p>	<p>a. Have more Allocators identified and pre-trained.</p> <p>b. Develop manual for Allocators to ensure consistent use of tool, support to recipient agencies, documentation etc....</p> <p>c. Have 'Just in Time' training program/plan for training new Allocators during events.</p>
	4. Business Engagement	<p>a. Business and restaurant offers helpful.</p>	<p>a. Develop messaging to increase private sector offers into tool.</p> <ul style="list-style-type: none"> • Develop plan for outreach of messaging to business sector
	5. Protocol for Using NDMN Tool	<p>a. Need clarity on how to use/share volunteer data on tool.</p>	<p>a. Review/revise protocols on use of tool, distribute to all users, and provide training.</p>
	6. Application Process for CDVMN	<p>a. Some confusion from local agencies regarding approval process for CDVMN and HelpColoradoNow list. Need for more transparent process, outreach plan so that specific agencies don't get blamed for lack of inclusion.</p>	<p>a. Review/revise protocols and process for agencies wanting to become involved in CDVMN.</p>

Theme	Issue	Observations	Recommendations
Partnerships and External Relations / Communication	1. Building Partnerships with Local Emergency Management / Responding Agencies	a. Challenges due to: 1) limited pre-existing relationship with local emergency management/ communities; 2) limited awareness of available resources through DVCT and COVOAD; 3) lack of clarity for how to obtain resources.	a. Develop strategy for outreach and education (during non-disaster times) with local jurisdictions regarding capabilities and resources available, as well as develop guidelines for enhanced coordination and communication during an event.
	2. Donation and Volunteer Management – Menu of Options for Local Jurisdictions	<p>a. No clearly defined summary of options available to local jurisdictions for resources available in volunteer and donations management.</p> <p>b. State in need of key talking points on donations and volunteer management.</p>	<p>a. Develop Menu of Options outlining various resources and options available to local jurisdictions in donations and volunteer management depending on size of event, local capacity, and donations/volunteer management needs.</p> <p>b. Develop key talking points to work in conjunction with above ‘Menu of Options’ to assist state staff in communicating options to local jurisdictions.</p>
	3. Communicating with Local Jurisdictions	<p>a. When initial contact with local communities was established, the message of “we want to know how we can help you and your community” was appreciated. In addition to offering support and resources it left no ambiguity of who was in charge.</p> <p>b. Early conversation around expectations and roles/responsibilities important and helpful.</p> <p>c. Local jurisdictions not always clear on whom to contact at State EOC for DVCT and/or COVOAD support.</p>	<p>a. Ensure initial contact from DVCT and COVOAD clearly states that local community will remain ‘in charge’ and that we are offering support and resources to assist local efforts.</p> <p>b. Ensure roles and responsibilities of various parties are clearly outlined at onset of event.</p> <p>c. Ensure process is clear for how local jurisdictions can access DVCT and/or COVOAD support via State EOC.</p>

Partnerships and External Relations / Communication	4. Review, Revise and Create Marketing Materials for Outreach	a. Need for improved marketing materials for local emergency management / communities.	a. Develop and design basic marketing materials to communicate resources available.
	5. Engagement of National VOAD Partners	a. Limited clarity regarding best way to engage with national VOAD partners to ensure coordination with local efforts/authorities.	a. Develop process for liaising with local voluntary agencies to ensure streamlined process and improving coordination.
	6. Engagement of Local Voluntary Agencies	a. Coordination with local volunteer agencies not always as effective as they could have been – local agencies not always aware of coordination opportunities with DVCT and COVOAD.	a. Develop process for liaising with local voluntary agencies to ensure streamlined process and improved coordination with DVCT and COVOAD agencies.
	7. Partnerships with AmeriCorps and NCCC	a. Proved to be a useful resource and assisted in increasing personnel capacity.	a. Draft guidelines and process (MOUs) for securing AmeriCorps and NCCC resources.
	8. Guidance on fundraising events	a. Outpouring of offers from businesses/public wanting to do fundraising events challenging for local community.	a. Develop guide/checklist of things local community should consider with fundraising events (including guidance on tax deductions, legal issues, etc...)
	Theme	Issue	Observations
Public Messaging /HelpColoradoNow.org	1. Coordinating Messaging Between DVCT, 2-1-1, State, and Local Community	<p>a. Process for developing and updating public messaging on donations and volunteers not always clear. Absence of defined process sometimes created delays and confusion in decision-making.</p> <p>b. Process for distributing and posting public messaging on donations and volunteers, once developed/revised, not always clear.</p>	<p>a. Need clearer process, with identified POCs, for quick decision-making. Ensure PIOs are aware of and trained on process.</p> <p>b. Need process for ensuring public messaging is distributed to PIOs and other public messaging POCs and communicated to public (via HelpColoradoNow.org, state, local jurisdictions, 2-1-1, Governor’s office...) when developed/revised. May want to identify a lead for ensuring consistent messaging.</p>

Public Messaging / HelpColoradoNow.org	Coordinating Messaging Between DVCT, 2-1-1, state, and local community (cont.)	c. Notices/flyers on services available, hours of operation of facilities, and times of when agencies will be coming to homes helpful.	c. Work with local community to create/distribute flyers, including door to door in impacted areas.
	2. HelpColoradoNow.org	<p>a. Site very helpful in directing public on how to help. Link to NDMN for donation and volunteer offers critical.</p> <p>b. Updates to website experienced few delays was extremely helpful. Need to ensure system in place for continued rapid updates in future.</p> <p>c. Pre-scripted messaging on site in need of some fine-tuning.</p>	<p>a. Ensure site continues to be linked to NDMN tool (or other web based database) to capture offers along with appropriate messaging.</p> <p>b. Have small cadre of 'Web Masters' trained in advance on how to update HCN website.</p> <ul style="list-style-type: none"> • Develop 'quick reference guide' on how to update HCN website as resources for Web Masters • Develop protocol for requesting/making updates to website <p>c. Fine-tune prescript messaging on site.</p>
	3. Expectations management on financial contributions	a. Public often does not understand why funds are not distributed immediately-can create frustration and negative media attention.	a. Need to educate public that not all funds will be used right away and that longer-term needs need to be considered.

The above table will provide the foundation for the DVCT's Improvement Plan. The Improvement Plan is a separate document (available upon request) that outlines the priority areas for the DVCT for 2013 and 2014 to ensure that recommendations of the AAR are addressed and completed. In addition to issues, observations and recommendations identified above, the Improvement Plan also includes priority levels for each item, specific deliverables, target completion dates and the lead party responsible for ensuring deliverables are completed on time.

5.0 Conclusion

Ultimately, the goal of the DVCT, as well as COVOAD, is to assist communities recovering from a disaster. To this end, the DVCT and COVOAD strive to support and effectively coordinate with their partners, members, emergency management and local communities. And while this AAR shows many areas where there is room to improve on this, it also highlights the numerous instances where the DVCT and COVOAD have been successful.

Creating a mechanism that can effectively match the numerous donation and volunteer offers with voluntary agencies following an event has been an ongoing challenge.. Colorado has come a long way in coordinating these efforts. With the leadership of the State's Office of Emergency Management and the collaboration with the many COVOAD member agencies, the DVCT has made many advances in recent years. Additionally, COVOAD has made advancements in recent years that better position it to help support its member agencies and emergency management.

The Colorado wildfire season of 2012 will be remembered as the worst fire seasons in the history of our state, but each disaster provides important learning opportunities. . The lessons learned and captured in this AAR are invaluable and will provide the DVCT and COVOAD with important information on how to increase their capacities so they can better serve the people of Colorado in the future.

Annex A – Glossary of Acronyms

ACSDR- Adventist Community Services Disaster Response
ARC-American Red Cross
CART – Community Animal Response Team
COEM- Colorado Office of Emergency Management
CDPHE- Colorado Department of Public Health and Environment
CDVMN- Colorado Donations and Volunteer Management Network
COVOAD- Colorado Voluntary Organizations Active in Disaster
CVCN- Colorado Volunteer Center Network
DOLA – Department Of Local Affairs
DRC – Disaster Recovery Center
DVCT- Donations and Volunteer Coordination Team
EOC- Emergency Operations Center
ESF- Emergency Support Function
EM- Emergency Manager
HCN – Help Colorado Now
HSPPR – Humane Society Pikes Peak Region
ICS – Incident Command Structure
IMT – Incident Management Team
LTRG – Long Term Recovery Group
MHUW- Mile High United Way
MOU- Memorandums of Understanding
NCCC - National Civilian Community Corps
NDMN – National Donations Management Network
NIMS- National Incident Management Systems
NVOAD- National Voluntary Organizations Active in Disaster
PIO- Public Information Officer
POC – Point of Contact
ROI- Release of Information
SBC-Southern Baptist Convention
SOP – Standard Operating Procedure
SUV – Spontaneous Unaffiliated Volunteer
TSA-The Salvation Army
UWLC- United Way of Larimer County
VCS- Volunteer Coordination System
VOAD- Voluntary Organizations Active in Disaster

Annex B – References

This AAR was based on information gathered at multiple After Action Reviews/hotwashes (see below), sub-committee meetings, and individual conversations.

After Action Reviews/Hotwashes

- Larimer County Hotwash – COVOAD DVCT – September 6, 2012
- Waldo Canyon Emergency Operations Center After Action Review – August 15, 2012
- El Paso County/Teller County ESF6 Working Group-AAR – September 21, 2012
- Lower North Fork Fire Hotwash – November 28, 2012