

2023 After Action Review Summary

Completed

To be Completed in 2025

Ongoing

Long Range

	Recommendation	Status
1	Improve the use of status boards	Review concerns with status board and work with Planning Section to develop improvements for future activations.
2	Review existing EOC processes for collecting situational awareness information	Responders in the field to Ops, Lead agencies, Field Liaisons, involvement of NEP Coordinators. Completed and adopted as a best practise for future activations.
3	Establish daily EOC organizational charts to provide visual clarity on roles and responsibilities within the EOC structure	Organizational Charts were utilized during the Hullcar Mountain fire. Completed and adopted as a best practise for future activations.
4	Prioritize consistency in briefing times ensure that all staff members receive timely updates and maintain a shared understanding of the evolving situation.	EOC daily briefings/planning cycle were used during 2024 activation. Completed and adopted as a best practise for future activations.
5	Consider employing a dedicated security team for the EOC facility	Added as a checklist item to Risk Management position when activated. Completed and adopted as a best practise for future activations.
6	Consider locating the call takers outside of the EOC but nearby to alleviate crowding.	Location of Public Information will be determined based on the size of the activation.
7	Consider future options for dedicated EOC facility equipped to handle larger activations	Long range discussion and planning
8	Ensure an overlap between outgoing and incoming shifts at both the section and position levels within the EOC	Staffing and shifts will be determined based on the size and length of the activation.
9	Consider reviewing existing checklists and processes to ensure that there is an adequate overlap and briefing between shift changes	Exercise Capstone held October 29/24 where participants helped to build customized checklists and processes. To be finalized in 2025.
10	Continue using call-takers as a standard of practice, especially during evacuations or heightened levels of activity.	Completed and adopted as a best practise for future activations.
11	Develop an EOC deployment standard that identifies maximum hours and days that anyone is allowed to work in the EOC.	Standard deployment procedures will be developed in 2025.
12	Supplement verbal updates with written communication	Training will be provided in 2025 for Planning Section who are responsible for documenting daily updates.
13	Have flow charts in place for specific business practices such as evacuations or declaring a state of local emergency	Exercise Capstone held October 29/24 where participants helped to build customized flowcharts and processes. To be finalized in 2025.
14	Include the flow charts in a set of playbooks that cover the processes and activities within all EOC sections	Once finalized, checklists and flowcharts will for use by all EOC sections.
15	Incorporate useful forms developed in 2023, solidify the process, and add to training	Review and training of EOC forms will be included in the 2025 Training Plan.
16	Conduct a comprehensive review of the temporary access management process and reentry procedures with neighbouring jurisdictions and develop a standardized common process if possible that the CSRD will implement.	A multi-jurisdictional AAR for the Hullcar Mountain fire has been scheduled for spring of 2025.
17	Pre-identify potential areas to evacuate, an estimation of the numbers of people to evacuate, number of resources required for evacuation, and establish estimated timelines	Completed. Updated evacuation route planning outlines this information.
18	Review the practices around establishing a mandatory planning cycle for each EOC operational period	Planning cycle training has been included in the 2025 Training Plan.
19	Review the existing documentation and records management practices to ensure that there is a reliable system. Train staff to use the system.	Records management is presently being reviewed. Once a system has been established, EOC training will be offered.
20	Maintain a current list updated annually of all potential suppliers of goods, services and personnel that might be required for an emergency incident	The existing listing is being updated and compiled into a Resource Reference Guide.
21	Focus on soliciting financial support, ideally managed by a reputable organization	Completed. Meetings have been held with SASCU and Shuswap Community Foundation to formalize their roles in large-scale events.
22	Consider pre-building a comprehensive donations management plan that outlines the needs assessment procedures and the processes for both making and receiving donations. This plan should involve collaborating with organizations that already have established donations management practices, ensuring efficiency and effectiveness in handling incoming contributions.	A Donations Management Plan to be developed in 2025.

23	Pre-build a debris management plan that identifies how different types of debris will be managed.	Work has started on the development of a Debris Management Plan.
24	Identify a suitable resource tracking system by engaging other local governments for best practices and implement it in the EOC Logistics and Finance practices.	Present tracking system to be updated in 2025.
25	Designate someone in the finance section to compile all documentation supporting cost reimbursements as the event progresses	Completed. A system in place for tracking expenses and compiling reimbursement claims.
26	Update position checklists	Updated checklists to be finalized in 2025.
27	Request a meeting with BCWS Kamloops Fire Centre senior leadership to address concerns and focus on re-establishing a functional working relationship. Discuss areas for improvement and explore strategies for better coordination and communication in future situations. Focus on expectations, roles and responsibilities, and establishing effective information sharing practices.	Completed. A meeting was held April 26, 2024.
28	Establish a code of conduct that clearly outlines expectations of elected officials to respect any legal issued emergency management instrument.	CSRD Corporate Admin. will be establishing a Code of Conduct.
29	Review roles and responsibilities of each section and position staff at an annual pre-season training session	Will be included in future training plans.
30	Mandate that any BCWS IMT entering the CSRD hold a meeting to define expectations and communication requirements	Completed. Adopted as a best practise for future activations.
31	Reaffirm that BCWS should liaise exclusively with the EOC and not elected officials	Completed. A meeting was held April 26, 2024.
32	Request a debrief with the RCMP South-East District Operations Officer in Charge. Prepare and present a list of concerns with a focus on seeking solutions.	Completed. A meeting was held Sept 10, 2024.
33	Review the decision-making authorities of each position at the annual pre-season training and refresher.	Completed. Decision-making authority has been established and will be included in future planning sessions.
34	Consider assigning a dedicated Information Officer and/or Field Liaison to any ICP that is established.	To be included in the Information Officer position checklist for large-scale events.
35	Continue to invite key assisting agency reps with decision-making authority to the EOC during periods of peak pre-planning and operational response activities. Review and update the protocol and process for the invite.	Completed and adopted as a best practise for future activations.
36	Participate in EMCR regulation development and provide recommendations regarding backfill and temporary staffing to address the challenges.	Ongoing
37	Conduct an EOC staffing needs analysis that uses a baseline of three or four trained personnel for each function. The analysis should identify solutions for meeting minimum staffing levels and should consider scaling up for large-scale events.	EOC Staffing Gap Analysis to be conducted in 2025.
38	Create and maintain a staff list for who is in the EOC and what areas as well as who is available.	EOC staff listing and availability to be develop in 2025.
39	Conduct a review of staff availability for participation in the EOC. Identify the gaps and develop a training plan to get capacity to ideal level. If not enough staff are available, then look to other options including mutual aid agreements with other local governments and First Nation communities. Consider private sector industry and commercial entities as potential sources.	EOC Staffing Gap Analysis and Resource Reference Guide to be completed in 2025.
40	Put business continuity planning in place that identifies essential services, the maximum allowable disruption times, the minimum viable levels of services that must be maintained, and the staff and processes required to do so.	Corporate Admin to complete.
41	Consider assigning an experienced EOC mentor to ensure the room runs smoothly	Ongoing consideration
42	Conduct an inventory of trained staff, including the currency and levels of their training, to conduct a gap analysis informing a multi-year training program.	EOC Staffing Gap Analysis to be conducted in 2025.
43	Develop a regional EOC deployment plan tracking staff qualifications, developmental intentions, and deployments by role.	EOC Staffing Gap Analysis to be conducted in 2025.
44	Host an annual evacuation planning workshop and exercise for local agencies. This workshop should focus on reinforcing the roles and responsibilities of each agency involved, as well as outlining the evacuation process for local governments specifically related to evacuation boundary selection.	Interagency meetings are held twice a year reinforcing the roles and responsibilities of each agency.
45	At the spring EOC refresher training for staff, reinforce the ICS chain of command for all activities in the EOC with a focus on processes related to information sharing and resource requesting.	Completed. Training was held in Spring of 2024. Future refresher will be included in annual training plans.
46	Strengthen the practice of regularly sharing EOC updates with all staff, particularly those not directly involved in the EOC activities.	EOC daily briefings/planning cycle were used during 2024 activation. Completed and adopted as a best practise for future activations.
47	Initiate a practice within the Shuswap Emergency Program to monitor regional and provincial activity levels, train staff for understanding and provide regular updates on the planning implications to staff.	Situation monitoring is already standard EPC practice.

48	Evaluate the communications requirements as a function of the daily planning cycle and establish a schedule for publishing content.	A Comms Team has been developed and are working on establishing publication schedules and content.
49	Consider the need for night shift coverage for communications messaging if the event warrants.	A Comms Team has been developed and are working on updating communications procedures to deal with large-scale events.
50	Schedule regular online meetings with all Communications Officers from local communities, organizations, and supporting agencies.	A Comms Team has been developed and will be updating communications procedures.
51	Develop EOC practices around establishing an Advance Planning Unit early in the evacuation by adding to the EOC Activation Checklist.	Completed and adopted as a best practise for future activations.
52	Train staff and/or identify opportunities to bring personnel in from neighbouring local government, First Nation communities and/or the private sector. Equip them with tools for advance planning.	Conversations are on-going with neighbouring local authorities and First Nations regarding capacity building opportunities.