

SUBJECT: UPDATE – COMMUNITY RESILIENCY AND MARSHALL FIRE
RECOVERY – *continued from 3/19/24 & 4/2/24*

DATE: APRIL 16, 2024

PRESENTED BY: JEFF DURBIN, CITY MANAGER
RYDER BAILEY, CPA, DIRECTOR OF FINANCE
ROB ZUCCARO, DIRECTOR OF COMMUNITY DEVELOPMENT
KIANA FREEMAN, RECOVERY & RESILIENCE MANAGER

Executive Summary

This document is an overall update on the recovery from the Marshall Fire as well as an overview regarding mitigation and community preparedness efforts that are being implemented by multiple divisions through the City of Louisville.

As of February 23, 2024, of the 559 homes lost from Marshall Fire, 160 homes have received certificates of occupancy. 75% of the homes destroyed by Marshall Fire (2021) are somewhere in the rebuild process. The City departments are working continuously to support the Marshall Fire recovery. This includes open space and parks projects, recovering community spaces that were impacted, construction management for neighborhoods and residents who are moving back home, public works projects to repair City facilities, and continuing to test water for the safety of the residents. The City recognizes that there is still a long road to recovery from the Fire. Projects that the City is working on include providing resources for mental health support, financial assistance, and being an advocate for the community during this time.

The Recovery and Resilience Division has been working hard over the last 7 months to begin building a disaster management program for the City of Louisville. Key initiatives for 2024 include preparedness, mitigation, response, and recovery planning. The main goal for the Recovery & Resilience Division is not only to support and lead Marshall Fire recovery projects, but to implement a resilience strategy so that the community is building back more resilience.

In addition to the new Recovery & Resilience Division, the City's Police Department and Fire Protection District are continuing to monitor public safety and implement new procedures to increase the safety of the community.

The purpose of this update is to share information while keeping City Council and the community informed on the Marshall Fire recovery progress. It is also provided to discuss next steps for mitigation and preparedness efforts. Staff are not seeking direction from City Council currently. This communication provides information on the following:

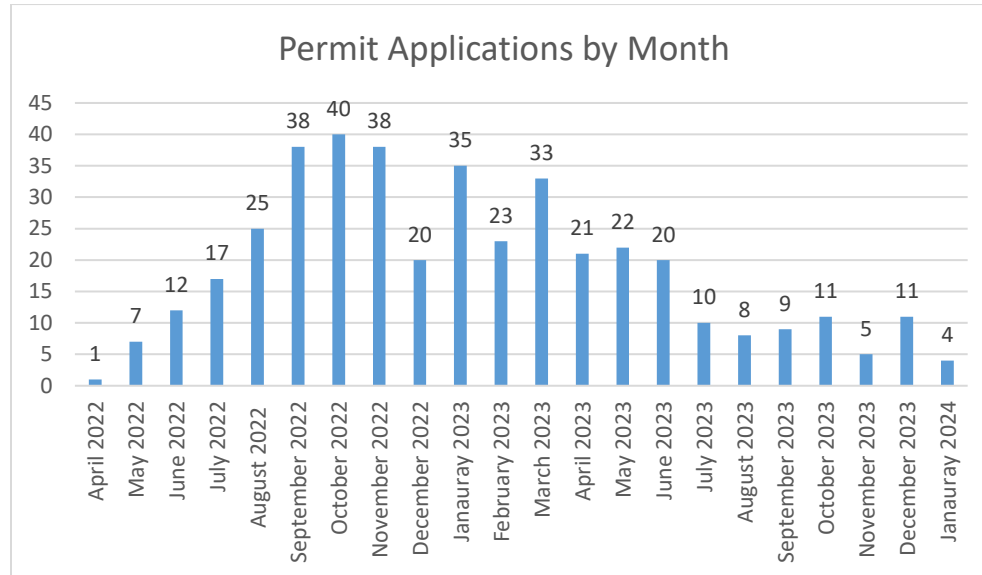
- Marshall Fire Recovery
 - Rebuilding Status
 - Public Facilities and Infrastructure Repair
 - Community Engagement
 - City's Financial Condition
 - Insurance Overview
- Preparedness & Resilience
 - Safety and Security Status
 - Louisville Fire Protection District Update
 - Open Space Mitigation
 - Recovery & Resilience Division Overview
- Next Steps

Marshall Fire Recovery**Marshall Fire Rebuilding Status:****Rebuilding Progress**

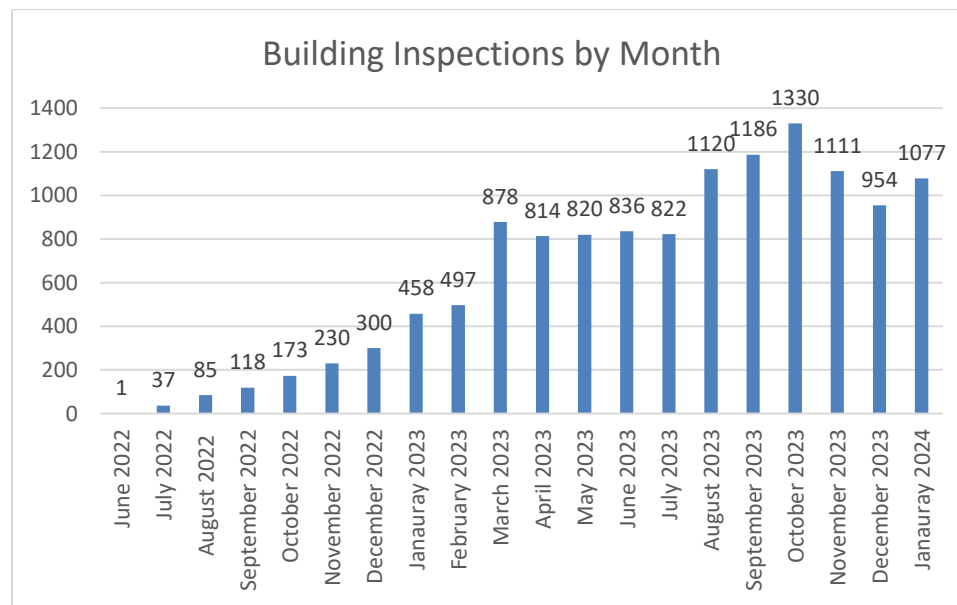
As of February 23, 2024, 29% of homes had received a certificate of occupancy and an additional 46% were under construction or in the permitting process. The number of permit applications for rebuilds peaked in late 2022 and remained high through the middle of 2023. The City is continuing to receive a steady stream of permit applications, but at a much lower rate. The average reported construction cost valuation is \$900,771. In addition, through January 2024, of the 549 homes lost, 66 vacant lots have been sold to new owners and two completed homes sold to new owners.

Exhibit 1 - Rebuild Data (as of February 23, 2024):

Homes Lost	549
<i>Certificates of Occupancy</i>	160
<i>Under Construction</i>	235
<i>Permits Under Review</i>	19
<i>Remaining Lots Not In Process or Completed</i>	135

Exhibit 2 - Permit Application Volume through January 2024:

The City has conducted 12,847 total building inspections as part of the rebuild effort. Inspection volumes increased significantly in the later part of 2023, peaking in October 2023, as many homeowners were wanting to complete their rebuilds before the holidays and the two-year limitation on many homeowners' Additional Living Expense (ALE) coverage was schedule to run out.

Exhibit 3 - Building Inspection Volume through January 2024:

The City also lost one commercial property in the fire at 1116 Dillon Road. This property included two strip-center commercial buildings with eight tenants. The property owner has submitted a building permit to reconstruct the commercial center.

Permit Fee Revenues

In the June 2023 Council communication, the City made a commitment to the community that City staff would develop an analysis to outline the Marshall Fire revenue v. expenditures. The staff is determined to keep this commitment in which the City's Finance and Community Development divisions are working on building out the analysis and will share more information with the community when the analysis is complete.

The City is collecting 100% of the building permit and plan review fees for all rebuild permits. The following is the total amount of plan review and permit revenues collected by the City (as of February 12, 2024):

<i>Plan Review and Permit Fee Revenues</i>	<i>\$4,045,143</i>
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These funds are used for administration of the permitting and inspection process. The staff has been anticipating the completion of an analysis of fees charged and expenses incurred to administer the rebuild process and intends to complete this review later this year for Council consideration.

City Construction Use Tax Credit Program

The City's Construction Use Tax credit program allows for a credit on the City's portion of construction use tax for those rebuilding, but not for properties that have sold to a new owner. The program was recently expanded to include permits to repair homes damaged by smoke, ash, water, or any other impacts from the fire. A Construction Use Tax covers the sales tax on construction materials used in the rebuild process. Properties that opted into the 2018 International Energy Conservation Code (IECC) rather than the 2021 IECC only receive a rebate proportional to the building area of the original home.

The following summarizes current Construction Use Tax credits issued by the City (as of January 31, 2024):

<i>City Use Tax Credit Requests</i>	<i>385</i>
<i>Total Credits Issued</i>	<i>\$5,539,120</i>
<i>Average City Use Tax Credit</i>	<i>\$14,930</i>

The total amount of Construction Use Tax collected by the City for homes on lots sold to a new owner or the proportional share of those building to the 2018 IECC (as of February 12, 2024) is listed below:

<i>Use Tax Revenues from Properties Sold or Building to 2018 IECC</i>	\$1,159,970
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County and State Construction Use Tax Credit Program

The County and State also have Construction Use Tax credit programs for homeowners that are rebuilding. The County's Construction Use Tax credit program is fully administered by the County. However, the State's Construction Use Tax program requires that the City process applications and issue a tax form to the homeowner for submittal to the State.

As of December 31, 2023, the City had processed 229 State Construction Use Tax credit forms for homeowners. In addition, the State Construction Use Tax credit program has created demand for homeowners to reconcile and revise their reported valuations submitted with the City-issued building permits, which would potentially allow homeowners to obtain larger State Construction Use Tax Credits. The City is currently in the process of developing a structure for reconciliation of valuation for the rebuilds.

Xcel Energy Efficiency Incentive Program

Xcel Energy is offering a series of rebates for building to minimum energy efficiency standards. As of December 2023, the following were the total registration for Louisville rebuilds in each of the rebate programs, and the rebate offered.

Home Certification Standard	Rebuilding Homeowner Incentive	New Homeowner Incentive	Louisville Participants
<i>2021 International Energy Conservation Code</i>	\$7,500	\$0	28
<i>Energy Star v3.2</i>	\$10,000	\$1,200	15
<i>Zero Energy Ready Home v2</i>	\$12,500	\$2,500	28
<i>Energy Star + NextGen</i>	\$17,500	\$5,000	42
<i>Passive House (PHI/PHIUS)</i>	\$37,500	\$15,000	4
<i>TOTAL Participants</i>			<i>117</i>

Construction Management

As more and more residents are moving back home, the neighborhoods are transitioning from construction zone into occupied neighborhoods. This can create some tension between ensuring that residents are provided a safe and comfortable neighborhood and facilitating efficient and quick construction. The City has developed new standards for staging on vacant lots and maintenance of vacant lots that are not under construction to help with this transition. The City also continues to have a consultant and Community Resource Officer regularly patrol the rebuild neighborhoods and work with contractors to ensure construction sites are managed appropriately.

Open Space and Parks Marshall Fire Recovery

The City of Louisville Open Space Division has completed repair to all amenities damaged in the Marshall Fire. This work includes repairs to fencing, gates, retaining walls, and trails damaged by wind impacts. The City also received a grant from the Land and Water Conservation Fund for over \$250,000 which supported resurfacing the Davidson Mesa Trail (including wind damaged sections caused by the Marshall Fire).

Parks continues working to rebuild Enclave and Sunflower Parks with a goal of beginning construction in late 2024. The project was delayed in 2023 during pursuit of a matching grant from Great Outdoors Colorado. In December 2023, the City received an award of \$500,000 which effectively doubles available funding to \$1,000,000 total for the two parks. Phase one of the median landscape renovations, which included fire impacted areas, was substantially complete in fall 2023. Final plantings, reseeding and warranty work will be completed in spring 2024 as weather allows. The median landscape contract approved at \$805,000 in June of 2023 should see final billings in the amount of approximately \$755,000.

Parks has continuously worked on landscape replacements throughout the fire areas. In 2024, Parks will continue replacing trees and landscape plantings throughout the affected area focusing on the community entrances that were affected.

Public Facilities and Infrastructure Repair Status

Public Property Debris Removal (PPDR)

The City's portion of the PPDR ended up being \$847,000 of the total \$13,800,000 that was spent in Louisville. The City covered 100% of the cost of driveways and FEMA ineligible concrete (\$150,000) with approval of the property owners. The only remaining item related to PPDR is the retainage payment to Boulder County of approximately \$40,000 for the project closeout.

Water Testing

Staff continues to test the water system as houses are coming back online in accordance with CDPHE approved requirements. 826 water samples have been collected and analyzed. The combined total cost for all water testing is \$653,000. The City has approx. \$45,000 remaining within the contract. To date, FEMA has agreed to reimburse the City approximately \$472,000 for water testing. The impacted water system has been subdivided into 24 neighborhoods with 17 completed and fully released. The seven remaining neighborhoods each have a single home in the early stages of construction and will be tested when available.

City Repairs

Public Works continues to monitor the streets and sidewalks in the burn areas as construction progresses. Emergency patching and pothole repairs are being completed

on an as-needed basis. Most of the streets in the burn areas are scheduled to be rehabilitated in 2025. Staff will monitor the rebuild progress in each subdivision and actual street rehabilitation may vary depending on progress. A few less impacted subdivisions will be completed in 2024 assuming building progresses as anticipated. FEMA has obligated the money for fire damage and PPDR incidental damages. FEMA has denied covering the cost of damages related to rebuilding after PPDR was completed but staff will continue to appeal this decision.

Marshall Fire Community Engagement

The Louisville Historical Museum and Dr. Kate Goldfarb from the CU Boulder Anthropology Department created the Marshall Fire Story Project to allow the community to share and preserve their Marshall Fire stories. These stories allow those affected by the fire to add their voices to the creation of an official historical record of the event, the aftermath, and the ongoing recovery. Story sharing sessions are offered in the hopes that the community will find comfort knowing their voices matter, and the telling of stories is a critical part of processing trauma to find healing. The MFSP team schedules and records oral histories and then processes, transcribes, and edits audio files so that they may be housed at the Louisville Historical Museum and accessed by the community and researchers. Stories are collected online via written submission as well as by conducting in-person interviews.

So far, the project team has collected 31 oral histories and 43 written stories. The Marshall Fire Two-Year Breakfast has allowed the Project to garner additional interest in people sharing their stories, and the museum is grateful for the opportunity to continue helping the community process and heal.

City's Financial Condition:

Insurance Overview

All City facilities have been repaired to date and were fully covered by insurance. The exception is windows at the Police and Court building, which are in progress and materials have been ordered. Compromised window seals were identified in the summer of 2023. All windows in the Police and Court building are being replaced and the expense fully covered by insurance.

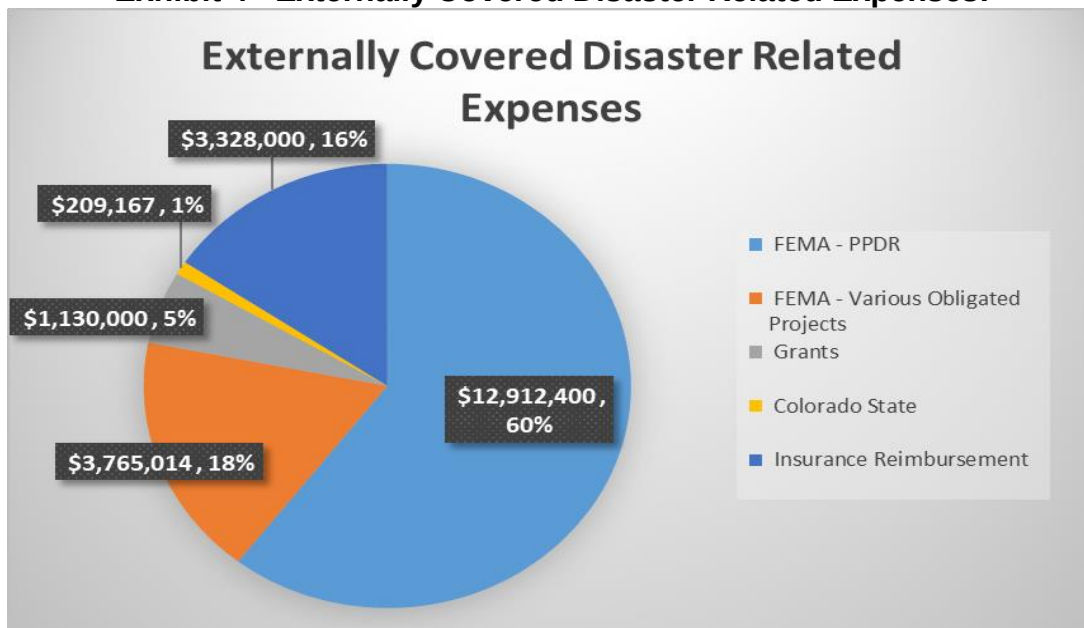
To date, the City has submitted \$5,089,215 and has received \$3,328,008 in payments. The difference in submitted versus received is that the submittal was deemed ineligible, exceeded coverage limits, or were covered by another source.

The Finance Department, City Manager's Office and City staff continuously monitor and track disaster related expenses to maximize external funding sources and mitigate negative financial impacts to the City. There are several financial impacts related to the

Marshall Fire, including the total impact to the organization from damage to infrastructure and facilities, disaster response, lost revenues, and assistance to homeowners.

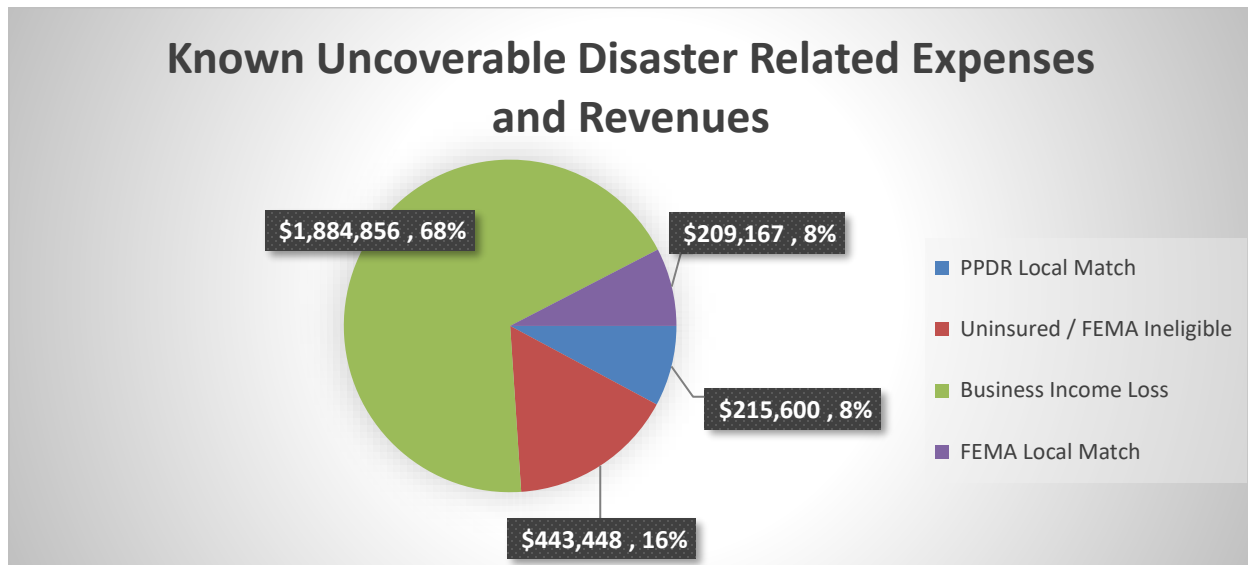
Total estimated disaster related expenses, including the Private Property Debris Removal (PPDR) program, and quantifiable revenue losses are currently estimated at \$29.8M. Extensive efforts by staff have resulted in approximately 3/4ths, or \$21.3M, of these expenses to be covered by external sources, such as FEMA, the State, Grants, and the City's own insurance policy. Please refer to Exhibit 4 for a breakout of Externally Covered Disaster Related Expenses.

Exhibit 4 - Externally Covered Disaster Related Expenses:



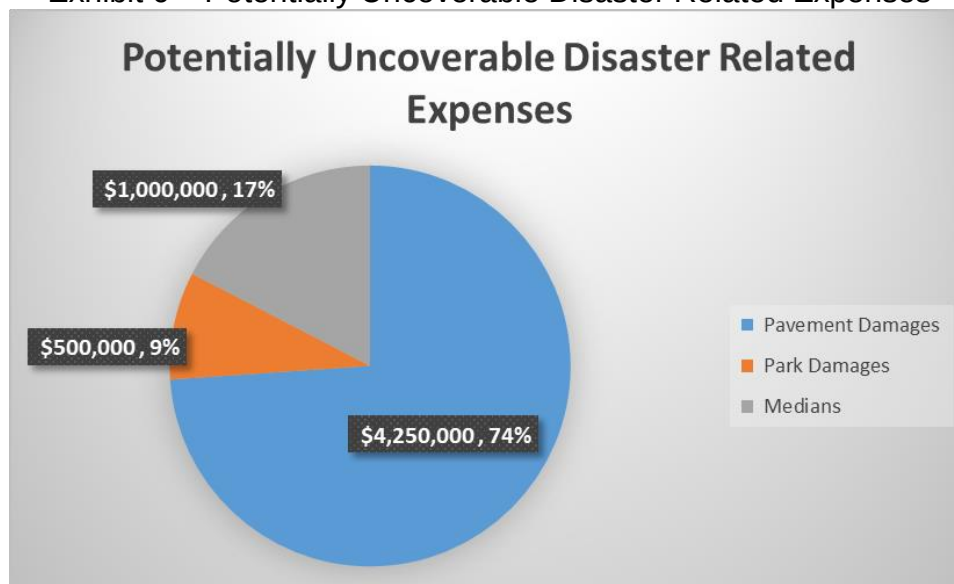
Of the remaining \$8.1M in disaster related expenses not covered by external sources, \$2.8M is designated as Known Uncoverable (Such as Business Income Loss, City expense for driveways and FEMA ineligible concrete as part of PPDR, FEMA local matches or "cost shares", denied insurance claims or insurance claims in excess of deductibles). Please refer to Exhibit 5 for a breakout of Known Uncoverable Disaster Related Expenses and Lost Revenues.

Exhibit 5 - Known Uncoverable Disaster Related Expenses and Lost Revenues:



Significant disaster related expenses totaling \$5.75M remain outstanding and are considered Potentially Uncoverable. These are largely comprised of current and anticipated disaster related expenses deemed ineligible by FEMA, such as median, park, and road infrastructure repairs. Please refer to Exhibit 6 for a breakout of Potentially Uncoverable Disaster Related Expenses.

Exhibit 6 – Potentially Uncoverable Disaster Related Expenses



Staff continue to work diligently with Colorado Department of Public Safety on documentation requests as it relates to FEMA Obligated projects. Additionally, Staff

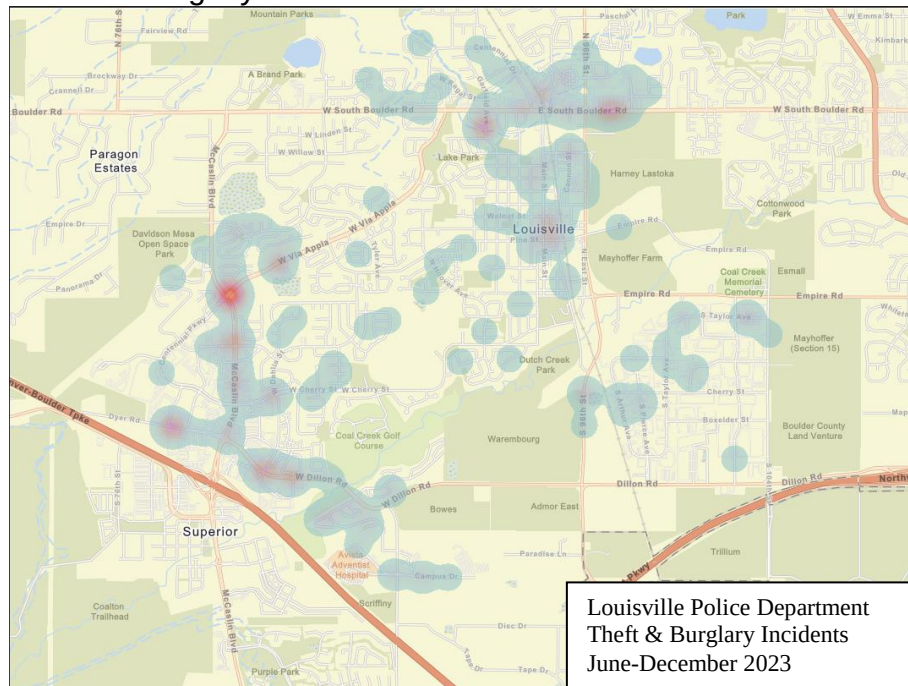
continues to work with the Insurer on all eligible and potentially eligible covered expenses; however, staff does not anticipate any significant insurance reimbursements in the future.

Preparedness and Resilience

Safety and Security Status

The police department continues to monitor the activity occurring within the fire rebuild areas and uses several strategies to support residents and property owners in these areas to address concerns. Focused patrols and visibility will continue in the rebuild areas to try and deter criminal behavior and to help create a feeling of safety as residents return home. The department's Crime Prevention Specialist continues to offer Crime Prevention Through Environmental Design (CPTED) education and conducts site assessments to those currently in the rebuilding process. This service is also extended to those who have moved back into their homes.

Thefts and construction site burglaries in the fire impacted areas decreased by approximately 74% between June 2023 and December 2023 compared to the previous 6 months. From January through May 2023, nineteen incidents were reported in the rebuild areas compared to only five from June to December 2023. The investigations section made significant progress on previously reported construction theft incidents by identifying and charging multiple suspects. These individuals are believed to have been involved in these events within the city and surrounding jurisdictions. The use of Automated License Plate Readers (ALPR) in these areas continues to be a valuable resource that has helped with follow-up investigations and the development of investigative leads. The technology also allows the police department to support regional crime prevention partnerships and was invaluable in identifying and linking the above-mentioned theft suspects to multiple incidents across the Denver Metro and Northern Colorado area. In 2024, the City of Louisville will enter its second year of a two-year contract with the ALPR vendor and hope to continue to utilize the system to enhance community safety.

Exhibit 7– Theft and Burglary Incidents:

As residents move back, there is an increase in natural surveillance, and this is leading to additional calls for service related to code enforcement, parking/access, and other property concerns. Together with other city departments, Police is working to develop solutions to these new challenges. The priority is to find a balance between the goal of getting people home while working to ensure a safe environment for contractors and homeowners.

The police department's command staff received training in July 2023, at the Boulder County's ODM, on the use of a fire alerting and evacuation system, Genasys EVAC (formerly Zonehaven). The police department, together with the City Manager's Office and the City's Recovery and Resiliency Manager, are in the process of coordinating with Boulder County ODM and the Louisville Fire Protection District on the use and management of the system.

Police staff continued to actively participate in the Community Wildfire Protection Plan workshops held throughout the region and attended regular meetings with regional public safety partners to enhance collaboration and strengthen response strategies. The department continues its direct engagement with fire affected groups including the Neighborhood Preparedness Roundtable, Marshall Together, and Marshall Restoring the Community (ROC) to address public safety concerns and foster positive working relationships with its members. These relationships have enhanced communication and provide channels to relay and receive pertinent information more effectively.

Louisville Fire Protection District

The Louisville Fire Protection District has implemented new response protocols for wildfires. This was a joint effort with all Fire Departments/Districts in Boulder County along with the Boulder County Sheriff's Office. The protocols are based on the following critical factors - Hot, Dry, Windy (HDW), Energy Release Component (ER), Burn Index (BI), and 1000-hour fuel moisture/drought level. These factors create a numerical score, and these scores relate to the District's response. There are three levels – Low, Medium, and High. A low response would have a minimal initial response (one brush truck, one engine, and a Fire Duty Officer from the County). The High response would send the most initial units.

Additionally, all the career firefighters had light/wildland gear, but now all staff have the same sets of gear including volunteers. The Louisville Fire Protection District is researching a new type of wildland engine (small brush truck vs medium size truck). The Fire District is also participating in several work groups (City of Louisville, Boulder County, Neighborhood Watch groups, State of Colorado Division of Fire Prevention and Control) focused on recommendations, plans, and responses to urban interface wildfires.

Open Space Mitigation***Open Space***

The Open Space Division coordinated efforts to hire the Lynker Corporation and The Ember Alliance to develop a Wildfire Hazard and Risk Assessment Report for public lands in and around the city. The purpose of this project was to develop a comprehensive, science-based wildfire hazard and risk assessment and to provide mitigation options for consideration for the City of Louisville's public lands to be more resilient against future events.

The Open Space Division is carrying out the recommendations of the Wildfire Hazard and Risk Assessment Report by reducing fuels through implementing perimeter mowing in select areas, trail corridor mowing, cattle and goat grazing, noxious weed control, and removal of woody fuels. The City was awarded two grants to support Open Space grazing and mowing mitigation efforts; grants awarded included over \$45,000 to support 2023 efforts from the County Wildfire Mitigation Grant Program and a portion of an additional \$289,000 from the Colorado State Forest Service Wildfire Mitigation Grant Program to support 2024 Open Space mowing and grazing efforts and additional City efforts.

In 2024, the Open Space Division is also partnering with organizations such as the Natural Resource Conservation Services (NRCS), Bird Conservancy of the Rockies, Longmont and Boulder Valley Conservation District, and other local agencies and experts to ensure mitigation efforts are coupled with sound ecological and science-based management. To learn more about Open Space fire mitigation efforts please go to the Open Space Division City web page or follow this link:

<https://storymaps.arcgis.com/stories/47b11c7f1abe45bcba54d6e9abea1d6e>

Recovery & Resilience Division Overview

The purpose of the Recovery & Resilience Division is to ensure the City of Louisville's employees and whole community are prepared to respond to and recover from any incident. City of Louisville's goal is to protect the community from the inevitable hazards that the City is faced with. The Recovery & Resilience Division focuses on four main buckets including preparedness, mitigation, response, and recovery.

An important part of the community's recovery is the need to mitigate risk and build resilience for future disasters. Below is a summary of some of the work around mitigation/preparedness that has occurred in the past year.

Preparedness

Preparedness means providing community awareness/education and implementing recovery and disaster response plans.

Training and Exercise

The Recovery and Resilience Division is in the process of creating a staff training plan. Internal training and exercises for City of Louisville staff is important because it provides staff with information about internal operations during a disaster, response, and recovery. It also gives staff the opportunity to test the effectiveness of the Response and Recovery organization chat, identify immediate areas of improvement and action items, and analyze the integration of City of Louisville with partners in the case of a disaster. The Recovery and Resilience Division has developed a New Hire Training course for new City of Louisville employees as well as a training course on Response and Recovery 101.

On November 6th, 2023, the Recovery and Resilience Division put on an internal Disaster Response Tabletop and Functional Exercise. This exercise was run in conjunction with Boulder County's Office of Disaster Management and consisted of a scenario-based event. The City has reviewed the After-Action report that was developed and has begun working on the improvement strategies that resulted from the exercise.

Community Preparedness

In partnership with the Town of Superior, the City launched the 2024 Disaster Preparedness Education Series in January. The purpose of the series is to undertake action and education to mitigate risk and build resilience for future disasters for the community. Session topics include: Disaster Communications, Public Safety Preparedness, Access and Functional Needs, Psychological First Aid, Wildfire Preparedness, Pet Preparedness, Community Mitigation, Disaster Preparedness, and Holiday Safety Awareness & Winter Preparedness.

Plan Development

The Recovery and Resilience Division is responsible for developing internal plans related to emergency management response and recovery. Many of these plans resulted from the Emergency Improvement Plan (EIP) created by All Clear Emergency management group in 2023. This EIP provides a foundation to evaluate and assess the City's roles and responsibilities around disaster preparedness and response and its performance during past incidents, including the Marshall Fire. One internal plan includes the Recovery Plan which outlines the roles and responsibilities held by the City of Louisville as part of the recovery process following any incident impacting the jurisdiction. The Continuity of Operations Plan is used to ensure continuous function and services during response and recovery operations. The Emergency Communications Strategy clearly defines the messages, priorities, strategies, and tools the City of Louisville will use when communicating with the community during an emergency. The Recovery & Resilience Division is also work with Louisville's Sustainability Division to update the 2021 Louisville Annex from the Boulder County Hazard Mitigation Plan with 2023/2024 data and analysis and expand on newly identified vulnerabilities in Louisville.

Emergency Notifications

The City is still ensuring that BOCOAlert and Reachwell alerting tools are a priority for the community and staff. The City has worked with Boulder Office of Disaster Management to ensure that the City follows the County on terminology and language to keep consistency. To continue to push out this resource to increase the City's resilience, the Recovery & Resilience division provided training to the community on the purpose of signing up for alerts and assisted those who struggled to sign up. Additionally, the City is in the process of incorporating signing up for alert as part of the new hire employee onboarding process. To sign up for BOCOAlert visit: BOCOalert.org

Education & Outreach

Neighborhood Liaison:

Early in 2022, the City established a neighborhood liaison program whereby neighborhood leaders meet regularly with City staff. Staff are still meeting once a month with this group to assist with the questions and concerns from neighborhoods during the Marshall Fire rebuild process.

Neighborhood Preparedness Roundtable:

In 2023, the City of Louisville used the Neighborhood Liaison Program model to establish a neighborhood preparedness roundtable. The goal for this group is to open a two-way dialogue between neighborhood leaders and City staff around preparedness matters. As of February 2024, the group is still meeting once a month to discuss disaster preparedness. The group is working to create a workplan for priorities they want to tackle each month to increase community resilience.

Mitigation

Mitigation means developing and implementing strategies to reduce risks from threats while considering community vulnerabilities and values.

Supporting Open Space Mitigation

The Recovery & Resilience Division works closely with Louisville's Parks, Recreation, and Open Space Department to support various projects. One example is supporting implementation of the Wildfire Hazard and Risk Assessment Report and associated mitigation initiatives including fire fuel mitigation such as trail and fence line fuel reduction, cattle grazing, goat grazing, and noxious weed management.

In spring 2023, Boulder County kicked off an update to the [Boulder Community Wildfire Protection Plan](#) (CWPP). The purpose of the CWPP is to reduce the greatest risks related to wildfire across Boulder County, unite mountain and plains communities in a collaborative effort to reduce the negative impacts of wildfire, ensure access and input to all communities in program development and implementation options, implement strategic fuels reduction projects to address grassland and forest landscapes with a focus on community protection and implement strategic forest restoration and fuels reduction to protect watersheds for ecosystem services and drinking water. The update process is anticipated to take approx. 12-18 months. The City and LFPD are participating in this effort and advocating for the grassland communities.

Mitigation projects proposed in the Louisville Wildfire Hazard and Risk Assessment Report were outlined in a spreadsheet that will be available in the Boulder County's CWPP Appendices.

Additional Resources/Grants

The Recovery & Resilience Division is collaborating with the State and to continue to apply for FEMA's Hazard Mitigation Grant Program (HMGP) for \$4.9 million to install and upgrade three generators at critical City facilities. This includes the Recreation & Senior Center, the Police Building and South Water Treatment Plant. Replacement or the addition generators at these sites will ensure that the City is able to maintain core services like water treatment/delivery, public safety operations and sheltering. Staff should know by Spring of 2024 if the grant is awarded.

The Recovery & Resilience Division is also working on a variety of grants which contribute to the important work the division is set out to complete. The following table outlines a current list of grants that the Division manages and has applied for.

Exhibit 8 – Summary of Grants Managed by Recovery & Resilience Division

Grant/Administered By	Status of Grant	Dollar Amount	Description
Colorado State Forest Service – Wildfire Mitigation	Awarded	\$290,000	Fuels reduction on City land and Mitigation Coordinator position
Colorado Department of Local Affairs	Awarded	\$90,000	Contributes to the Recovery & Resilience Manager position
FEMA - Hazard Mitigation Grant Program	Applied	\$4.9 million	Install and upgrade generators at critical City facilities
Urban Land Institute	Awarded	\$10,000	Contributes to capacity building for the R&R division.
Colorado State Forest Service - Wildfire Mitigation Outreach	Applied	\$37,400	Education around wildfire mitigation for private property owners

Next Steps

While City of Louisville has accomplished a lot, there is still a lot of work to do. The focal points can be summarized as follows:

- Continuing to provide assistance to Marshall Fire recovery efforts.
 - Managing an orderly and safe neighborhood rebuild process.
 - Monitoring building permit fee revenues versus expenditures.
- Continuing to establish the Recovery & Resilience Division
 - Implement 2024 Roadmap with project initiatives and priorities.
 - Collaborating with local and regional agencies to improve emergency response.
 - Promoting family preparedness planning and private property mitigation.
 - Increase engagement for Disaster Preparedness Education Series.
 - Working community groups to maintain communications, relationships, and effect positive change.
- Working to minimize the fiscal impact to the City
- Evaluating future budgets and emergency reserves

ATTACHMENT(S)

1. Emergency Improvement Plan
2. Recovery & Resilience Division Flyer
3. Terminology & Glossary
4. Presentation

SUBJECT: COMMUNITY RESILIENCY AND MARSHALL FIRE RECOVERY**DATE: APRIL 16, 2024****PAGE 17 OF 17****STRATEGIC PLAN IMPACT:**

☐	 Financial Stewardship & Asset Management	☒	 Reliable Core Services
☒	 Vibrant Economic Climate	☒	 Quality Programs & Amenities
☒	 Engaged Community	☐	 Healthy Workforce
☒	 Supportive Technology	☒	 Collaborative Regional Partner

2023 City of Louisville Workshop & Improvement Plan Summary Report

Project Dates: March 3, 2023 – June 5, 2023

Report Date: June 5, 2023

Completed by:

All Clear Emergency Management Group 3434 Edwards Mill Road, Suite 112-162
Raleigh, NC 27612
336-802-1800

Project Lead:

Name: Will Moorhead Title: President
Email: willm@allclearmg.com

2023 City of Louisville, CO Improvement Plan Summary Report

Project Summary

The City of Louisville, CO contracted with All Clear Emergency Management Group to review existing incident review documents and plans to gather Louisville-specific improvement items and evaluate the City's roles, responsibilities, capabilities and capacities around their emergency preparedness and response. All Clear created and distributed a survey to obtain and prioritize improvements from City staff. An in-person improvement planning workshop was conducted with City employees to help further identify improvements to draft an improvement plan from lessons learned from past incidents, including the Marshall Fire. The scope of this summary report includes the outline and development of the workshops, and the improvement plan.

Project Staff

Will Moorhead Jenny Schmitz Jake Peterson Kate Petrolina Alyson Angell

Project Deliverables

The All Clear team worked closely with the City of Louisville to develop and comply with the deliverables.

1. Project Management and Review of City Documentation
 - All Clear held a project kickoff call with the City of Louisville on March 3, 2023, to develop a project plan to ensure all deliverables and timelines were met.
 - All Clear completed a thorough review of documentation related to the Marshall Fire response and documentation provided by the City of Louisville.
2. Survey Development and Evaluation
 - All Clear held a survey review meeting with the City of Louisville's planning team on March 13, 2023 (survey review). In this meeting, All Clear worked with the City of Louisville to create an online survey that would capture details about priorities, identified strengths, areas of improvement, opportunities, and threats related to the City's role during and after the Marshall Fire.
 - On April 7, 2023, a workshop preparation meeting was held to further develop the content for in-person improvement planning workshops.
3. Conduct, Facilitation, and Evaluation of the Initial Survey and In-Person Workshop
 - On April 13, 2023, and April 14, 2023, All Clear facilitated and evaluated two two- hour in-person workshop sessions utilizing two All Clear facilitators. The workshops included reporting out the findings from the survey previously obtained and

assisting participants in clarifying concepts, building on improvement, and prioritizing mitigation strategies that had been identified. The workshop provided time for small work groups and organizing feedback into improvement categories.

- Using the evaluation information, All Clear has developed an Improvement Plan matrix and recommendations for the City of Louisville, highlighting areas for improvement, corrective actions, and recommendations for future projects.
4. Project Closeout
- As part of the project closeout for this project, the City of Louisville, CO was provided with a final version of the Improvement Plan matrix, a project summary report, and the final project invoice.

Top Priorities Identified and Recommendations for Future Projects

Based on the work during this project, All Clear has developed recommendations for future planning efforts and projects. After collecting the survey data and further discussion identified issues, the below are the top priorities identified. The full detail can be found in the Improvement Plan (attached).

1. Assessments to prioritize and update and/or create plans.
 - It is recommended that the City of Louisville conduct a Hazard Vulnerability Assessment (HVA) for the City of Louisville. It allows staff to identify the events or conditions that would interrupt normal operations while weighing the impact from the interruption against the preparedness in place. Additional documentation to consider includes any risk assessments developed by the county (THIRA, Hazard Mitigation Plan) to understand hazards for the county that may impact City operations.
 - Continuing development of a City of Louisville Emergency Operations Plan (EOP) would allow City employees and partners a guide for their role and responsibilities in an emergency. The EOP will outline the core group of individuals expected to convene to lead the City during an emergency and be a guide for how those individuals lead City functions toward a return to normal operations.
 - An EOP addresses how an organization will respond to an emergency, a Contingency Plan, or a Continuity of Operations/Government (COOP/COG) Plan helps to identify an organization's decision makers, daily essential functions, equipment, etc. that must continue during an emergency. The City of Louisville has a COOP outlined. The plan should be further developed and implemented through education and training.
 - A Communications Plan should be created or updated within the EOP and COOP. Phone numbers need to be updated and checked regularly for accuracy. Details should be included to clarify who composes messages, who approves messages, who disseminates messages, and the alternative process implemented when primary systems fail.
2. Hiring a Recovery Manager.

- a. Hiring a Recovery Manager was identified as high importance in both the survey and in the workshop. The job description is currently being drafted and the hiring process for the position has been initiated. The Recovery Manager will be advised by an internal Emergency Preparedness Committee to further develop and implement policies, plans, and procedures for emergencies.
3. Accessing needed resources or staff.
 - a. The Marshall Fire stressed the City of Louisville's capacity for resources and staffing. The City's available resources should be assessed, and a list of needs developed and prioritized. Equipment such as generators, maps, printers, etc. may be identified as necessary for mitigation of emergencies. The processes for resource tracking and budget allocation and procurement should be aligned with the resources. Additional staff during, and post- incident, are needed. Memorandums of Understanding/Agreements (MOUs/As) or Intergovernmental Agreements (IGAs) would provide options for back fill when City staff members are being pulled to other duties or may even supplement the disaster responsibilities of current staff members.
4. Training
 - a. Training was recommended in multiple areas. Assess the roles of staff during an emergency to determine which employees require basic or advanced ICS training. Cross-train staff members in the various roles they may fill during a disaster. Train all staff on the EOP, COOP, and Communications Plan so all staff are knowledgeable of the City's plans.
5. Exercising
 - a. Practicing the functions of the Emergency Operations Center (EOC) and the roles of the City staff supporting the EOC would build upon the capabilities of City employees and the City. This can be completed by simply practicing utilization of the ICS forms each role completes during a simulated emergency or running by conducting a tabletop exercise to test new and/or existing plans. Conducting short drills, such as mass notification drills, fire drills, or department drills, is also a great way to enhance preparedness.

The combination of the priorities listed above helps address another issue identified, creating a culture of preparedness without raising anxiety about emergencies. Increasing preparedness of staff members lessens potential for anxiety about emergencies. Preparedness provides some opportunity for an individual to have some level of control when disaster strikes. If staff are educated on the City's plans and if they are trained on and have exercised those plans, they will feel more in control and knowledgeable about addressing emergencies.

Improvement Plan

The Improvement Plan expands on the recommendations of these priorities and provides details about additional issues identified from the survey and the workshop. The Improvement Plan can be found as a separate document outside of this report. The IP serves as a guide for the City by identifying the issue to be addressed, tactics to address the issue, and establishing responsibility, priority, and due dates for the tactical work to be completed.

Issue / Area for Improvement	Recommendation	POETE Element (Planning, Organization, Equipment, Organization, Exercise)	Timeline (Next 60 Days, 6 months or year)	Primary Responsible Department	Status	Start Date	Completion Date
Communications	Update and maintain internal and external contact lists (i.e. regional/state emergency contacts, partner agencies, etc). Ensure to update at least every six months and that these lists are easily accessible to who needs them. Virtual and paper versions are both recommended.	Planning	60 days	HR/CMO	In-progress		
	Formalize process for internal/city communication to all staff (phone tree, group text/mass notification, etc). Identify the department that will maintain the system and recipient contact information. Identify the individuals with permission to send messages through the system. Test the notification system/process on a regular basis. Consider requesting an action by recipients such as contacting their supervisor or completing a brief survey so that receipt of the message can be verified.	Planning, Exercise	60 days	HR/CMO	In-progress		
	Formalize process for external/community-wide communication. Identify the department that will maintain the system and recipient contact information. Identify the individuals with permission to send messages through the system. Assess the needs to use various languages for communication.	Planning, Exercise	6 months	CMO	In-progress		
	Ensure that the Crisis Communications Plan is updated and in a centralized location for anyone who needs it. Annual review and update is recommended.	Planning	60 days	CMO	In-progress		
	Conduct a city-wide communications assesement. Assess cell coverage in city buildings, recording areas with low coverage. Discuss options for addressing low coverage with cellular providers or the IT department.	Planning	6 months	CMO/Facilities	Not-Started		
Finance	Identify and write emergency financial purchasing processes/policies. These should Include: an explanation of who has authority to activate those processes, who has authority to utilize the process once activated, the activation process itself, a detailed process for tracking expenditures during an emergency, and the expectation of all personnel when tracking finances.	Planning	60 days	Finance	In-progress		
	Update City's procurement policy & train staff (supervisors and directors) on how to purchase and submit emergency expenditures.	Training	6 months	Finance/IT	In-progress		

Issue / Area for Improvement	Recommendation	POETE Element (Planning, Organization, Equipment, Organization, Exercise)	Timeline (Next 60 Days, 6 months or year)	Primary Responsible Department	Status	Start Date	Completion Date
Employee Support	Identify processes and resources to support the physical and mental health of city personnel during an emergency. Determine the department that will be responsible for monitoring personnel well-being during an emergency. Identify resources for support such as a mental health provider who could provide services during an emergency activation.	Planning, Organization	6 months	HR/Police	In-progress		
	Determine the employment benefits available to city personnel during and after an emergency. Summarize those benefits so they can be disseminated as a reminder to staff when an event occurs.	Planning	60 days	HR	Not Started		
Governmental Relations	Engage with other cities to determine support/resources that could be provided/received during an emergency. Consider neighboring cities (or those within Boulder County) as well as cities that may be geographically separated from the event impacting Louisville. Include Boulder County Disaster Management in the discussions so that efforts for lending/receiving aid are, when appropriate, coordinated with the County/State. Develop IGAs with these other entities for staff support for critical city services/functions. These IGAs should be expanded to detail what will be paid, when and for what amounts. Identify the department responsible for updating the MOUs. Once IGAs are established, identify the department responsible for ensuring they are updated periodically (i.e. annually or every three years).	Planning	6 months	All departments	In-progress		
	Work with Boulder County EM to define and understand the role of the city in the County EOC and County EOP.	Planning	60 days	CMO/Police	In-progress		
Hazard Vulnerability Assessment (HVA)	Conduct a HVA for the city services. Ask staff about the events or conditions that may, in their opinion, interrupt normal operations. Once a list of events/conditions is created, solicit input from staff about strategies to mitigate the impact of those events/conditions. Consider and include vulnerabilities of the community (at risk populations, mobility challenges, etc).	Planning	1 year	CMO	In-progress		
	Update and expand the city-wide EOP to define the City's strategy for emergency response. Share the updated EOP with staff. Train all staff on the basic concepts of the plan. Provide more detailed training for staff who will serve in leadership roles during activation of the EOP (this includes leading functions or teams).	Planning, Training	6 months	CMO/Police	In-progress		

Issue / Area for Improvement	Recommendation	POETE Element (Planning, Organization, Equipment, Organization, Exercise)	Timeline (Next 60 Days, 6 months or year)	Primary Responsible Department	Status	Start Date	Completion Date
Emergency Operations Plan (EOP)	Assess city staff functions and associated roles during an emergency. Define these by position, not by individual's name so that when people change roles or leave the organization the tasks remain with the role and are assigned to the newly hired individual. Determine what each position is expected to do during an emergency. Some roles may be assigned to a different department/function to maximize personnel and expertise or to ensure the most efficient use of personnel resources during an emergency. Include in City EOP and COOP.	Planning, Organization	6 months	All departments	In-progress		
	Create individual city facility/building/department emergency plans that align with the City's EOP or create annexes of this plan for the facility/building/departments. Ensure they are easy to use, standard but also customizable and accessible. These plans/annexes should define the response activities expected of each facility/building/department when normal operations are impacted. This would supplement the emergency response processes for each facility (bomb threat, active shooter, fire in the building, etc) These plans should include staffing plans/priorities with roles and redundancy plans to support staff impacted by the event or part of the response.	Planning	1 year	CMO/Facilities	In-progress		
	Conduct drills for specific elements of the emergency response and emergency operations plans. These drills/exercises could be conducted on a regular basis (i.e. quarterly) and involve a small or large number of employees. These may test communication processes, information gathering and dissemination, evacuation from an area with relocation supplies (go-kits). These were referred to as "15 min response drills" during the workshop.	Exercise	1 year	CMO/Police	In-progress		
Continuity of Operations Plan (COOP)/Continuity of Government (COG)	Update the COOP/COG for the city. This plan should be specific to the city and define essential functions and services, the role and expectations of the elected officials when the continuity plan is activated, identify a backup for each city department's essential personnel, identification of redundancies for systems, processes, devices, or equipment utilized to accomplish functions of the city, and include a section covering policies and processes for financial tracking for insurance purposes. This plan should be continual reviewed, updated and trained on. Develop plan annex for each department.	Planning	6 months	All departments	Not-Started		
Incident Command System/Structure (ICS)	Further define Public Information Officer (PIO) position, who the primary PIO is and alternates, process/procedures, etc.	Organization	60 days	CMO/Police	Not-Started		

Issue / Area for Improvement	Recommendation	POETE Element (Planning, Organization, Equipment, Organization, Exercise)	Timeline (Next 60 Days, 6 months or year)	Primary Responsible Department	Status	Start Date	Completion Date
	Once Incident Command positions are filled with primary and alternate staff for each position, these individuals who will be managing and supporting each ESF/City function within the EOC and under the EOP or COOP should be trained. Educate individuals about how to conduct their role, communication expectations, documentation, etc.	Training	6 months	All departments	Not-Started		
Hire an Emergency Manager for the City	Re-boot the long term recover team and transition the team to become the emergency management committee.	Organization	90 days	CMO	Completed		August 2023
note a Culture of Preparedness	In conjunction with city-wide training programs, promote preparedness among city employees. The intention is to ensure that employees ensure their team/function/department is prepared. Similarly, conducting outreach for residents to become more prepared, which reduces the needs of citizens during an emergency and helps shorten the recovery process. This all can be done in coordination with first responders and community organizations. These organizations may provide subject matter expertise, resources, or instruction.	Organization	1 year	HR/CMO	In-progress		
	Assess gaps in supplies and equipment. Once the prioritized list of supplies and equipment is created, identify the need for a cache of backup supplies, PPE, bottled water, and identify the need for storage space and create a tracking/managing process for the inventory. Any emergency cache of supplies should include a process to rotate stock, monitor expiration dates, and maintain an inventory list. Supplies and equipment purchased or allocated for emergency response and emergency management should have designated locations, only accessible by personnel responsible for managing or deploying the equipment.	Equipment, Planning	6 months	All departments	Not-Started		
	Assess city infrastructure/power/IT/generators/etc. Determine vulnerability of existing equipment/systems and identify that which are missing. Create a list of equipment that would mitigate the vulnerability of each element. Create a priority for purchasing. The location of equipment such as generators may be determined as the EOP and COOP are developed and critical infrastructure and essential services are identified.	Planning, Equipment	6 months	Facilities/IT/CMO	Not Started		

Issue / Area for Improvement	Recommendation	POETE Element (Planning, Organization, Equipment, Organization, Exercise)	Timeline (Next 60 Days, 6 months or year)	Primary Responsible Department	Status	Start Date	Completion Date
Supplies and Equipment	Create a plan to continue operations if the city network is unavailable and include in the COOP. This plan should include ensuring how information will be sent, received, accessed, and stored and the communication elements to ensure users know when and how to transition to the backup and return to normal operations.	Planning	6 months	IT/CMO	Not Started		
	Identify primary and secondary contractors that can provide support to city services. For example, determine the emergency delivery process for fuel from the primary fuel supplier then identify an alternative supplier should the primary be unable to fill a request.	Planning	6 months	All departments	Not Started		
	Ensure that procurement is conducted in compliance with FEMA regulations. Create quick reference guides for key personnel who may have to urgently implement the procedures.	Equipment	60 days	Finance/CMO	Not Started		
	Create "Go Boxes" for departments including critical equipment. Have each department/function create and maintain a "go box". This box would be taken by anyone in the department during any type of evacuation or relocation. The box would facilitate that department's ability to stand up and conduct business from an alternate location.	Equipment	6 months	All departments	Not Started		
	Assess technology/equipment/etc. Determine vulnerability of existing systems/equipment and identify that which are missing. Create a list of equipment or actions that would mitigate the vulnerability of each element. Create a priority for purchasing, resources and/or training.	Equipment, Planning	6 months	All departments	Not Started		
Develop a training program for emergency response	Decide what staff (directors/division managers) needs basic training.	Training	6 months	Police/CMO	Not Started		
	Cross-train staff on what roles they would hold in an emergency.	Training	1 year	All departments	In-Progress		
	Add emergency response training to New Employee Orientation.	Training	6 months	HR	Completed		Jan. 2024
	Partner with federal, state and local resources to provide inter-agency training in all hazards.	Training	1 year	CMO	Completed		October 2023

Issue / Area for Improvement	Recommendation	POETE Element (Planning, Organization, Equipment, Organization, Exercise)	Timeline (Next 60 Days, 6 months or year)	Primary Responsible Department	Department POC	Start Date	Completion Date
Exercise	Use tabletop exercises/scenario-based exercises to test new and existing response plans.	Exercise	1 year	CMO/All departments	Completed		November 2023
Recovery	Recovery planning. Develop plans for managing recovery efforts in a coordinated manner. This includes plans for the city overall as well as developing and educating employees about department-specific plans or processes related to recovery. Train and exercise appropriate staff on the utilization of recovery forms/processes.	Planning, Organization, Training, Exercise	1 year	CMO	In-progress		

Recovery & Resilience Division

Our division is working to increase our community's resilience to all hazards and threats. We lead disaster preparedness and recovery efforts internally and externally.

Our Work



Preparedness

From community awareness and education to implementing recovery & disaster response plans, our R&R division is committed to preparing for all types of hazards. Some of our work includes:

- Continuity of Operations Planning
- Disaster Education Series
- Training and exercise (community & staff)



Mitigation

The R&R division is responsible for developing and implementing strategies to reduce risks from threats while considering community vulnerabilities and values.

Some projects include:

- Trail and fence line fuel reduction
- Cattle grazing
- Wildfire Risk Assessment implementation support



Response

When a disaster occurs in the City of Louisville or in another jurisdiction, the Recovery & Resilience division is ready to jump in and support response operations.

Response support includes:

- Response communication strategies
- Activation of Department Operations Centers
- Recovery activation



Recovery

The R&R division is responsible for leading equitable response and recovery initiatives in disaster operations.

Recovery strategies include:

- Recovery Plan (internal & community)
- Marshall Fire Recovery
- Recovery Assistance Center

Resources

Emergency Alerts

- Visit [BOCOAlert.org](https://www.bococoalert.org) to sign up to receive emergency messages about imminent threats and hazards by text message, email, and/or on your cell, home or work phone.

Boulder County Office of Disaster Management

- ODM offers a variety of preparedness resources. Visit Boulderodm.gov/preparedness for information, trainings and workshops.

Marshall Fire Recovery

- For more information about Marshall Fire Recovery, please visit: LouisvilleCO.gov/MarshallFire

More Information!

- Resilient Louisville
LouisvilleCO.gov/ResilientLouisville

Contact us!

Kiana Freeman
Recovery and Resilience Manager
kfreeman@louisvilleco.gov

Natalea Cohen
Mitigation Coordinator
ncohen@louisvilleco.gov

Division
Recovery and Resilience

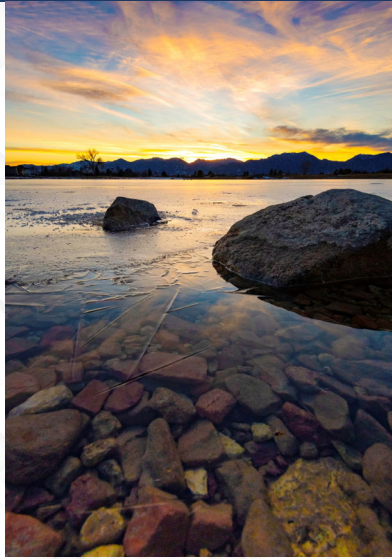
Recovery & Resilience Division Glossary

Acronym or Term	Meaning	Type	Definition
AAR	After Action Report	Report / Document	A document intended to capture observations of an exercise and make recommendations for post-exercise improvements.
AFN	Access & Functional Needs	Department	Individuals who may have additional needs before, during and after an incident in functional areas, including but not limited to maintaining independence, communication, transportation, supervision, and maintain health (C-MIST).
CBCP	Certified Business Continuity Professional	Profession / Role	CBCPs are professionals that have demonstrated both knowledge and skill in the business continuity/disaster recovery industry.
CDPHE	CO Department of Public Health & Environment	Department	Principal department of the Colorado state government responsible for public health and environmental regulation.
COB	Close of Business	Administrative Language	The end of the working day or the business day.
COOP	Continuity of Operations Plan	Report / Document	The effort within individual agencies to ensure they can continue to perform their mission essential functions during a wide range of emergencies.
DOC	Department Operations Center	Facility	An operations or coordination center dedicated to a single, specific department or agency. A DOC focuses on internal agency incident management and response.
DOLA	Department of Local Affairs	Department	DOLA serves as the primary interface between the State and local communities. DOLA provides financial support to local communities and professional and technical services to community leaders in the areas of governance, housing, and property tax administration.

EM	Emergency Management	Department	Emergency management is the managerial function charged with creating the framework within which communities reduce vulnerability to threats/hazards and cope with disasters.
EOC	Emergency Operations Center	Facility	An EOC is a physical or virtual location from which leaders of a jurisdiction or organization coordinate information and resources to support incident management activities (on-scene operations).
EOD	End of Day	Administrative Language	A common term typically used in reference to a specific deadline: completing a task by the end of the day.
EOP	Emergency Operations Plan	Report / Document	A document that describes how a facility will respond to and recover from all hazards.
ERP	Emergency Response Plan	Report / Document	A set of written procedures for dealing with emergencies that minimize the impact of the event and facilitate recovery from the event.
ESF	Emergency Support Functions	Disaster Group / Function	Provide the structure for coordinating Federal interagency support for a Federal response to an incident.
ICS	Incident Command System	Disaster Group / Function	A standardized approach to the command, control, and coordination of emergency response providing a common hierarchy within which responders from multiple agencies can be effective.
IGA	Intergovernmental agreement	Document	Any agreement that involves or is made between two or more governments in cooperation to solve problems of mutual concern.
IRT	Incident Response Team	Profession / Role	A group of people who prepare for and respond to an emergency, such as a natural disaster or an interruption of business operations
LTR	Long Term Recovery	Disaster Group / Function	A cooperative body that is made up of representatives from faith-based, non-profit, government, business and other organizations working within a community to assist individuals and families as they recover from disaster
OOO	Out of Office	Administrative Language	Used as a notification to colleagues or clients when an employee is on vacation, out sick, or away from the office for another reason, and cannot be reached

PIO	Public Information Office	Department	Location to coordinate all external communication between the City and citizens. The PIO is responsible for news releases, social media, community outreach, and general information management.
RSF	Recovery Support Function	Disaster Group / Function	The coordinating structure for key areas of recovery assistance. There are six RSFs including infrastructure systems, economic, natural & cultural resources, health and social services, community assistance, and housing.
VOAD	Volunteer Organizations Active in Disasters	Department	A combination of faith-based, community-based, and other nonprofit, nongovernmental organizations (NGOs) that work to mitigate and alleviate the impact of disasters.
Preparedness		Function	Building and sustaining the capabilities that are necessary to deal with great risks.
Mitigation		Function	The capabilities necessary to reduce loss of life and property by lessening the impact of disasters.
Response		Function	The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.
Recovery		Function	The capabilities necessary to assist communities affected by an incident to recover effectively.
Resilience		Goal	The capacity of individuals, communities, businesses, institutions, and governments to adapt to changing conditions and to prepare for, withstand, and rapidly recover from disruptions to everyday life, such as hazard events.
Hazard		Term	A condition with the potential for harm to the community or environment
Threat		Term	Any indication, circumstance, or event with the potential to cause loss of, or damage to an asset
Risk		Term	Risk is defined as a function of the nature and magnitude of a threat, the vulnerabilities to that threat, and the consequences that could result.

Incident		Term	An occurrence, natural or manmade, that necessitates a response to protect life or property.
Disaster		Term	An event in which a community undergoes severe danger and incurs, or is threatened to incur, such losses to persons and/or property that the resources available within the community are severely taxed.
Emergency		Term	An unexpected event which places life and/or property in danger and requires an immediate response through the use of routine community resources and procedures.



Marshall Fire Update

April 16, 2024



1

Marshall Fire Recovery



2

3/19/2024

Marshall Fire Rebuilding Status

Community Development/Planning

Homes Lost	549
Certificates of Occupancy	160
Under Construction	235
Permits Under Review	19
Remaining Lots Not In Process or Completed	135

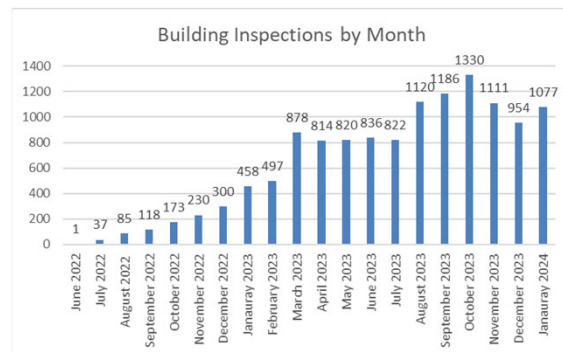
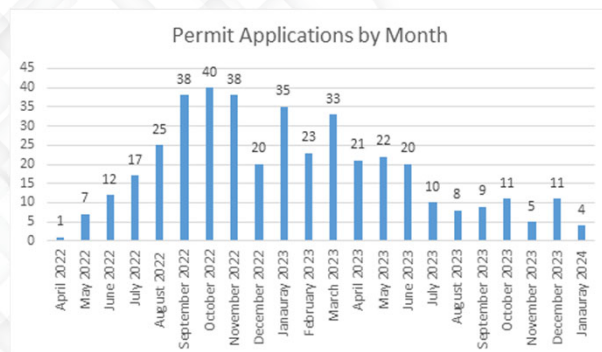
- City Use Tax Credit Requests = 385
- City Use Tax Credits Issued = \$5,539,120
- City Use Tax Revenue = \$1,159,970
- City Permit Fee Revenue = \$4,045,143

Home Certification Standard	Rebuilding Homeowner Incentive	New Homeowner Incentive	Louisville Participants
2021 International Energy Conservation Code	\$7,500	\$0	28
Energy Star v3.2	\$10,000	\$1,200	15
Zero Energy Ready Home v2	\$12,500	\$2,500	28
Energy Star + NextGen	\$17,500	\$5,000	42
Passive House (PHI/PHIUS)	\$37,500	\$15,000	4
TOTAL Participants			117

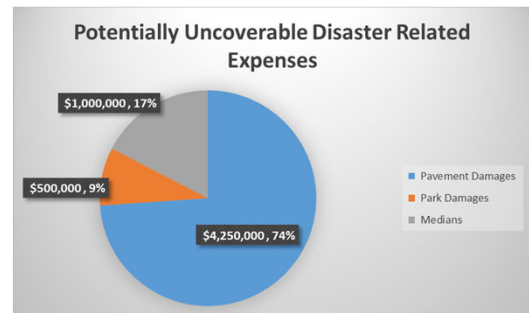
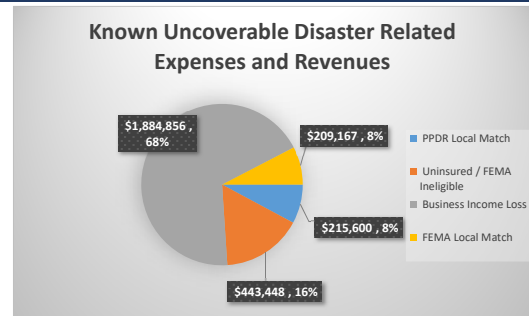
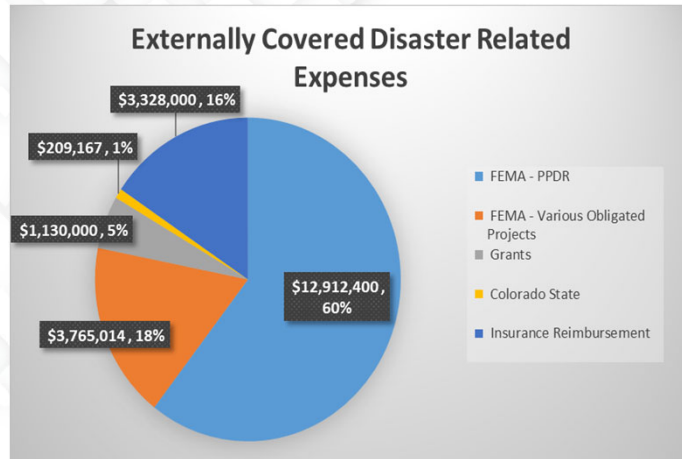


Marshall Fire Rebuilding Status

Community Development/Planning



Financial Condition



Marshall Fire Recovery Update

Public Works

City Repairs

- Continuing to monitor streets and sidewalks in burn areas as construction progresses
- Emergency patching and pothole repairs
- FEMA obligated money for fire damage and Public Property Debris Removal (PPDR) incidental damages
- FEMA denied covering cost of damages related to rebuilding after PPDR was completed (staff continuing to appeal decision)

Open Space and Parks

Open Space

- Completed repair to all amenities damaged in the Marshall Fire
 - Includes repairs to fencing, gates, retaining walls, and trails damaged by wind impacts

Parks

- Continuously worked on landscape replacements throughout the fire areas
- In 2024 will continue replacing trees and landscape plantings throughout the affected area focusing on the community entrances that were affected

Community Engagement

Museum

- Louisville Historical Museum and Dr. Kate Goldfarb (CU Boulder Anthropology Department)
- Marshall Fire Story Project (MFSP)
 - Community members can share and preserve Marshall Fire stories
 - Housed at museum and accessed by community and researches
 - Collected 31 oral histories and 43 written stories



Preparedness & Resilience

Safety and Security Status

Louisville Police Department

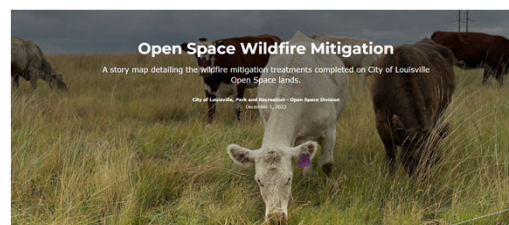
- Continuing to monitor activity in fire rebuild areas
 - Focused patrols and visibility
 - Crime Prevention Through Environmental Design (CPTED) education
- Thefts and construction site burglaries in fire impacted areas decreased by approx. 74% (June 2023–December 2023)

Louisville Fire Protection District

- Implemented new response protocols for wildfires
 - Join effort with all Fire Departments/Districts in Boulder County along with Boulder County Sheriff's Office
- Participating in several work groups focused on recommendations, plans, and responses to urban interface wildfires

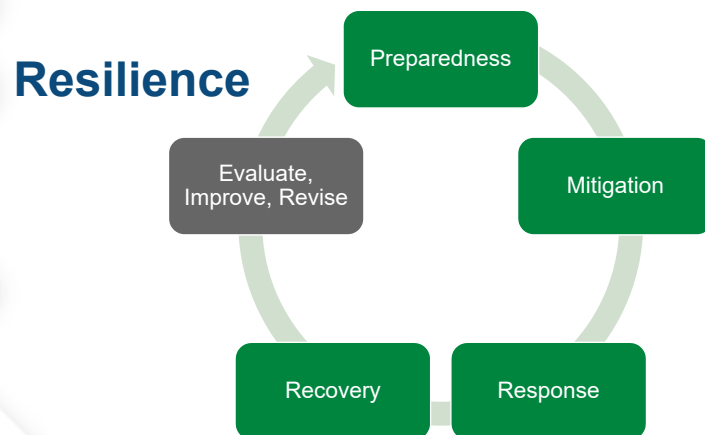
Open Space Mitigation

- Lynker Corporation and The Ember Alliance
 - Wildfire Hazard and Risk Assessment Report (WRA)
- Reducing fuels based on WRA
 - Perimeter mowing, trail corridor mowing, cattle and goat grazing, noxious weed control, removal of woody fuels
- 2024 partnering with organizations, local agencies, and experts
 - Natural Resource Conservation Services (NRCS), Bird Conservancy of the Rockies, Longmont and Boulder Valley Conservation District



Recovery & Resilience Overview

Disaster Management is a cycle that builds resilience.



Preparedness & Mitigation

Preparedness



Providing community awareness/education and implementing recovery and disaster response plans.

- Training & Exercise
- Community Preparedness
- Plan Development
- Emergency Notifications
- Education and Outreach

Mitigation



Developing and implementing strategies to reduce risks from threats while considering community vulnerabilities and values.

- Open Space mitigation support
 - Implementation of WRA
- Boulder County Community Wildfire Protection Plan (CWPP)

Response & Recovery

Response



When a disaster occurs in the City of Louisville or another jurisdiction, supporting response operations.

- Response Communication Support
- Activation of Department Operations Center (DOC)
- Recovery Activation
- Partner Support - Emergency Operations Center (EOC)

Recovery



Aiding the community in equitable response and recovery initiatives in the case of a disaster. We believe recovery begins minute zero of a disaster.

- Marshall Fire Recovery
- Recovery Plan (internal and community)
- Staff & Employee Recovery Support

Next Steps

Questions?