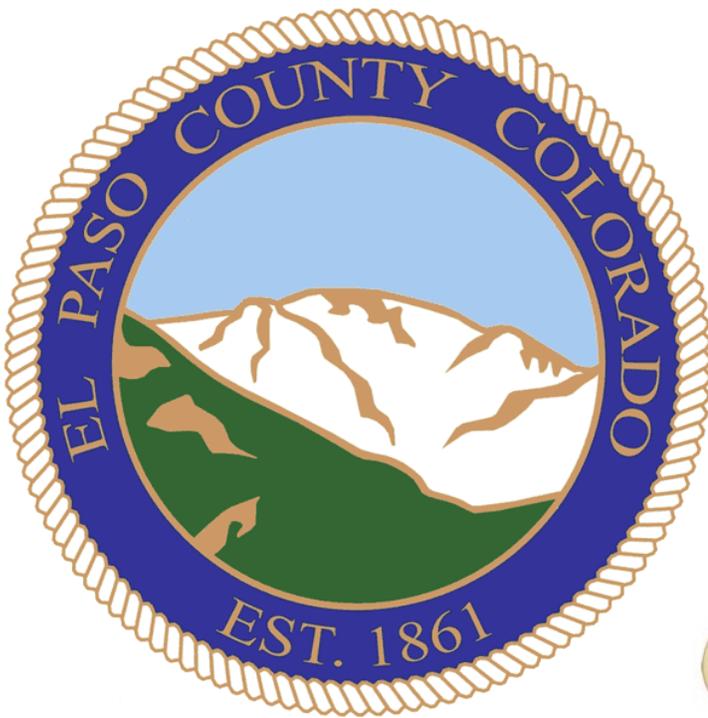


El Paso County
Board of County Commissioners
Emergency Operations Plan
2016



FOR OFFICIAL USE ONLY



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EL PASO COUNTY OFFICE OF EMERGENCY MANAGEMENT

Mission:

“The Mission of the El Paso County Office of Emergency Management is to serve the citizens of El Paso County by building a more resilient community through cooperation and competence in Emergency Management Services with integrity and dedication to excellence.”

Vision:

“Building a ready, responsive, and resilient El Paso County.”

Priorities:

Life, Safety, Health, Property Conservation, Environmental Protection, Restoration of Essential Program Functions, Restoration of Essential Utilities, and Coordination among appropriate stakeholders

Principles:

- **Comprehensive** – take into account all hazards, all phases, all stakeholders and all impacts relevant to disasters.
- **Proactive** – anticipate future disasters and take preventive and preparatory measures to build disaster-resistant and disaster-resilient communities.
- **Risk-driven** – use sound risk management principles (hazard identification, risk analysis, and impact analysis) in assigning priorities and resources.
- **Integrated** – ensure unity of effort among all levels of government and all elements of a community.
- **Collaborative** – create and sustain broad and sincere relationships among individuals and organizations to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.
- **Coordinated** – synchronize the activities of all relevant stakeholders to achieve a common purpose.
- **Flexible** – use creative and innovative approaches in solving disaster challenges.
- **Professional** – value a scientific and knowledge-based approach based on education, training, experience, ethical practice, public stewardship and continuous improvement.

INTRODUCTION

A. Adoption

This Emergency Operations Plan went into effect September 6, 2016, as adopted by the El Paso County Board of County Commissioners.

B. Purpose

1. The purpose of the Plan is to provide a constant and familiar framework for El Paso County Government and partner agencies within a whole community framework in the preparation for, response to, and short term recovery from emergencies and disasters impacting the county.
2. The plan identifies the roles, responsibilities and actions required of elected officials, county departments, and affiliated agencies in preparing for, responding to, and recovering from emergencies and disasters impacting those that live, work, or visit in El Paso County.
3. The El Paso County EOP is not meant to replace department or agency standard operating procedures. It is a guideline meant to be scalable for either small events or large incidents that require multi-agency coordination.
4. This is the “Base EOP”.

C. Scope

1. The El Paso County EOP is part of a larger system of inter-related plans at the local, state and federal levels. They are founded upon the National Response Framework (NRF), National Disaster Recovery Framework (NDRF), and the principles of the National Incident Management System (NIMS). The inter-related nature of the plans and incident management are designed to allow maximum coordination and cooperation between responders from all levels of government.
2. The El Paso County EOP uses the all-hazards approach that addresses a full range of complex and constantly changing requirements in anticipation of, or in response to disasters or emergencies. The El Paso County EOP does not specifically address continuity of operations, long-term recovery, or mitigation measures as these are covered in separate documents.
3. El Paso County shall cooperate with the disaster agencies of municipalities situated within its borders. This plan is applicable to all of El Paso County, but it does not supersede or replace municipal emergency operations or recovery plans.
4. El Paso County believes in a “Whole Community” approach to emergency management. This includes: understanding and meeting the actual needs of the whole community; engaging and empowering all parts of the community; and strengthening what works well in communities on a daily basis.

D. Authority

1. This EOP is aligned to be consistent with those requirements set forth in the State of Colorado Title 24, Article 33.5, Part 701 et. seq., Colorado Revised Statutes, as amended; entitled the Colorado Disaster Emergency Act.
2. This EOP is aligned with the National Response Framework (NRF) and National Incident Management System (NIMS).
3. The Board of County Commissioners (President) has the authority to declare, continue or discontinue a disaster or emergency in El Paso County, provide for any and all of the disaster and

emergency powers permitted by the state, by local laws and resolutions, and activates all relevant portions of the EOP and supporting annexes. Nothing in this EOP or the supporting annexes shall abridge or curtail the authority of the El Paso County Board of County Commissioners (BoCC).

4. Independently elected officials will endeavor to fully comply with the EOP as detailed and consistent with their statutory and constitutional obligations of office.
5. The base EOP is adopted by the BoCC by resolution, which serves as the promulgation letter for this plan.
6. Acts, statutes, resolutions and other documents that guide emergency management include:

Federal:

- Homeland Security Presidential Directive (HSPD)-5: Management of Domestic Incidents
- HSPD-8: National Preparedness
- Robert T. Stafford Disaster Relief and Emergency Assistance Act and Amendment
- National Response Framework (NRF), 2013
- National Disaster Recovery Framework, 2011 (NDRF)
- National Incident Management System (NIMS)
- Comprehensive Preparedness Guide (CPG) 101, 2.0, FEMA, 2010 - Developing and Maintaining Emergency Operations plans

State of Colorado:

- Title 24, Article 33.5, Part 701 et. seq., Colorado Revised Statutes, as amended; entitled the Colorado Disaster Emergency Act of 1992
- Colorado State Emergency Operations Plan
- Article IV, Constitution of the State of Colorado; titled the Executive Department
- Executive Order D 011 04, National Incident Management System, June, 2009

El Paso County:

El Paso County Board of County Commissioners (BoCC)

- Resolution No. 14-369A and Resolution 14-369, September 23, 2014, reestablished the Board of County Commissioners as the agency responsible for the daily supervisory, administrative and budgetary authority for the director of the Office of Emergency Management to include Hazardous Materials Response contingent upon the adoption of a transition plan by December 1, 2014.
- Resolution No. 14-446, 4 December, 2014.
Includes:
 - This resolution repeals Resolution No. 98-439A, repealing the designation of the El Paso County Sheriff for daily duties of the operations of the El Paso County Office of Emergency Management.
 - This resolution resolved the Board President as the Designated Emergency Response Authority, [Colorado Revised Statutes 29-22-102](#), and reassuming Hazardous Materials Response by the Board of County Commissioners.
 - This resolution created the El Paso County Office of Emergency Management as a division of the El Paso County Department of Public Works (DPW), a department of County Administration.

- This resolution directed the PSD (now DPW) Executive Director to prepare and keep current, and distribute to all appropriate officials in written form a plan promulgated by the BoCC to be known as the El Paso County Emergency Operations Plan (EOP).
 - This resolution's intent is that any and all powers necessary to respond and coordinate county wide emergencies or disasters may be delegated to the Department of Public Works Executive Director and the OEM Director through the County Administrator by the members of the Board or by the Liaison Commissioner as necessary, as outlined in the EOP.
- Resolution No. 15-333, August 11, 2015; the BoCC adopted the El Paso County Multi-Jurisdictional Hazard Mitigation Plan (HMP).

E. Promulgation

Chuck Broerman El Paso County, CO
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RESOLUTION NO. 16- 323

BOARD OF COUNTY COMMISSIONERS
COUNTY OF EL PASO, STATE COLORADO

RESOLUTION TO ADOPT THE ALL-HAZARDS 2016 EMERGENCY OPERATIONS
PLAN FOR EL PASO COUNTY, COLORADO

WHEREAS, pursuant to C.R.S. §§ 30-11-101(2)(a) and 30-15-401, et seq., the Board of County Commissioners of the County of El Paso, State of Colorado (hereinafter "Board" or "BoCC"), has the power to adopt ordinances, resolutions, rules and other regulations as may be necessary for the control of those matters of purely local concern, and to do all acts which may be necessary or expedient to promote the health, safety, and welfare of the citizens of El Paso County, and

WHEREAS, the 2016 Emergency Operations Plan (EOP), attached hereto as Exhibit 1, meets requirements set forth in the State of Colorado Title 24, Article 33.5, Part 701, et seq., Colorado Revised Statutes, as amended, entitled the Colorado Disaster Emergency Act, and

WHEREAS, the 2016 EOP provides the foundation for the operations of the El Paso County Office of Emergency Management, with partner municipalities, County departments and affiliated agencies, in promoting a ready, responsive and resilient El Paso County before, during and after emergency and disaster events; and

WHEREAS, this Emergency Operations Plan is aligned with the National Response Framework and National Incident Management System; and

WHEREAS, the Board has the authority to declare, continue or discontinue a disaster or emergency in El Paso County, and implement any and all of the disaster and emergency powers permitted by the state, by local laws and resolutions, and activate all relevant portions of this Emergency Operations Plan and supporting annexes and plans; and

WHEREAS, nothing in this Emergency Operations Plan or the supporting annexes and plans shall abridge or curtail the authority of the El Paso County Board of County Commissioners; and

WHEREAS, this plan was developed by the El Paso County Office of Emergency Management, with extensive "whole community" oversight, collaboration, editing, review and acceptance; and

RESOLUTION NO. 16- 323

Page 2

WHEREAS, it is recognized that this Emergency Operations Plan is a base plan and the supporting annexes and plans, are at the date of this resolution, already adopted, or completed, or in-development, or will be developed; and will have unique requirements and timelines for development, implementation and review; and

WHEREAS, independently elected El Paso County officials, who have had an opportunity to review the Emergency Operations Plan and provide and implement their input in the development of this plan, have committed to support the Emergency Operations Plan, as detailed and consistent with their statutory and constitutional obligations of office.

WHEREAS, the Board has determined that it would serve the best interests of the public to adopt the Emergency Operations Plan for El Paso County.

NOW THEREFORE, BE IT RESOLVED that the Board of County Commissioners hereby approves the 2016 Emergency Operations Plan for El Paso County, Colorado, subject to the provisions cited therein.

BE IT FURTHER RESOLVED that Sallie Clark, duly elected, qualified member, and Chair of the Board of County Commissioners, or Darryl Glenn, duly elected, qualified member, and Vice Chair of the Board of County Commissioners, be and is hereby authorized and appointed on behalf of the Board to execute any and all documents necessary to carry out the intent of the Board as described herein.

DONE this 16th day of September, 2016, at Colorado Springs, Colorado.

ATTEST
By: 
Chuck Broerman

BOARD OF COUNTY COMMISSIONERS
EL PASO COUNTY, COLORADO

By: 
Sallie Clark, Chair

F. Planning Assumptions and Considerations

1. An emergency or disaster can occur at any time and any location. It may create significant degrees of human suffering, property damage and economic hardship to individuals, governments, the environment, and the business community.
2. The premise of the National Response Framework (NRF), National Disaster Recovery Framework (NDRF), National Incident Management System (NIMS) and the El Paso County EOP is that all levels of government share responsibility for working together in preparing for, responding to and recovering from the effects of an emergency or disaster. Partnerships also include non-profit organizations and the private sector.
3. Incidents are typically managed at the local government level. State and federal support may not arrive until after 24 hours or more.
4. When threatened by any hazard, citizens expect elected and appointed officials to take immediate action to help them resolve the problem. Citizens expect the government to marshal its resources, channel the efforts of the whole community including voluntary organizations and the private sector and, if necessary, solicit assistance from outside the jurisdiction.
5. The greater the complexity, impact, and geographic scope of a disaster or emergency, the more multi-agency coordination may be required.
6. Depending on various factors, including the scope and magnitude of the incident, El Paso County may not be able to meet all of the responsibilities indicated in this plan.
7. Participating agencies, county departments and enterprises will respond to an incident to the extent of available resources. Once these resources have been exhausted, mutual aid may be requested. If these efforts are determined to be insufficient, requests may be made from the county to the region and to the state; and the state to the federal government.
8. When requested, the state and federal government may provide emergency assistance to El Paso County in accordance with NIMS, NRF, NDRF, and the Stafford Act.
9. The principles found in NIMS will be utilized in the implementation of this plan.
10. **El Paso County Situational Profile:**

El Paso County lies in east central Colorado and encompasses more than 2,158 square miles - slightly more than twice the area of the state of Rhode Island. While the western portion of El Paso County is extremely mountainous, the eastern part is prairie land where dairy cows and beef cattle are the main source of ranchers' income. The altitude ranges from about 5,095 feet (1569 m) on the southern border to 14,110 feet (4301 m) on the summit of Pikes Peak, near the western boundary. The county seat is located in Colorado Springs. The mild climate, on average, supplies 285 days of sunshine, 15 inches of rain, 35 inches of snow, and very low levels of humidity.

- 2016 estimated total population: 650,000
- Number of estimated 2008 households: 221,959
- Estimated 2008 civilian labor force: 316,619

Towns and Cities:

- Monument
- Palmer Lake
- Calhan
- Green Mountain Falls

- Ramah
- Fountain
- Manitou
- Colorado Springs Military Bases:
 - Fort Carson
 - Air Force Academy
 - Cheyenne Mountain AFB
 - Peterson AFB
 - Schriever AFB

G. Concept of Emergency Management

Emergency Management employs a comprehensive approach to all-hazards planning, and focuses on a collaborative effort with a wide range of partners, a “whole community” approach. This shared responsibility becomes a collection of disciplines that together seek to build a more prepared and disaster resilient community. To support this, Emergency Management performs a support and coordination role, not a command and control function. There are five phases of emergency management: prevention, mitigation, preparedness, response, and recovery.

- **Prevention** efforts attempt to avoid or stop an incident from occurring all together.
- **Mitigation** involves actions to minimize or reduce the adverse effects resulting from a disaster.
- **Preparedness** encompasses the planning, training, and exercising of emergency equipment, policy, and procedures.
- **Response** includes actions taken during the incident to address the immediate and short-term threats to life, property, environment and the social, economic, and political structure of the community.
- **Recovery** involves the implementation of programs needed to help communities return to normal. Recovery can be loosely categorized as short and long term actions.



H. Risk Analysis

1. Hazard identification and risk assessment are discussed in detail in the Hazard Mitigation Plan. El Paso County is subject to a wide range of natural and human-caused hazards. The EOP is constructed to be flexible and adapt to the many variables that ultimately shape our response and recovery efforts.
2. All of these hazards present some degree of danger to our communities. Risk is the highly variable relationship between each hazard and the vulnerabilities they present. An action or event for an area of risk precipitates the advent of an incident, emergency or disaster. Through all-hazards planning, all of the capabilities needed to respond to and recover from disasters are considered.

Natural Hazards*

High Risk:

- Erosion/Deposition
- Flooding
- Mud or Debris Flow
- Wildfire
- Winter Storm

Medium Risk:

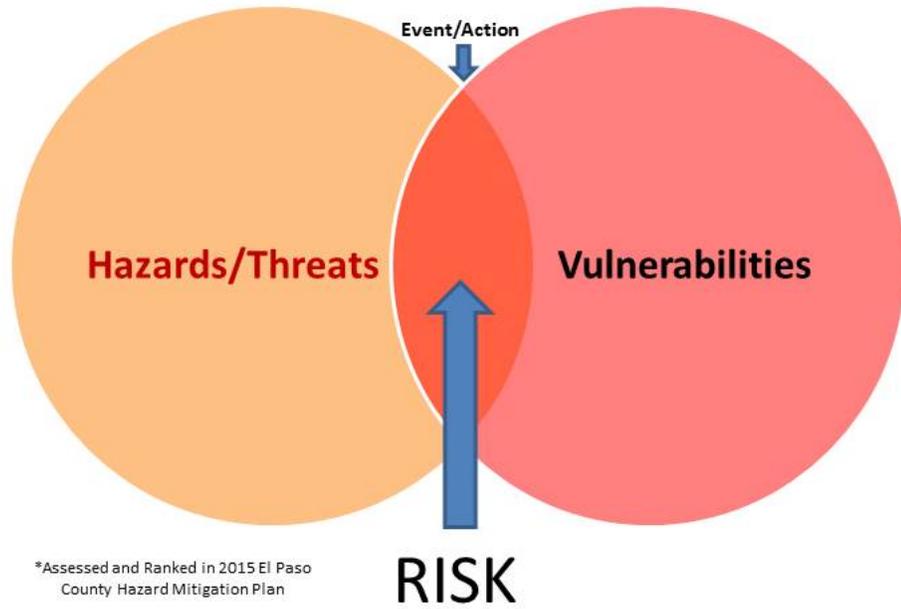
- Drought
- Hailstorm
- Lightning
- Pandemic Disease
- Tornado

Low Risk:

- Avalanche
- Dam Failure
- Earthquake
- Landslide/Rockfall
- Severe Wind
- Subsidence / Sinkholes

Human Caused Threats*

- Hazardous Materials
- Aircraft Accidents
- Extreme Acts of Violence
- Utility Disruption



Vulnerabilities: (Impacts on People, Property and the Economy)

- Geography
- Population
- Critical Infrastructure
- Mental Health
- Sense of Well-being/Security
- Homes
- Businesses/Economy
- Environment
- Animal Populations

I. EOP Implementation and Maintenance

1. The Director of El Paso County Emergency Management is responsible for regularly scheduled EOP updates and revisions, and for developing a training and exercise program to familiarize, train, and incorporate stakeholders on the provisions of this plan.
2. All emergency plans developed and used by participating agencies, city and county departments, and enterprises should be designed to integrate quickly and efficiently with the El Paso County EOP.
3. Plan revision will occur every two years from adoption, or as determined by the Director of Emergency Management. Major revisions will be approved and officially adopted by the BoCC. Minor changes to the plan or edits to its appendices will be kept on file with the El Paso County Office of Emergency Management (OEM). These updates will be recorded in Appendix A – Record of Changes and distributed to each agency identified in the plan.
4. Every agency listed in the roles and responsibilities section of this plan is expected to develop and maintain internal policies, procedures, and plans needed to fulfill their roles and responsibilities as identified within. Every agency should also maintain communications with OEM sharing emergency management policies, procedures, and plans.
5. As part of the planning process, Emergency Management solicited feedback from every agency identified in the plan. Individual planning sessions, regularly scheduled meetings with discipline specific organizations, and quarterly ECC team trainings and exercises promote and enforce the operational concepts and responsibilities found in this plan.

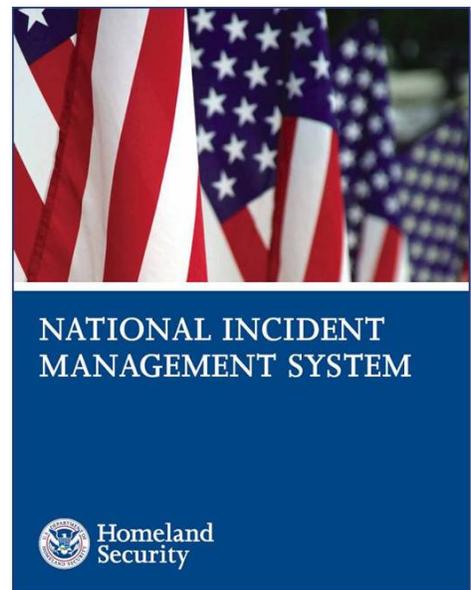
CONCEPT OF OPERATIONS

A. General

1. Emergencies and disasters will be managed under the plan assignments set forth herein.
2. The Emergency Coordination Center (ECC) should be activated and appropriately staffed to support field agencies and to carry out additional functions that are needed. The ECC will function in accordance with this EOP, the ECC Policies, and other established ECC procedures.
3. Emergency operations should incorporate procedures for integrating resources from a variety of local and state entities, volunteer and private agencies, and the federal government.
4. If an incident requires El Paso County to seek outside assistance, the assistance provided shall supplement, not replace, the operations of the El Paso County offices or departments involved.
5. El Paso County shall retain the responsibility for direction and control of its own operations, personnel, resources, and facilities when an emergency or disaster occurs.
6. El Paso County believes in a “Whole Community” approach to emergency management.

B. NIMS

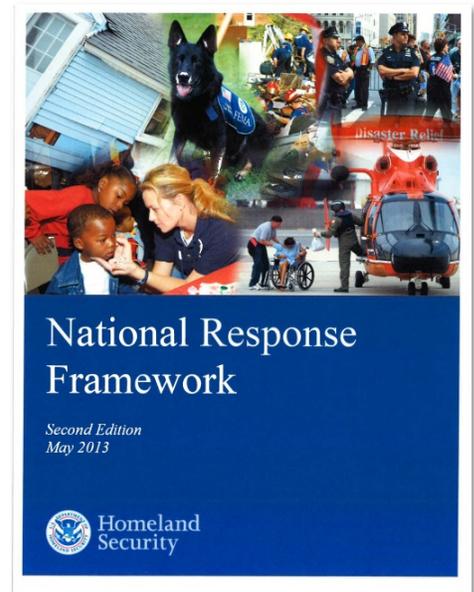
1. The National Incident Management System (NIMS) is a comprehensive, nationwide systematic approach to incident management. NIMS consists of a core set of doctrine, concepts, principles, terminology, and organizational processes for managing all-hazards incidents.
2. NIMS is applicable to all levels of stakeholders, including local government, non-governmental organizations, private sector, and other agencies that play a role during disasters.
3. The use of NIMS is required by the U.S. Department of Homeland Security and the State of Colorado. In El Paso County NIMS is the basis for all incident management, and shall be utilized to manage both small and large scale incidents.
4. NIMS require local governments to have an updated Emergency Operations Plan that incorporates NIMS components, principles and policies.



C. Emergency Coordination Center (ECC)

- Personnel assigned to the ECC are expected to have decision-making authority, and have the necessary skills to coordinate their respective organization’s response and recovery activities.
- Personnel assigned to the ECC should have the ability to acquire and allocate resources associated with their area of expertise.
- Designated ECC staff should be allowed the time to participate in ECC trainings and exercises, as appropriate.

1. The ECC serves as the principal point for initiating and coordinating local government's resources, and for coordinating and facilitating the activities of private and volunteer organizations, in the delivery of emergency assistance to affected areas. The ECC provides governmental and affiliated officials with a centralized location to gather and analyze critical incident information; facilitates the decision-making process; and coordinates response and short-term recovery activities.
2. The El Paso County Emergency Coordination Center (ECC) provides multi-agency coordination through the following functions:
 - Resource support – Identify, acquire, prioritize, and allocate needed and anticipated support resources.
 - Developing and maintaining situational awareness – Information from various sources must be displayed and shared with the appropriate audiences to promote increased understanding and awareness of the current situation.
 - Emergency Support Function (ESF) coordination – The ECC provides coordination and management for ESF's activated in support of the incident.
 - Manage information – The ECC must have processes in place to collect, document, analyze, and distribute information.
 - Policy coordination – Policy directives are reflected within the ECC's operations.
3. The ECC primarily operates on the Emergency Support Function (ESF) model. This model is founded in the NRF, 2013. This model divides responsibility into those functions most likely required during an emergency or disaster. Activation is based on need and agency representation, and is predetermined based on the expertise required for each ESF. Additional ICS and ESF support functions operating as staff for the ECC may be instituted. These include ECC Director, Finance, Logistics, Operations, Planning, Information, Situation Unit, and Expediter.



ECC Director - The Director is the ranking officer and organizational leader for the ECC for an incident and is the conduit to Senior County Leadership, the Policy Group, and the BoCC. The Director is globally responsible for all operations of the ECC during an incident, and is the final word if conflicts emerge between ECC staff members.

- Assures ECC procedures are implemented and used correctly.
- Establishes and re-evaluates ECC staffing at effective levels.
- Aligns and re-aligns ECC activation level(s) as the incident progresses.
- Assigns ECC staff positions.
- Communicates with Senior County Leadership, the Policy Group, and the BoCC.
- Seeks disaster declarations and authorizations for large expenditures as needed.
- Makes sure important functions such as damage assessments, incident intelligence, and other functions are occurring.
- Sends out internal notifications through ReadyOp.
- Monitors ECC staff for effectiveness and fatigue.

Finance - The “Finance” section is comprised of the “Payers”. They work with senior leadership, the Policy Group, and the Director to manage the financial aspect of the incident.

- Validate budget authority.
- Work with senior leadership, the Policy Group, and the Director to establish financial triggers for per-request and incident aggregate resource costs.
- Maintain running estimates of costs associated with the incident.
- Regularly update the Director on the estimated incident cost.
- Monitor resource request pricing, and act as the second approval step in the resource request process.
- Develop budget for long term incidents and recovery stages.

Logistics - The “Logistics” section is tactical in nature, and supports the incident by locating and pricing resources to support the incident. Logistics “owns” the resource request process, and acts as both the initial approval step and final communications with the requestor to communicate approval/denial of the resource. Operations own the delivery of the resource.

- Validates resource requests: “Is this something the ECC can and should be providing?”
- Identifies suppliers for requested resources taking into consideration existing county vendors, working with county Procurement to approve new and or alternate vendors as needed.
- Produces a price estimate for a resource request, making sure the county’s policies and procurement processes are followed.
- Works with county Procurement to develop new contracts or methods for obtaining resources that are not covered under existing contracts, agreements, or processes.
- Works directly with Finance, Operations, and the Director to coordinate approval and or more cost effective alternatives for requested resources.
- Contacts the requestor to communicate approval/denial of resource requests.
- Coordinates transportation, timing, and delivery of resources with the Operations Section.
- Tracks resources while deployed; documents when, where, and how long each resource is deployed to the incident.

Operations - The “Operations” section is tactical in nature and supports the incident through direct support of Incident Command along with support of providing other secondary incident support needs.

- Search and Rescue
- Firefighting
- HazMat
- Public Safety and Security
- Dispatch (EPSO and DPW)
- EMS/Hospitals
- Wildland Firefighting
- Fatality/Coroner

Oversees the operating needs of the incident to include:

- Directly communicates with OEM Field Liaisons and IC
- Acts as conduit between ECC staff and OEM Field Liaisons

- Oversees and reviews all formal resource requests
- Monitors field responders
- Extracts incident needs and intel by monitoring radio transmissions and resource requests
- Delivers products and services approved through the resource request process
- Identifies needed products and services needed for the incident
- Tactical implementation
 - Reviews requests:
 - Can we do them?
 - Are there alternatives?
 - Is this being done already?
 - Any unintended consequences?
 - Will the provided resource meet the needs of IC? (Ex. Ordering a crane without an operator or lowboy.)
- Updates Director regarding status

Planning Section - The “Planning” section is comprised of the “thinkers.” They focus on longer term strategic planning, anticipating longer term needs for supporting the incident.

- Prepare plans for the next operational period.
- Ask “What could, should, would happen?”
- What resources will likely be needed for the next activities?
- Include appropriate players in future planning.
- Support Operations, internally identify potential tasks.
- Prepare long term staffing plans to assure ECC personnel rotate effectively.

Information - The “Information” Unit is responsible for monitoring communications both internal and external for the ECC as well as working closely with the Director to monitor and drive priority issues.

- Owns priority Issues through to completion, drives resolution and regularly updates the ECC Director about their progress.
- Monitors the emergency radio, typically the 800 MHz PPRCN frequencies.
- Becomes the primary answering point for general phone calls coming into the ECC.
- Monitors social media and the internet for applicable information.
- Interfaces and supports Sit, provides updates to Sit on applicable radio, phone and internet traffic.

Situation Unit - The “Situation Unit” (Sit) is responsible for maintaining situational awareness/incident intelligence for the ECC.

- Works with the Director to determine update/briefing schedule.
- Collects incident intelligence by conducting regular ECC updates/briefings where each ECC staff member updates the Sit Representative with the most recent information.
- Compiles intelligence, displaying the most relevant information on a situation board in the ECC.
- Directly informs appropriate ECC staff of important developments impacting them.

Expediter - The “Expediter” is responsible for the core functions and administrative support of the ECC during ECC activation.

- Records personnel hours.
- Assists with record keeping and incident logging.
- Supports ECC staff needs by arranging for meals, coffee and other logistical needs.
- Serve as “runner” to acquire supplies and logistics as needed
- Provide all documentation and forms to the Documentation Unit to be included in the final incident package

Credentials - The Credentials Station is the gate keeper for the ECC. They confirm people accessing the ECC are approved to be there. Upon approval by the ECC Director, they produce credentials for ECC staff, and escort visitors into the ECC for one time visits.

- Limit access to the ECC to personnel approved by the ECC Director
- Enforce use of sign-in/sign-out forms by all ECC staff members
- Utilize ID computer and printer to create credentials for individuals approved by the ECC Director.
- Upon approval by the ECC Director, escort individuals who need temporary access to ECC staff locations.

Emergency Support Functions (ESF), as titled by FEMA. El Paso County OEM uses slightly different terminology, as listed following this chart.

- | | |
|--|--|
| • ESF 1 – Transportation | • ESF 9 – Search & Rescue |
| • ESF 2 – Alert and Warning | • ESF 10 – Oil & Hazardous Materials |
| • ESF 3 – Public Works & Engineering | • ESF 11 – Agriculture & Natural Resources |
| • ESF 4 – Firefighting | • ESF 12 – Utilities & Energy |
| • ESF 5 – Emergency Management | • ESF 13 – Public Safety & Security |
| • ESF 6 – Mass Care & Human Services | • ESF 14 – Recovery |
| • ESF 7 – Resources & Logistics | • ESF 15 – External Affairs - PIO |
| • ESF 8 – Public Health & Medical Services | |

All ESF personnel operating in the Emergency Coordination Center (ECC) have basic responsibilities derived from their discipline, statutory authority, and expertise; but still fall under the direction of the ECC Director or the designated ECC Chief. ESF policy and procedure planning for ECC activity and activation is the responsibility of the El Paso County Office of Emergency Management, working in coordination with partner agencies and departments.

ESF 1: Transportation – El Paso County Department of Public Works

ESF 1 is designed to provide transportation support to assist in incident management. Functions include processing and coordinating requests for transportation support as directed

under the EOP, and coordinating alternate transportation services. This annex addresses the transportation of both people and goods. Details regarding transportation infrastructure are addressed in ESF 3.

ESF 2: Alert and Warning – Dispatch, El Paso County Sheriff’s Office, and El Paso County Department of Public Works

The scope of the ESF 2 Annex includes all technical aspects of communications required in support of the El Paso County Emergency Coordination Center and all county agencies in response to an incident. A primary communications partner is the Incident Commander. ESF 2 also coordinates closely with ESF 15, Public Information.

ESF 3: Public Works and Engineering – El Paso County Department of Public Works

ESF 3 is structured to provide public works and engineering support for the changing requirements of incident management to include preparedness, prevention, response, recovery, and mitigation actions. Activities within the scope of this function include conducting pre- and post-incident assessments of public works and infrastructure and reporting damage, executing emergency contract support for life-saving and life-sustaining services, providing technical assistance to include engineering expertise, construction management, contracting and real estate services, providing emergency repair of damaged infrastructure and critical facilities, and other recovery programs, including coordinating the restoration and recovery of the transportation infrastructure, and coordinating and supporting prevention, preparedness, and mitigation among transportation infrastructure stakeholders at the local and state levels.

Public Works and County Roads Concepts of Operations

- Coordinates with local utilities to maintain situational awareness of extent of damage and progress of repair.
- Identifies and coordinates the repair of county owned infrastructure.
- Provides emergency repairs for life safety issues.
- Coordinates for personnel to operate bulk distribution points.
- Coordinates overall debris management operations.
- Clears roads.
- Identifies and establishes resource orders for non-transportation Public Works equipment.
- Provides temporary power generation systems.
- Coordinates with state dam engineer.
- Coordinates all engineering related requirements.
- Maintains designated major streets and avenues, highways, and other routes of travel.
- Assists with heavy rescue.
- Inspects damaged buildings.
- Provides additional needs as required.

ESF 4: Firefighting - Fire Protection Districts, Fire Departments, El Paso County Sheriff’s Office Wildland Fire Team (Emergency Services Division)

ESF 4 supports and coordinates firefighting activities with the IC; including fire mitigation, detection, and suppression within El Paso County. It outlines provisions for personnel, equipment, and supplies in support of agencies involved in firefighting operations. ESF 4 assists

in the coordination and utilization of interagency firefighting resources to combat wildland fire emergencies.

ESF 4 coordinates with Logistics for the ordering, tracking, and documentation of resources, in support of the IC.

- Supports Firefighting Concepts of Operations through Incident Command, supported by the ECC.
- Supports established procedures for hazardous materials incidents as necessary.
- Supports and coordinates evacuation as necessary.
- Supports fire ground search and rescue operations.
- Supports body recovery, as requested by the IC or requested by the Coroner.
- Identifies, secures, and manages other necessary resources in support of the Fire ICP.

ESF 5: Emergency Management - El Paso County Office of Emergency Management - Serves as the support ESF for all county departments and agencies across the spectrum of domestic incident management, from prevention to response and recovery. ESF 5 facilitates information flow in the pre-incident prevention phase in order to place assets on alert or pre-position for quick response. During the post-incident response phase, ESF 5 transitions and is responsible for support and planning functions.

ESF 5 activities include those functions that are critical to support and facilitate multi-agency planning and coordination for operations involving potential and actual Incidents. This includes alert and notification, incident ECC action planning, direction, and coordination of ECC activations, logistics, information management, facilitation of requests for local, state and federal assistance, resource acquisition and management (to include allocation and tracking), worker safety and health, facilities management, financial management, and other support as required.

ESF 6: Mass Care, Housing and Human Services – El Paso County Department of Human Services, American Red Cross, Salvation Army, United Way, South Central Region Volunteers Organizations Active in Disasters - ESF 6 provides overall coordination of shelter, feeding, disaster welfare information, distribution of emergency relief items, and other human services activities to support the unmet needs of the community in response to and recovery from a disaster. ESF 6 also provides assistance with the relocation of displaced licensed care facility residents, the care of unaccompanied minors, and family reunification. ESF 6 also provides coordination for access and functional need evacuation, collaborating with ECC Operations Chief who is coordinating with ESFs 5, 8, 13, and 15.

ESF 7: Resource Support, El Paso County Office of Emergency Management - Will identify, procure, inventory, and coordinate distribution of critical resources, in coordination with other local, state, and federal governments, private industry, and volunteer organizations, to effectively respond to and recover from the effects of a disaster. The primary purpose of ESF 7 is to provide overall logistics support, resource management, and staging area coordination during the response, recovery, and operations of the event.

ESF 7 is accomplished with El Paso County ECC positions: Finance, Logistics, Operations, Planning, and Resource Mobilization.

ESF 8: Public Health, Medical, and Behavioral Health Services – El Paso County Public Health Department - Coordinates local response to public health needs, including medical, behavioral, and environmental health issues for all-hazards incidents, and anticipates recovery support needs. ESF 8's main objective in a disaster is to assure the ongoing health of the community. ESF 8 ensures the availability of adequate healthcare, and protects the existing medical infrastructure.

ESF 8 coordinates the following functions. These operations are not listed in order of priority and some tasks may not be needed for every incident.

- Coordinates with the primary ambulance provider for the affected area and non-affected fire departments to provide first aid/medical support to responders.
- Activates the Medical Reserve Corps.
- Coordinates all ECC input to and monitors the EMS systems.
- Coordinates medical practice waivers with the Governor's Expert Emergency Epidemic Response Committee.
- Coordinates with licensed care facilities on their ability to evacuate or care for patients if sheltering in place.
- Prioritizes medical rescues with county-level general support assets.
- Prioritizes distribution of medical supplies.
- Coordinates/operates Points of Distribution (POD) for public health issues (e.g., inoculations).
- Coordinates/operates and provides public health support to bulk potable water and ice Points of Distribution (POD's).
- Oversees water contamination confirmation and treatment procedures.
- Responsible for health-related emergency orders.
- Provides health expertise to the legislative authority.
- Provides public health related information to the Joint Information Center (JIC).
- Coordinates epidemic investigations and solutions.
- Advises shelter managers on food sanitation and illness prevention measures.
- Coordinates medical support for shelters.
- Coordinates all behavioral health support to residents and responders.
- Coordinates death certificate requirements.
- Activates any Strategic National Stockpile assets, as required.
- Activates medical caches.
- Develops public health related debris handling guidance.

ESF 8a, Behavioral Health, is responsible for the overall coordination to ensure a well-organized, coordinated, and effective response to the mental health and substance abuse needs of the affected population during an emergency or disaster.

ESF 9: Search and Rescue - El Paso County Search and Rescue - is responsible for overall coordination of all Search and Rescue related operations, as directed by the Incident Commander, Emergency Manager, or their designee.

ESF 9 coordinates the following operations. These operations are not listed in order of priority and some tasks may not be needed for every incident.

- Prioritizes rescue operations requiring county-level general support assets.

- Coordinates and provides pre- and post-event search planning.
- Coordinates resources to conduct post incident “safe and well” checks of community resident’s sheltering-in-place.
- Coordinates with EPCSAR to conduct urban SAR.
- Coordinates with State for USAR Task Force 1, when required.
- Coordinates with EPCSAR on snow-cat and SUSV operation and management; may include coordination for transport of critical medical supplies, equipment, or personnel.

ESF 10: Hazardous Materials - El Paso County Hazardous Materials Response Team, Office of Emergency Management

ESF 10 is responsible for overall coordination of all Hazmat related operations, as directed by the Incident Commander, Emergency Manager, or their designee. Hazardous materials are manufactured, stored, utilized, distributed, and disposed of at numerous fixed facilities located throughout El Paso County. Large quantities of hazardous materials are transported via highway, rail, air freight, and pipeline within, as well as throughout the county on a daily basis. A high probability exists for an actual release occurring, on any given day, as a result of a transportation accident or fixed facility incident.

ESF 11: Agriculture and Natural Resources - El Paso County Public Health, County Environmental Services, County Extension Service, Humane Society of the Pikes Peak Region

ESF 11 coordinates the following operations. These operations are not listed in order of priority and some tasks may not be needed for every incident.

ESF 11A is responsible for overall coordination of all agriculture/animal related operations, as directed by the Incident Commander, Emergency Manager, or their designee.

- Coordinates with USDA and state for agriculture damage assessment.
- Coordinates hay drops (by aircraft or vehicle).
- Coordinates with local businesses, ranchers, etc. for hay donations.
- Coordinates establishment/maintenance of water points/support for large animals.
- Coordinates veterinary support to animal operations.
- Coordinates large and small animal sheltering.
- Coordinates with CART for large animal rescue.
- Coordinates with Pikes Peak Humane Society for small animal rescue.

ESF 11B is responsible for overall coordination of all environmental related operations, as directed by the Incident Commander, Emergency Manager, or their designee.

- Provides guidance on impacted endangered species.
- Coordinates with waste management businesses to determine acceptance conditions/standards for debris disposal at their sites.
- Coordinates with the county Department of Public Works to expand solid waste management operations.

ESF 12: Energy & Utilities - Public and Private Utility Companies

The purpose of this annex is to provide for the coordination and response of public and private utilities personnel and resources during an incident of significance caused by natural, human-caused, or terrorist acts. These agencies and companies are responsible for providing electric, gas, water, and wastewater services. The scope of this annex is to describe the general response of these agencies and companies to an incident of significance in El Paso County. A natural or human caused incident of significance may affect energy and fuel resources for the county. If this occurs, it will be necessary to assess damages to the county's energy, fuel resources, and distribution systems, and to mitigate the impact of shortages or outages within affected areas. This includes developing plans and procedures to implement conservation measures in response to energy brownouts/blackouts. Power and fuel resources are critical to saving lives and protecting health, safety, and property, as well as enabling other emergency support functions to respond more effectively. Efforts to restore the county's energy systems following a major incident, shortage, or outage are essential to disaster recovery.

ESF 13: Law Enforcement - El Paso County Sheriff's Office, Colorado State Patrol (CSP), and Municipal Police Departments

ESF 13 is responsible for coordinating law enforcement related operations, as directed by the Incident Commander, Emergency Manager, or their designee.

ESF 13 coordinates the following operations. These operations are not listed in order of priority, and some tasks may not be needed for every incident.

- Incident evacuation planning and coordination, in coordination with the Incident Command Post (ICP) and the ECC.
- Door-to-door evacuation notification.
- Disaster area security/cordon.
- Closing roads or coordinating road closures with CSP/CDOT/DPW.
- Recommending CJC evacuation; coordinate support required for CJC evacuation and alternate site security when requested by the Detentions Bureau Chief.
- Coordinating emergent transport of emergency supplies and equipment.
- Supporting and coordinating traffic control for disaster operations.

ESF 14: Community Recovery - El Paso County Department of Public Works Recovery Manager, Finance Officer, and El Paso County Finance/Budget Office

ESF 14 is responsible for overall coordination of all Recovery related operations, as directed by the Incident Commander, Emergency Manager, or their designee.

ESF 14 coordinates the following operations. These operations are not listed in order of priority, and some tasks may not be needed for every incident.

- Re-entry to evacuated areas
- Disaster Recovery Center
- Damage and habitability assessments
- Documentation for state and FEMA processes
- Collaboration with state and FEMA

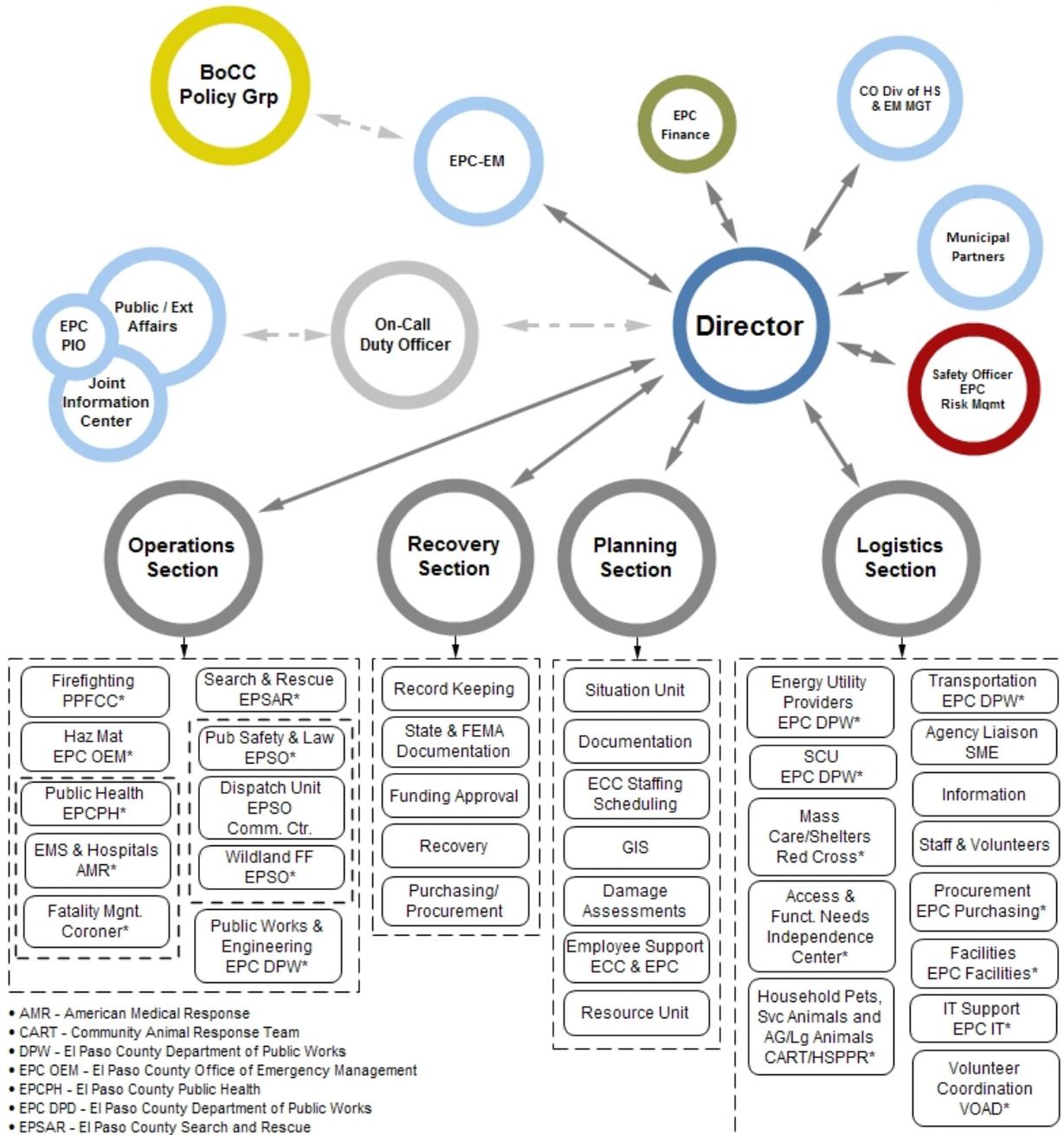
ESF 15: Public Information - El Paso County Public Information Office and Office of Emergency Management

ESF 15 is responsible for overall coordination of all Public Information related operations, as directed by the Incident Commander, OEM Director, ECC Director or their designee.

ESF 15 coordinates the following operations. These operations are not listed in order of priority, and some tasks may not be needed for every incident.

- Coordinate information from the ECC to the Policy group, and messaging from the Policy group to the El Paso County OEM
 - Act as liaison between the ECC and the Joint Information Center (JIC)
 - Identify the need to activate the JIC in collaboration with the ECC and Policy Group. Identify location of JIC, and coordinate with other jurisdictions/agencies for JIC staffing. Coordinate the El Paso County JIC operations.
 - Coordinate with JIC to identify media staging areas and PIO support for those locations
 - When no JIC is activated, coordinate with the ECC and Policy Group all media releases with the appropriate approving authorities
 - When no JIC is activated, coordinate all media interviews with the ECC and Policy Group
 - When no JIC is activated, prepare and coordinate all media briefings with the ECC and Policy Group
 - Identifies rumors and establishes rumor control
 - Coordinates with the ECC and Policy Group for information dissemination to United Way, county IT/websites, media, etc.
 - Ensures the JIC (or ECC in absence of JIC activation) provides an operational area for a call center coordinator
 - Ensures call centers have all information possible, coordinating with the ECC and Policy Group, whether or not a JIC is activated
 - Attends all media or JIC briefings
 - El Paso County PIO and EPSO PIO should coordinate and collaborate on all previous points, whether or not a JIC is activated
4. The ECC can be activated in support of field operations. Staffing patterns are designed to be flexible depending on the severity of the event and which type of organization is needed. Incidents may be emergencies, disasters, or planned events. The following organizational chart represents the ECC staffing structures that may be utilized. The following chart is modified from the defined FEMA ESF definitions to reflect local needs and organization:

El Paso County Office of Emergency Management Emergency Coordination Center Organization



* Primary response agency, most likely to respond to the EPC-ECC.

5. Incidents that occur within El Paso County are handled by the on-scene responders. There are incidents when the ECC may be activated without the request of the responders, such as a widespread blizzard. Generally, responders coordinate with the ECC for resources and additional support for the incident. For complex incidents, or if requested, the El Paso County Office of Emergency Management may send an ECC Liaison to the Incident Command Post or to the Area Command Post, to improve information flow and accuracy, and to improve coordination.
6. The Incident Commander is responsible for the command and control of all activities at the incident site. For a wildfire event that has exceeded the capability of the local fire protection district (FPD), the FPD's Chief or designee may request that the El Paso County Sheriff's Office (EPSO) assume responsibility for the incident. For other non-wildfire incidents, emergencies or disasters, the authority having jurisdiction (AHJ) will assume command, develop safe zones, determine resource needs, and make resource requests through dispatch and through the ECC if activation of the ECC has occurred. An Area Command, using a Unified Command structure, may be established for a large or complex El Paso County event. Examples where this is appropriate could be a blizzard situation or widespread flooding in a region of the county.
7. The ECC is generally responsible for coordination and support outside of the Incident Command footprint, along with administrative and off-site functions. Resource requests will be coordinated through the ECC.
8. ECC activation may be requested by:

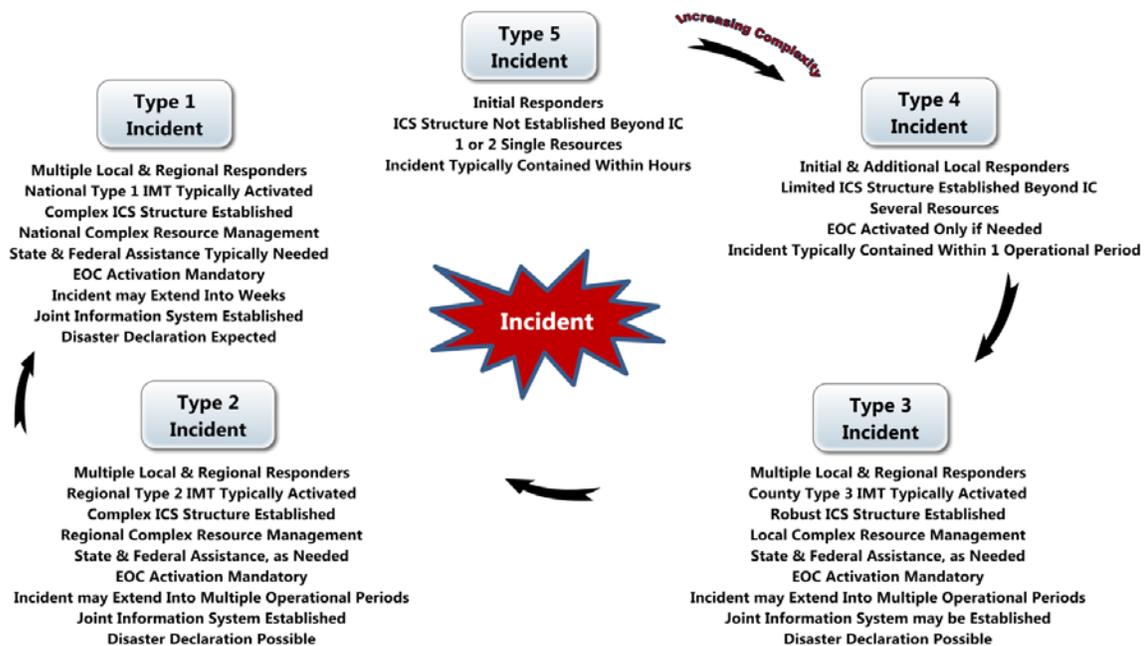
- Office of Emergency Management Staff
- Municipal / Military Base / Utilities Emergency Managers
- Incident Commander / Unified Command
- Local Fire / Police Chiefs, or designees
- County Administrator or Board of County Commissioners
- Director of Department of Public Works
- El Paso County Sheriff or designee
- Director of Public Health Department

A request to activate will be approved and coordinated by the Emergency Management Director or designee.

9. The ECC Director will determine the level of staffing of the ECC based on the situation assessment and best available information.

D. Incident Typing

1. Utilizing a numbering system, NIMS/ICS establishes a scale to categorize the size, magnitude, and overall complexity of an incident. On a scale of 1 through 5, with 1 being the most complex, the Office of Emergency Management will utilize these levels when assessing ECC activation, staffing needs, and ECC goals and objectives.
2. The relationships below illustrate the complexity differences between incident types, and the need for ECC activation levels.



E. Unified Command

1. During large incidents there may be multiple organizations with statutory authority to be in command, have operational control or share legal responsibilities. To increase efficiency and foster coordination, Unified Command should be applied to incidents involving multiple jurisdictions or agencies.
2. A Unified Command is an authority structure in which the role of incident commander is shared by two or more individuals, each already having authority from a different agency and/or discipline. The individuals within Unified Command make joint decisions and speak as one voice.

F. Incident Management Team

1. Coordinated and activated through the Colorado Division of Homeland Security and Emergency Management (CDHSEM), the Type 3 Incident Management Team (IMT) provides overhead management of incident operations, operational coordination and support, and fiscal accountability for field-based operations during all-hazards events impacting El Paso County.
2. The CDHSEM Type 3 IMT may be empowered through a delegation of authority to function as the authorized agent of the El Paso County Board of County Commissioners or the El Paso County Sheriff's Office Wildland Fire Team; as allowed through county, state, federal, and agency cooperative agreements.

G. Annexes and Supporting Plans

1. While the base Emergency Operations Plan (EOP) serves as the foundation and legal basis for an emergency management program, much of the material pertaining to the actions taken to respond to disasters is located in Emergency Support Function (ESF), Hazard Specific, and Support Annexes. Additional guides and user aids also support the EOP.
2. Emergency Support Functions (ESFs) serve as primary coordinating structures and provide a mechanism to successfully support field operations and manage those issues that are external to the command footprint.

3. Support annexes describe the concept of operations, considerations, and responsibilities that are pertinent to specialized actions or specific types of emergency operations.
4. Hazard specific plans address the unique aspects that require consideration for specific hazards or threats.

The base EOP and the supporting annexes are not developed and updated simultaneously. Annexes are developed and implemented through coordination of lead and supporting agencies. Existing annexes will be updated as often as needed to reflect lessons learned from trainings, exercises, and real world events. Updates will be distributed to each agency identified within the annex.

5. **Training and Exercise Plan:** The development, revision, and implementation of ESF, Hazard Specific and Support Annexes are the responsibility of OEM to monitor and to support the lead agency or agencies. The OEM maintains and implements a three year Training and Exercise Plan (TEP) to develop staff and volunteer capabilities (knowledge, skills, and abilities), and to test and evaluate plans, providing a roadmap for continuous improvement of the emergency management program.

H. Plan Activation

The Emergency Operations Plan (EOP) and supporting annexes are in effect at all times.

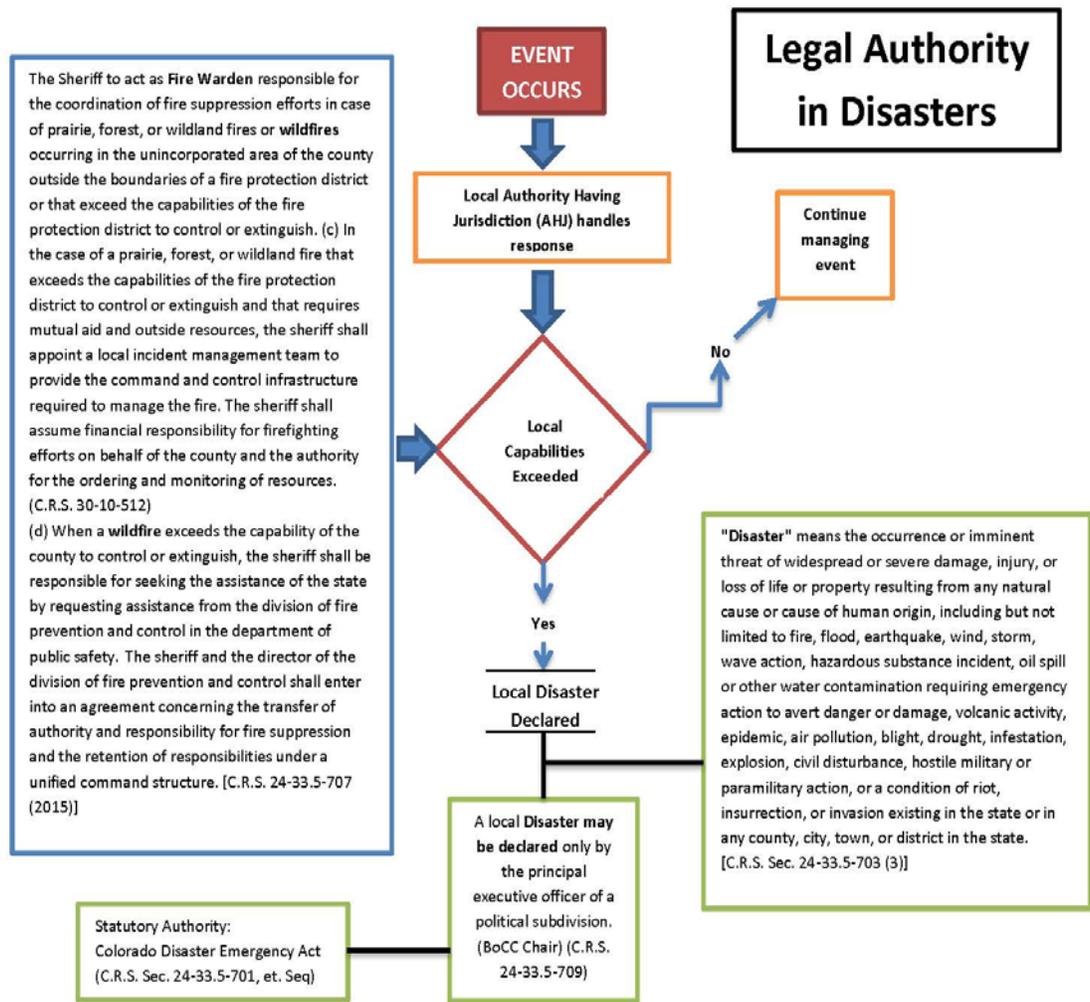
I. Disaster Declarations

1. The main purpose of declaring a disaster is to request resources beyond El Paso County capability. By doing so, local government gains access to policies, procedures, and agreements that are not necessarily available on a day-to-day basis. It is critical that these disaster policies, procedures, and agreements be put in place before an incident impacts El Paso County.
2. Pursuant to the Emergency Management Policy , and the Colorado Disaster Emergency Act, C.R.S. 24-33.5-709:
 - The principal executive officer of a political subdivision has the sole authority to declare a local disaster. It shall not be continued or renewed for a period in excess of seven days, except by or with consent of the governing board of the political subdivision.
 - A disaster declaration shall activate the response and recovery aspects of any and all applicable local emergency plans and to authorize the furnishing of aid and assistance under such plans.
 - Such declaration shall be given prompt and general publicity, and shall be filed promptly with the County Clerk and Recorder, the municipal clerk, or another authorized record keeping agency, and the Colorado Division of Homeland Security and Emergency Management (CDHSEM).
3. The Colorado Disaster Emergency Act (C.R.S. 24-33.5-701 et. seq.) provides the legal and procedural framework for preventing, preparing, mitigating, responding, and recovering from disasters in the state of Colorado. All disasters are local, meaning they originate within some county or municipal jurisdiction. Elected authorities are ultimately responsible for ensuring the safety and security of their citizens, and thus responding to disasters within their jurisdiction. When the disaster exceeds the capabilities of the local jurisdiction, they may call upon assistance from neighboring jurisdictions through a pre-arranged Mutual Aid Agreement (MAA). If the disaster is of such magnitude and complexity that it exhausts local capabilities, then according to C.R.S. 24-33.5-709, the “principal executive officer of a political subdivision” may declare a local disaster or emergency. A local disaster declaration is necessary before a jurisdiction may qualify for state emergency aid. If recognized by the Governor, then the combined resources of the state, including

the National Guard, may be drawn upon to respond to the disaster. The Governor, in turn, may request additional resources from other states through the standing Emergency Management Assistance Compact (EMAC). If together these are still insufficient to deal with the disaster, then the Governor may issue a state emergency or disaster declaration requesting federal aid. All requested state and federal aid is directed to the disaster and placed at the disposal of the local Incident Commander. Once the disaster is contained and external resources no longer necessary, a second declaration must be issued terminating the disaster and cancelling any further outside aid.

4. If the disaster requires federal assistance, the state, via the Governor's request for a Presidential Disaster Declaration, will function as the primary coordination mechanism for requesting federal assistance.
5. The Robert T. Stafford Act establishes a process for requesting and obtaining a Presidential Disaster Declaration, defines the type and scope of assistance available from the federal government, and sets the conditions for obtaining that assistance. Based on the Governor's request, the President may declare that a major disaster or emergency exists, thus activating an array of federal programs to assist in the response and recovery effort. Not all programs, however, are activated for every disaster.
6. Under a Stafford Act major disaster declaration, the local authority having jurisdiction (AHJ) is responsible for all initial payments, and then may submit reimbursement requests for the cost shared amount for *eligible* expenses. Typically, the federal government takes 75% of eligible expenses, leaving local governments with a cost share of 25% of eligible expenses plus 100% of the ineligible expenses. The state, at the Governor's discretion, may share in the costs as well.
7. To be eligible for assistance under the Robert T. Stafford Act, local governments must first perform an initial damage assessment to assess the impact of the disaster. This assessment should provide a rough estimate of the extent and location of damages. This may require the coordination of the various municipal governments who will also perform their own damage assessments. When the information has been collected, it is provided to the ECC and then forwarded to the Colorado Division of Homeland Security and Emergency Management (CDHSEM). If warranted, state and federal officials then conduct a joint preliminary damage assessment (PDA) with local officials to further estimate the extent of the disaster and its impact to the community. FEMA uses this information to supplement the Governor's request for federal assistance.
8. The Fire Management Assistance Grant (FMAG) is a program within the Stafford Act that provides funds for the mitigation, management, and control of fires on publicly or privately owned forests or grasslands, which threaten such destruction as would constitute a major disaster. The FMAG declaration process is coordinated by the State Division of Fire Prevention and Control (DFPC). The grant program provides a 75% cost share, while the jurisdiction having authority pays the remaining 25%.
9. For non-wildfire incidents, the local authority having jurisdiction (AHJ) may request the El Paso County ECC to activate per the El Paso County EOP to provide logistics or other support. However, the responsibility to pay for all resource orders stays with the local AHJ. If the costs of the all-hazards incident exceed the local AHJ's capability to pay, the AHJ must declare a disaster. A declaration of disaster by a local jurisdiction activates the Emergency Operations Plan (EOP) of that jurisdiction. For this reason, it is important for each political subdivision, such as a special district, township, or municipality, to have an EOP adopted by the executive officers of the jurisdiction. If an all-hazards disaster escalates to the level of a federal Robert T. Stafford Act "major disaster" declaration, the AHJ is the only legal entity that FEMA will allow to request reimbursement for eligible expenses incurred within the geographic borders of that jurisdiction. A broader political

entity is not allowed to submit reimbursement requests on behalf of expenses within a smaller or separate jurisdiction.



(10) The Sheriff of each county shall:

- (a) Be the official responsible for coordination of all search and rescue operations within the sheriff's jurisdiction;
- (b) Make use of the search and rescue capability and resources available within the county and request assistance from the Office of Emergency Management only when and if the sheriff determines such additional assistance is required. (C.R.S. Sec. 24-33.5-707)

Counties must maintain a disaster agency mandated by: C.R.S. Sec. 24-33.5-707 (2)

El Paso County Office of Emergency Management serves the entire county unless otherwise provided by statute; municipalities with emergency management personnel. (C.R.S. Sec. 24-33.5-707)

The Sheriff has the duty to keep and preserve the peace.
 Preserve Peace – Command Aid
 (C.R.S. 30-10-516)

El Paso County OEM shall cooperate with the disaster agencies of municipalities situated within its borders but shall not have jurisdiction within a municipality having its own disaster agency. (C.R.S. Sec. 24033.5-707)

J. Delegation of Authority

1. Delegation of Authority is a statement provided to the Incident Commander by the agency executive delegating authority and assigning responsibilities. The Delegation of Authority should include objectives, priorities, expectations, constraints, cost share arrangements, turn back goals, and other considerations or guidelines as needed.
2. Many agencies require a written Delegation of Authority to be given to the Incident Commander prior to assuming command on larger incidents.
3. For a wildfire event that has exceeded the capability of the local fire protection district (FPD), the FPD's Chief or designee may request that the El Paso County Sheriff's Office (EPSO) assume responsibility for the incident. If agreed, the Sheriff, or designee, and the FPD Chief, or designee, must sign a Delegation of Authority. It is possible to conduct a Delegation of Authority over the phone or radio with two representatives. In such circumstances, both parties must officially sign the document as soon as possible.
4. Once the EPSO has assumed responsibility for the wildfire incident, EPSO shall assume financial responsibility for firefighting efforts and shall assign a local incident management team to provide the command and control infrastructure required to manage the wildfire (C.R.S 30-10-513).
5. When a wildfire exceeds the capability of the county to control or extinguish, EPSO, or designee, will seek the support of the state by requesting assistance from the Division of Fire Prevention and Control (DFPC), so that coordination of resource requests can be maintained. The ECC will be notified of any requests to maintain a common operating picture. If a transfer of authority and responsibility for fire suppression to DFPC is agreed upon, the El Paso County Sheriff, or designee, and the Director of DFPC, or designee, shall sign a Delegation of Authority.
6. During an all-hazards disaster, Delegations of Authority are not executed and instead a disaster declaration is made through the El Paso County Board of County Commissioners (BoCC). The political subdivision is requesting assistance from the county or state, and resources provided and responsibilities assumed are made by agreement. The political subdivision of government never dissolves their legal statutory sovereignty and therefore continues to govern their town, city or special district.

K. Joint Information System

1. For large incidents involving multiple organizations, a Joint Information System (JIS) may be implemented. The need for a JIS is identified by the AHJ, the BoCC, EPSO, and the ECC. A JIS is an information network of Public Information Officers (PIO) and support staff working together to deliver accurate and timely information to the public. The JIS integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely and complete information during crisis or incident operations.
2. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending and executing public information plans and strategies; and controlling inaccurate information that could undermine the incident response and recovery efforts.
3. A JIS is a cooperative effort and mirrors the Incident Command System which utilizes a unified command structure when responsibilities are shared. Each agency involved in a JIS retains their autonomy and continues to speak for itself. If the involved agencies have multiple PIO's a Joint Information Center (JIC) should be formed, with the primary location in the ECC.

4. Multiple public information units exist within El Paso County government. The County Public Information Office and the Sheriff's Public Information Office work in a unified support structure when there are cross jurisdictional responsibilities. They integrate incident information and public affairs into a cohesive format to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.
5. For an all-hazards incident, under the direction of the BoCC, the County Public Information Office coordinates the information from the public information units within the District Attorney's Office, Human Services, Department of Public Works, Public Health, and the El Paso County Attorney's Office.

L. Advisory Committee

A documented, ongoing process utilizing one or more committees that provides for coordinated input by Emergency Management Program stakeholders in the preparation, implementation, evaluation, and revision of the Emergency Management Program. Committees may be created and designated for:

- Emergency Plan development and review
- Community Outreach prioritization, activity and review
- Training and Exercise prioritization
- Program review and oversight
- Hazardous Materials program review

The advisory committee(s) shall meet with a frequency determined by the Emergency Management Program Director to provide for regular input.

M. Multi-Agency Coordination

A key component of NIMS/ICS is the Multi-Agency Coordination System (MACS). MACS provide strategic guidance and tactical participation in collaboration with emergency management to support emergency and disaster planning, preparation, mitigation, response, and recovery. MACS provide the structure to support emergency management policies and priorities, facilitate logistics support and resource tracking, coordinate incident related information, and coordinate interagency and intergovernmental issues regarding emergency management policies, priorities, and strategies. MAC's activities will be coordinated from the El Paso County Office of Emergency Management.

N. Disaster Finance

1. The agency having jurisdiction is responsible for the cost of the incident.
2. A major disaster or emergency may require the expenditure of large sums of county funds. If the demands exceed available funds, upon prior approval by the BoCC, the county may make additional funds available from the Contingent Fund. If funds are insufficient, the BoCC may grant authorization to transfer and expend moneys appropriated for other purposes under a declared emergency or disaster.
3. Participating agencies, county departments and county enterprises are responsible for coordinating with the Finance Department in expending funds, maintaining appropriate documentation to

support requests for reimbursement, submitting bills, and closing out assignments in a timely manner.

4. Disaster finance procedures, as coordinated by the El Paso County Finance Department, will be utilized to ensure the proper and efficient processes relating to procurement transactions, contracts, purchasing card limits and approval authority of the allocation of funds when required during emergencies or disasters.
5. Each county agency identified in the Plan is responsible for documenting all emergency or disaster related expenditures using the financial tracking and reporting protocol as directed by the county Finance Department. Each county department or enterprise must exercise proper oversight throughout the course of the incident to maintain logs, records, receipts, invoices, purchase orders, rental agreements, and all other applicable documentation.
6. Affiliated agencies identified in the plan shall follow their own financial policies unless their actions result in the expenditure of county funds, in which case county financial policies shall be followed.

O. Logistics and Resource Mobilization

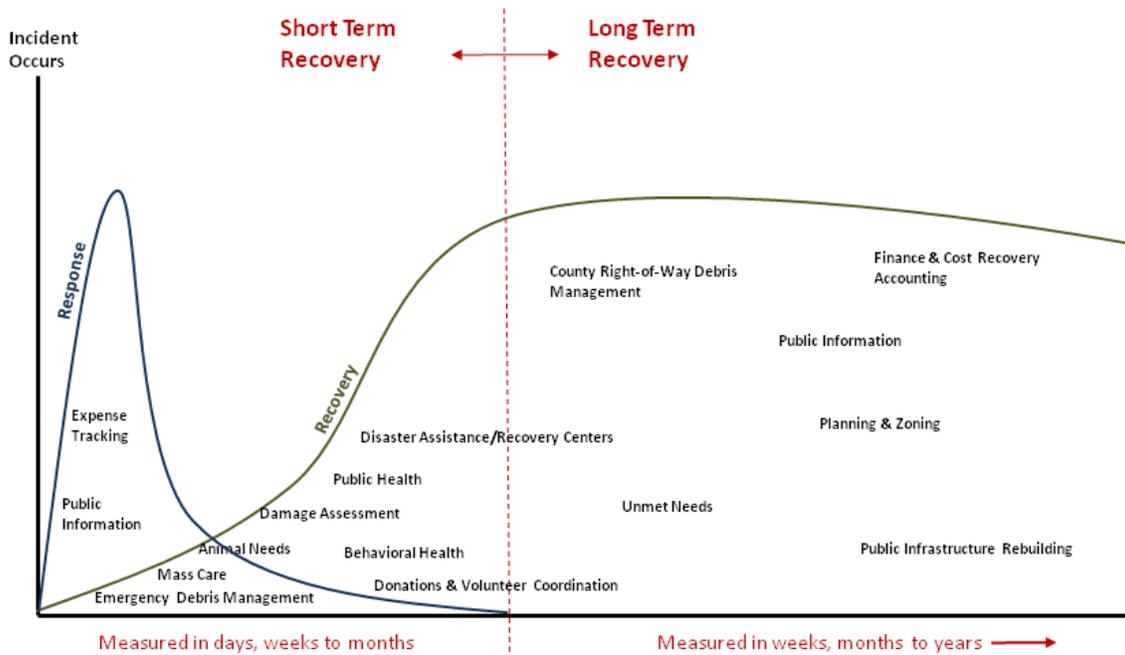
1. Resource mobilization is conducted in accordance with the El Paso County Resource Management Plan. Resource management involves the integration of resources from county government, regional neighbors, volunteer organizations, private sector, and state and federal governments. Key plan components include:
 - **Logistics Resource List**
 - **Pueblo Interagency Resource Ordering Protocol**
 - **Colorado WebEOC Resource Status, Ordering, and Tracking**
 - **213RR Resource Requests Protocol**
 - **ECC Logistics Team and ECC Resource Mobilization policies and procedures**
 - **State Resource Mobilization Guide**
 - **Contracts and Agreements (IGA's, MOU's, MOA's, etc.)**
2. Logistics protocol shall include the mechanisms and processes to obtain resources needed to support emergency operations involving people with access and functional needs.
3. Each agency participating in this EOP is responsible for complying with the resource ordering protocols implemented through the ECC.

P. Short Term Recovery

1. Short term recovery begins as the incident develops, and will often have overlapping effects on response operations. Because of this, short term recovery concepts are covered in the EOP and are coordinated from the ECC. More in depth information can be found in the Recovery Plan.
2. Short term recovery includes the following Recovery Support Functions (RSFs):
 - **Expense Tracking** – Focuses on the tracking of expenses occurred during the response to the incident.
 - **Public Information** – Coordinates between field operations and the county Public Information Office.
 - **Damage Assessment** – Identifies the scope and impacts to the community.

- **Emergency Debris Management** – Focuses on emergency protective measures to provide for immediate life safety.
- **Mass Care** – Revolves around meeting basic human needs.
- **Animal Needs** – Takes into account both large and small animal needs.
- **Public Health** – Determines public health risks, impacts and mitigation measures.
- **Behavioral Health** – Provides crisis behavioral health support.
- **Donations & Volunteer Coordination** – Coordinates national, regional, and local volunteer agencies to support donations and volunteer management.
- **Disaster Assistance/Recovery Center** – Coordinated with state and/or FEMA officials to provide a location for disaster victims to sign up for eligible disaster assistance.

Recovery Timeline



ROLES AND RESPONSIBILITIES (FOR DISASTER AND EMERGENCY SUPPORT)

A. General

Agencies listed below in this Plan will:

1. Understand their agency's emergency responsibilities identified in the EOP and its supporting annexes/plans, and assigning personnel to perform those functions.
2. Develop and maintain internal policies, procedures, agreements and staffing patterns needed to meet their specific roles and responsibilities identified in the EOP and its supporting annexes/plans.
3. Develop and implement continuity of operations plans (COOP) to ensure that essential government services are provided to the public.
4. Consider access and functional needs (AFN) issues so that emergency response and recovery actions support the needs of people with access and functional needs.
5. Provide a representative to the Emergency Coordination Center (ECC) to coordinate their assigned Emergency Support Function (ESF).
6. Keep the Policy Group and ECC updated with key information relating to the response and recovery of the emergency or disaster situation.
7. Provide area expertise that is part of emergency public information in conjunction with the lead Public Information Officer and the ECC.
8. Provide personnel to attend ECC Team meetings, trainings, and exercises, as appropriate.
9. Maintain records for all disaster/emergency-related expenses, for tracking and disaster cost recovery in conjunction with county disaster finance policies and in collaboration with the Finance and Budget Office.

B. El Paso County Government

The Board of County Commissioners:

1. Provide policy level guidance to county government departments and personnel engaged in disaster response and recovery efforts. Operates as part of the Executive Policy Group, with the county administrator and county department directors.
2. Determine and authorize the level of commitment of county resources and funds for disaster response and recovery as permitted by law.
3. Announce a disaster declaration when, in the opinion of the Board President and thereafter the BoCC, a disaster or extraordinary emergency event has occurred, or the threat of such an event is imminent.

The County Administrator:

1. Provide representation as part of the Executive Policy Group, as appropriate.
2. Direct and control county departments before, during, and after the disaster or emergency.
3. Coordinate emergency aid agreements with other involved jurisdictions as permitted by the Board of County Commissioners or their line of succession as dictated by county policy.
4. Determine additional representation from county departments/divisions as part of the Executive Policy Group, as appropriate.

Administration and Financial Services, Employee Benefits Division:

1. Provide support for county employees and their families impacted by the disaster.

2. Provide information to county employees and their families on available benefits to include assistance with medical insurance claims and access to counseling services.

The Department of Public Works:

Through the **Office of Emergency Management (OEM):**

1. Serve as a lead agency for the development and implementation of Emergency Support Function 6 – Mass Care & Human Services, in collaboration with Human Services and the Red Cross.
2. Maintain a county emergency management program dedicated to preparing for, responding to and recovering from disasters affecting the agencies, jurisdictions, and citizens of El Paso County.
3. Ensure the coordination and maintenance of the county EOP and supporting annexes, including the coordination of these plans with municipal emergency management offices.
4. Coordinate the emergency support operations of governmental and support agencies during disaster response and recovery operations.
5. Establish the Emergency Coordination Center and managing its operation.
6. Apprise the BoCC of the overall preparedness of El Paso County agencies' plans to respond to all types of disasters or emergencies.
7. Create situational awareness by informing El Paso County officials, neighboring jurisdictions, and key partners of the emergency or disaster situation.
8. Assist the BoCC in seeking support from state and federal emergency resources to supplement El Paso County efforts.
9. Ensure that the appropriate elected officials, department heads and support agencies are aware of the responsibilities herein.

Through the **OEM - Hazardous Materials Response Team:**

1. Coordinate hazardous materials responses within the unincorporated portions of El Paso County, as the Designated Emergency Response Authority (DERA) for El Paso County, in support of the local fire districts and small municipalities.
2. Conduct and coordinate training for the El Paso County Hazardous Materials Team.
3. Coordinate hazardous materials responses with other local, state, and regional fire districts and law enforcement agencies in response to requests for assistance.
4. Participate in the Local Emergency Planning Commission – a function which is required by SARA Title III Federal Regulations. The regulations implementing SARA Title III are codified in Title 40 of the Code of Federal Regulations, parts 350 through 372.
5. Maintain and distribute Tier II data as required by SARA Title III Regulations.
6. Coordinate county hazardous materials team participation with local, state, and federal agencies during training exercises.
7. Conduct training with local fire districts and other agencies to enhance initial hazmat response capabilities.
8. Conduct site visits of county Tier II facilities and local industry to plan for safer coordinated response to incidents in those facilities.

Through the **OEM, Department of Public Works – Recovery Section:**

1. Coordinate Department of Public Works, Finance Department, and other appropriate county departments for disaster debris removal, damage assessment, documentation, financial processes and documentation, and recovery grant applications and

administration. Additionally, this section will coordinate interaction with the CDHSEM, FEMA, and county military installations, municipalities, special districts, and utilities.

2. In conjunction with the Assessor's Office and other appropriate offices, serve as a lead agency for the development and implementation of Emergency Support Function 14 – Recovery, Damage Assessment.
3. Support OEM for primary and secondary ECC activation; as well as supporting the ECC for mass care, sheltering, and disaster response and recovery.

Through **Facilities Management**:

1. Coordinate logistics for response and recovery efforts for county owned facilities.
2. Coordinate office/conference room space for external emergency response team, i.e. IMT, FEMA, Small Business Administration, etc.
3. Coordinate environmental assessments and remediation efforts for county owned facilities impacted by the incident.
4. Coordinate FEMA reimbursement costs for damages sustained to county owned facilities with the Finance and IT Department.
5. Coordinate the utilization of personnel under its management for emergency response and recovery efforts needing trades expertise, i.e. mechanical, electrical, plumbing, etc.

Through **Fleet Management**:

1. Provide support for ESF 1 Transportation.
2. Provide logistical and maintenance support for county owned equipment utilized during emergencies or disasters.

Through **Transportation, Roads and Engineering Services**:

1. Provide engineering support to Roads in assessing damage, providing emergency repair recommendations and identifying permanent repairs, as needed to county owned property within the right-of-way.
2. Serve as the lead agency for the development and implementation of Emergency Support Functions 1 and 3 – Transportation and Public Works.
3. Coordinate debris management within El Paso County right of way following a disaster or emergency.
4. Provide emergency traffic control equipment and traffic control, including the establishment of emergency traffic routes.
5. Provide heavy equipment for disaster response and recovery operations, or procures heavy equipment from private or other sources.
6. Communicate with municipal public works departments to determine the type and level of county Road and Bridge assistance to be provided.

The **Assessor's Office**:

1. Inventory and prorate all damaged property.
2. Provide the resources of the Assessor for a disaster.
 - Maps
 - GIS data
 - Real property classifications
 - Property physical inventories
 - Structure diagrams and values
 - Site pictures

- Property ownership records
- Aerial photographs

The Clerk and Recorder's Office:

1. Assure the safety and preservation of vital records necessary to maintain government continuity.
2. Coordinate a system for citizens to replace lost documentation under the authority of the Clerk and Recorder's Office.
3. Maintain emergency plans for voter registration and elections.

The Coroner's Office:

1. Serve as the lead agency for the development and implementation of Emergency Support Function 8 - Fatalities Management, within the Public Health and Medical Services ESF.
2. Advise the ECC on matters pertaining to the handling, disposition, and identification of fatalities.
3. Establish morgue facilities, direct the identification of the dead, and notify next of kin.

The County Attorney's Office:

1. Function as the principal legal advisor to El Paso County government.
2. Provide interpretation of federal, state, and local laws and regulations to ensure that El Paso County is operating within the law during all phases of disaster planning, response, and recovery.
3. Provide legal guidance for disaster policies implemented to support response and recovery operations.

The Planning and Community Development Department:

In collaboration with the **Regional Building Department:**

1. Determine the extent and type of building damage, including any use restrictions and whether services can be restored.
2. Monitor rebuilding in the recovery phase in conjunction with Transportation and Engineering, coordinating with utility providers for the safe reconnection of utility services.
3. Provide building permitting guidance and direction.

Through its **Planning and Zoning Division:**

1. Provide guidance and direction regarding disaster and post-disaster temporary land use issues:
 - Land use codes
 - Land development
 - Building permitting
 - Temporary housing
 - Debris drop-off sites
 - Temporary/expedited administrative permitting process
2. Provide guidance and direction for the transition from temporary land use issues to long term recovery.

The District Attorney's Office:

1. Provide representation as appropriate.
2. Work with law enforcement and the fire service to assist in an advisory role for investigation when requested.
3. Work with law enforcement to determine whether criminal conduct occurred in a specific disaster or emergency.
4. Coordinate with local emergency responders to assist with investigations.
5. Coordinate with other state and federal officials on investigations and potential filing of criminal charges.

The Budget Division:

1. Provide emergency procedures for purchasing supplies and/or equipment necessary for response and recovery operations in the disaster or emergency situation.
2. Maintain detailed financial records of all incident costs accrued during an emergency or disaster.
3. Coordinate the preparation of reports for state and federal reimbursements for the state and FEMA.
4. Provide county financial information to state and federal governments for emergency and recovery disaster relief, and future reimbursement.
5. Coordinate with the elected officials, appointed officials, and department heads on disaster fiscal policy, records, and expenditures.
6. Collect damage assessment data of county owned property for the purposes of coordinating insurance claims, and reporting for FEMA and state documentation.
7. Provide guidance regarding fund usage during emergencies as needed.
8. Identify county funding limits recommending state and/or federal assistance.

The Information Technology Division:

1. Assure that county information technology capabilities are maintained during an emergency or disaster and restoring service if the networks are damaged.
2. Provide GIS support to the Emergency Coordination Center (ECC), and other county departments.
3. Assist in maintaining the uninterrupted continuous operation of county and provider communications systems.

The Human Resources Department:

1. Coordinate workers compensation claims with third party administrator, county departments and injured employees.
2. Coordinate with Public Information Office to provide messaging to county employees regarding the impacts to county workers.
3. Recruit and hire temporary workers for emergency related employment.
4. Provide direction and guidance for the development and implementation of disaster employment related policies.

The Department of Human Services:

1. Provides referral services to assist disaster victims with unmet needs.
2. Provides referral services for crisis-oriented mental health services during and after the emergency or disaster.

3. In coordination and conjunction with the state Donations & Volunteer Coordination Team (DVCT), assist with disaster donations and volunteer management.
4. Coordinates Human Services staffing support for disaster assistance centers established within El Paso County.
5. Coordinate with Colorado Department of Human Services (CDHS) for disaster and/or emergency assistance funds.
6. Through its **Assistance Programs**:
 - Coordinate with non-profit organizations for the referral and provision of temporary housing assistance and other adult and family assistance for disaster victims.

The Community Services Department:

Through its **CSU Extension Division**:

1. Coordinate volunteers for large animal care and emergency animal shelters with the Humane Society of the Pikes Peak Region and law enforcement.
2. Provide advice and guidance to owners/operators of farms, ranches, gardens, and other agricultural facilities regarding the short- and long-term effects of the emergency or disaster.
3. Identify pests or pathogen on plants that are required to be quarantined by USDA APHIS.
4. Provide expertise and emergency public information support for horticultural and pest management issues.
5. Provide recovery assistance to disaster victims for finance management.

Through its **Park Operations Division**:

1. Provide coordination in collaboration with all county departments for disasters impacting El Paso County park lands.
2. Determine damage assessments for El Paso County park land.
3. Coordinate Parks volunteers through the Community Outreach Division.
4. Coordinate the use of equipment, facilities, and other resources under the management of Parks Operations.
5. Provide facilities for emergency sheltering of livestock and large animals at the county fairgrounds.
6. Provide county fairgrounds facilities for the emergency sheltering of people or animals.
7. Collaborate with law enforcement and emergency management people for the closure of county parks facilities.

Through its **Community Outreach Division**:

1. Coordinate volunteers to assist in disaster recovery operations through community outreach programs.
2. Identify grant funding opportunities to support disaster recovery efforts.

Through its **Environmental Division**:

1. Coordinate acceptance of hazardous materials through the El Paso County Household Hazardous Waste Facility.
2. Provide for the management of contaminants such as spoiled food, portable restrooms, and trash receptacles.
3. Assist disaster victims with wildlife and noxious weeds issues.
4. Ensure continued environmental compliance with local, state, and federal regulations during emergency operations.

Through its **Planning Division:**

1. Provide GIS analysis and mapping for parks, trails and open space lands impacted by the disaster.
2. Provide project management for fire and flood recovery projects.

Through its **Justice Services Division:**

- Coordinate volunteer services available to assist in disaster recovery operations through its Community Corrections and useful public service programs.

Through its **Veteran Services Division:**

- Assist veterans in their request to replace destroyed personal Veterans Administration documents and/or DD 214's.

El Paso County Public Health:

1. Serve as the lead agency in the development and implementation of Emergency Support Function 8 – Public Health and Medical Services, ESF 8a – Behavioral Health Services.
2. Coordinate all county public health services and operations in incident planning, preparedness, response, and recovery.
3. Advise the BoCC and Board of Health, on matters relating to public health emergency response.
4. Coordinate the inspection of water supplies, waste water systems, and regulated facilities; evaluating and recommending methods of disposal of contaminated foods and common household waste.
5. Provide public health assistance to the affected community once residents are allowed to return to their homes.
6. Provide public health information and risk communication with other county and municipal agencies.
7. Provide appropriate assistance to ensure proper management and disposal of hazardous and radiological materials in addition to solid waste, coordinating with the Colorado Department of Public Health and Environment (CDPHE).
8. Conduct epidemiological surveillance and outbreak investigations.
9. Coordinate and advising with CDPHE, as appropriate, for public health emergency response initiatives and guidance.
10. Coordinate damage assessments for private septic systems and private wells.
11. Provide guidance and direction for public health safety issues relating to the handling and disposal of debris generated by fires, floods, tornadoes and other debris generating incidents.
12. Provide guidance and direction for the Medical Reserve Corps and Behavioral Health.

The Public Information Office:

1. Assist incident PIO lead to get the latest information from the scene to those within the ECC (other departments working the incident) so they can adjust their services as needed.
2. Coordinate with ECC in support of BoCC Policy Group in the development of accurate, consistent and BoCC approved messaging.
3. Provide a central place from which to distribute public information by establishing and coordinating a joint information center for county departments working the incident.
4. Disseminate emergent and pertinent (need to know) details to the public on evacuations, closures, process, etc. through county public communications channels.

5. Communicate to county employees regarding impacts to county government, closures, or special work instructions.
6. Respond to media requests and providing them with pertinent information that the incident PIO may not have been able to get to.
7. Serve as the communications lead for the Recovery Manager to establish a main communication source through which all disaster recovery public information will flow.
8. During disaster recovery, ensure a single source for information relating to services available to assist those impacted by the disaster.

The **Sheriff's Office**:

Through the **Communications Center**:

1. Provide communications support for agencies dispatched using voice over radio, phone, paging, messaging, and text messaging.
2. Notify appropriate personnel of emergency and disaster events occurring in El Paso County.
3. Share emergency and disaster information coming in from the public with the Emergency Coordination Center.
4. With direction from field Incident Command, the County Office of Emergency Management ECC, and/or the Patrol Division, **activate the emergency notification system for the purposes of warning and/or notifying the public of an emergency or disaster.**
5. Work collaboratively with El Paso Teller 911, Colorado Springs Emergency Dispatch, Public Works Dispatch, and other county dispatch centers, for cellular and phone emergency notifications, situational status updates, and initial call taking for citizen emergencies.

Through its **Law Enforcement Bureau**:

1. Coordinate the Patrol Division operations.
2. Coordinate the Criminal Investigation Division
3. Administer and coordinate the Fire Investigations Unit.
4. Implement appropriate on-scene policies, procedures in accordance with NIMS guidelines and principles.
5. Identify actions to be taken to protect people (including those with access and functional needs), property, and the environment.
6. Establish and maintain law and order.
7. Control access to and traffic around, the area affected by any disaster or emergency.
8. Initiate the evacuation of persons who are, or might be, threatened by an imminent disaster or emergency. Coordinate with incident command, the ECC and the Dispatch 911 Center for the activation of the emergency notification system.
9. Enforce quarantines and evacuations as appropriate.
10. Enforce evacuation areas as appropriate.
11. Initiate the evacuation of persons who are, or might be, threatened by an imminent disaster or emergency.

Through its **Emergency Services Division**:

1. Direct and coordinate the El Paso County Search and Rescue Team.
2. Serve as the agency for county wildland firefighting, and serve as the lead agency for fire on lands not located within an existing fire protection service agency boundary (Colorado Revised Statutes, C.R.S. 30-10-513, Wildland Fire Authority).

3. Coordinate fire aviation resource availability and response.
4. Ensure coordination with the Colorado Division of Fire Prevention and Control (CDFPC) for the determination of eligibility for Emergency Fire Funds (EFF) and Wildfire Emergency Response Funds (WERF).
5. Serve as agency representative to Type 1 and 2 Incident Management Teams that are brought in to manage wildland fire and law enforcement incidents impacting El Paso County.
6. Monitor the continuum of incident complexity to ensure the appropriate delegation of authorities and assumptions of control are implemented and returned, in collaboration with OEM and County Administration, for BoCC President approval and authorization.
7. Update and implement the county's Annual Operating Plan (AOP) and the EFF.
8. Provide technical assistance for the development and implementation of Community Wildfire Protection Plans (CWPP); in collaboration with all stakeholders: OEM, Fire Districts, municipalities, homeowners associations, and non-governmental organizations.
9. Coordinate and monitor fire danger conditions, and the need for fire restrictions and bans.
10. Provide agency representation for the development of cooperative fire protection agreements.

Through its **Public Information Unit:**

1. Coordinate emergency public information with field operations, El Paso County PIO, the ECC, and elements established within the Joint Information System.
2. Provide public information on fire restrictions and bans.
3. Provide public information utilizing social media sites.

C. Affiliated Agencies

The **Special Communications Unit (SCU)**, made up of ARES and RACES:

1. Provide support for alternative emergency radio communications services as requested.
2. Coordinate activities through the Office of Emergency Management and the Sheriff's Office.

The **American Red Cross:**

1. Serve as a support agency in the developing and implementing of Emergency Support Function 6 – Mass Care & Human Services.
2. Manage emergency or disaster shelter operations.
3. Provide specially trained liaisons to work at designated Command Posts, ECCs, or other locations to support ESF #6 Mass Care & Human Services activities.
4. Provide El Paso County Emergency Management situational information on Red Cross disaster mass care actions and response activities taking place within the county.
5. Maintain an updated list of available mass care facilities with which the Red Cross has shelter agreements with.
6. Provide 24-hour emergency phone coverage and initiate response to the disaster or emergency within 2 hours of notification.
7. Assist shelter populations with replacement of lost prescriptions and eyeglasses.
8. Provide trained personnel to assist with short term emergency disaster mental health and spiritual care services.
9. Assist with family reunification and emergency welfare inquiries.

10. Assist with bulk distribution of emergency supplies.
11. Assist ESF-8 with mass inoculations.
12. Assist the JIC and ESF-8 with public information dissemination.
13. Staff a multi-agency resource center.

South Central Region Voluntary Organizations Active in Disaster (VOAD):

1. Coordinate VOAD member agencies for the provision of disaster volunteer services.
2. Inform VOAD member agencies of disaster situation and possible resource needs.
3. Coordinate disaster volunteer information with the state Donations & Volunteer Coordination Team (DVCT).
4. Coordinate with all government agencies, especially county OEM and municipal OEMs, for deploying volunteer services.

The State Donations & Volunteer Coordination Team (DVCT):

1. Facilitate and support the coordination of unsolicited donations made from the general public and private sector during and after disasters.
2. Assist with the coordinate of spontaneous unaffiliated volunteers.
3. Promote increased coordination between the ECC, VOAD member agencies engaged in donations, and volunteer coordination and private sector partners.
4. Provide *ESF 15 – External Affairs* with public messaging support.
5. Coordinate the Aidmatrix/NDMN database and www.helpcoloradonow.org web page to support disaster recovery efforts.

The Emergency Medical Service Organizations:

1. Provide all regularly assigned functions relating to emergency medical services to minimize the loss of life due to the disaster or emergency situation.
2. Coordinate and communicate with local and regional hospitals on the status of patient bed-count and overall emergency medical service capability.
3. Provide emergency medical transportation to hospitals or other designated treatment facilities.
4. Coordinate with the El Paso County Healthcare Coalition.
5. Provide emergency triage sites.
6. Coordinate with El Paso County Health for staffing alternate care sites.
7. Provide a representative to the ECC.

Fire Departments and Districts:

1. Provide all regularly assigned functions relating to fire control and prevention to minimize the loss of life and property due to the disaster, emergency or incident situation.
2. Establish an Incident Command Post; or provide a representative to an already established Incident Command Post or to an Area Command Post; or providing representation for a Unified Command Post in an incident, emergency or disaster situation.
3. Provide a discipline representative to the ECC.
4. Provide decontamination efforts in collaboration with the El Paso County Hazardous Materials Team.
5. Conduct the response to, and containment of, hazardous materials incidents in collaboration with the El Paso County Hazardous Materials Team.
6. Provide search and rescue operations in collaboration with the Search and Rescue Team with the El Paso County Sheriff's Office.

7. Request the activation of the county ECC if warranted.

Hospitals:

1. Establish hospital incident command.
2. Maintain communications with external agencies through county dispatch centers and local or county emergency managers.
3. Update bed availability when queried, keeping divert status current, providing updated information to all EMS responders and transport agencies.
4. Provide treatment of all patients at the hospital.
5. Provide decontamination for patients.
6. Provide hospital representative to the ECC if requested.

Schools:

1. Develop school and district emergency plans, exercising plans and providing for collaborative interaction with Public Health, OEM, and first responder fire, EMS, and law enforcement agencies.
2. Provide public transportation assistance through their bus fleets.
3. Provide use of school facilities for disaster response and recovery operations.

Municipal Emergency Management Offices:

1. Pursuant to C.R.S. 24-33.5-707(9), prepare and keep current a local disaster emergency plan that serves the municipality.
2. Coordinate local emergency operations plans with county Emergency Management.
3. Create situational awareness by coordinating warnings and notifications that result in the activation of municipal emergency operations centers with county Emergency Management and appropriate neighboring jurisdictions.
4. Coordinate resource requests through the county Emergency Coordination Center.
5. Consider access and functional needs issues so that emergency response and recovery actions support the needs of people with access and functional needs.
6. Consistent with state and local mutual aid agreements, provide mutual aid.
7. Provide qualified staff as liaisons to the ECC and to the Joint Information Center (JIC)

The Salvation Army:

1. Provide meal delivery for first responders and displaced citizens in small and mass care incidents.
2. Assist with spontaneous and offered food/beverage donations related to meal service or mass care operations.
3. Provide emotional and spiritual care when requested and appropriate.
4. Provide financial assistance if available in the short, immediate and long-term phases of recovery.

The United Way 2-1-1:

1. Operate its 2-1-1 call center to support citizen information sharing following a disaster.
2. Develop, maintain and distribute a Relief and Recovery Assistance Guide for the purposes of connecting those affected by disasters with information on available programs and services.
3. Establish communications with the El Paso County ECC to coordinate essential public messaging information.

4. Send a liaison to the El Paso County ECC to coordinate information utilized by the 2-1-1 call centers.

HSPPR (Humane Society of the Pikes Peak Region) and CART (Community Animal Response Team):

1. Provide specially trained liaisons to work at designated Command Posts, ECCs, or other locations to support ESF #6 Mass Care & Human Services as well as ESF # 11 Agriculture & Animal Services activities.
2. The Community Animal Response Team (CART) will provide for security, accountability, and oversight of the shelters. Animal owners are responsible for the care of the animals.
3. CART will be a backup for care if an owner does not reasonably care for their animals. CART will contact owners.
4. Large animal strays will be taken to the large animal shelter and will be cared for by the CART.
5. CART will provide food for animals if needed, and will ensure sufficient water is provided for animals.
6. CART will provide for basic first aid and emergency care to stabilize an animal. The owner is ultimately responsible for any emergency care of their animal.
7. Companion animal shelters will be co-located with the Red Cross shelter, to the extent possible.
8. The Red Cross will provide for logistics support of CART members in the co-located companion animal shelter. The ECC will provide for logistics support to the large animal CART.
9. Animals of known owners will be sheltered in the companion animal shelter, only. All stray companion animals will be taken to the Humane Society of the Pikes Peak Region.

The Independence Center:

1. Develop on-going Community Advisory Group consisting of people with varying access and functional needs who advise the Independence Center Emergency Program Coordinator on issues pertaining to emergency preparedness
2. Integrate/coordinating people with access and functional needs into emergency planning at the local and state level
3. Provide preparedness training and workbook specific to people with access and functional needs and their families
4. Organize/host El Paso County Access and Functional Needs Working Group
5. Set standards for community projects. This includes accessible communications and sheltering during disasters
6. Integrate people with access and functional needs into mock disaster planning and exercises as actors
7. Plan for and coordinating with organizations that assist the whole community during disaster situations (ARC, SCR VOAD)

Local and Regional Public and Private Utility Companies:

- Coordinate with local emergency responders, the ECC, and OEM concerning:
 - Disruption and restoration of utility services
 - Safety and engineering expertise
 - Access to hazardous and evacuation areas

- Contingency planning, training and education
- Continuity of Operations and business services

D. State and Federal Agencies

The Colorado Division of Homeland Security & Emergency Management (CDHSEM):

1. Provide assistance and support to local jurisdictions when local resources are no longer effective to address an incident of significance. (§24-33.5-705, C.R.S.)
2. Activate the State MACC in support of local jurisdictions and providing access to statewide mobilization resources.
3. Interface with federal agencies in the effort to support local goals and objectives.
4. Be available on a 24-hour basis at **303-279-8855** to provide advice and technical assistance, state resources, and coordinate supplemental assistance in support of local emergency management.

The Federal Government:

1. Through FEMA, responding to national emergencies and providing assistance to states when an emergency or disaster exceeds their resource capability.
2. The Department of Homeland Security has the overall responsibility for the coordination of federal emergency/disaster relief programs and supporting local and state government capabilities with resources.
3. The roles and responsibilities of federal resource providers are outlined in the National Response Framework.

REFERENCES

Colorado Disaster Emergency Act, State of Colorado Title 24, Article 33.5, Part 701 et. seq., Colorado Revised Statutes, *as amended*

Colorado Revised Statute §29-22-102, Designated Emergency Response Authority

Colorado Revised Statutes §30-10-513, Wildland Fire Authority

Colorado Division of Homeland Security & Emergency Management (CDHSEM)

Colorado Division of Fire Prevention and Control

Colorado Governor's Recovery Office

Comprehensive Preparedness Guide (CPG) 101, 2.0, FEMA, 2010- Developing and Maintaining Emergency Operations Plans

Colorado State Emergency Operations Plan

El Paso County Board of County Commissioners Resolution No. 14-369A

El Paso County Board of County Commissioners Resolution No. 14-446

El Paso County Board of County Commissioners Resolution No. 15-333

El Paso County Hazard Mitigation Plan, 2015

Homeland Security Presidential Directive (HSPD)-5: Management of Domestic Incidents

National Disaster Recovery Framework (NDRF)

National Incident Management System (NIMS)

National Response Framework (NRF)

Presidential Policy Directive / PPD-8, National Preparedness

Robert T. Stafford Disaster Relief and Emergency Assistance Act and Amendment

GLOSSARY, ACRONYMS, AND TERMS

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

All-Hazards: Describing an incident, natural or human caused, that warrants action to protect life, property, environment, public health or safety, and minimize disruptions of government, social, or economic activities.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: Consists of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Communications/Dispatch Center: Agency or interagency dispatcher centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. Center can serve as a primary coordination and support element of the multi-agency coordination system (MACS) for an incident until other elements of MACS are formally established.

Core Capabilities: Distinct critical elements necessary to achieve the National Preparedness Goal.

Delegation of Authority: A statement provided to the Incident Commander by the agency executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

Department Operations Center (DOC): An emergency operations/coordination center (EOC or ECC) specific to a single department or agency. Its focus is on internal agency incident management and response. DOCs are often linked to and, in most cases, are physically represented in a combined agency ECC by authorized agent(s) for the department or agency.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

Director: The Incident Command System title for individuals responsible for supervision of a Branch.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Emergency: Any incident, whether natural or human caused, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Response Personnel: Includes federal, state, territorial, tribal, regional, and local governments, private-sector organizations, critical infrastructure owners and operators, nongovernmental organizations, and all other organizations and individuals who assume an emergency management role. These personnel are also known as emergency responders.

Emergency Coordination Center (ECC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An ECC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. ECCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., federal, state, regional, tribal, city, county), or some combination thereof.

Emergency Operations Plan: The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Federal: Of or pertaining to the Federal Government of the United States of America.

Finance/Administration Section: Section responsible for all administrative and financial considerations surrounding an incident.

Function: Refers to the five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved. These functions can be fire, law enforcement, search and rescue, utilities, transportation, mass care, etc. (The ESF's)

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between Branches and Resources in the Operations Section. See Division.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted event or activity.

Incident: An occurrence or event, natural or human caused, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command: Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are generally grouped in five types. Types I and II are national teams, Type III are State or regional, Type IV are discipline or large jurisdiction-

specific, while Type V are ad hoc incident command organizations typically used by smaller jurisdictions.

Incident Objectives: Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Initial Actions: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Interoperability: The ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability is also defined as the emergency communications system that should be the same or linked to the same system that the jurisdiction uses for nonemergency procedures, and should effectively interface with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of authority.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander (IC); advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., federal, state, tribal, and local boundary lines) or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area.

Key Resources: Any publicly or privately controlled resources essential to the minimal operations of the economy and government.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Incident Command Staff or a member of the ECC Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Local Government: A county, municipality, city, town, township, local public authority, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity.

Logistics: Providing resources and other services to support incident management.

Logistics Section: Section responsible for providing facilities, services, and material support for the incident.

Managers: Individuals within Incident Command System organizational Units that are assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Mission Assignment: The mechanism used to support federal operations in a Stafford Act major disaster or emergency declaration. It orders immediate, short-term emergency response assistance when an applicable state or local government is overwhelmed by the event and lacks the capability to perform, or contract for, the necessary work. See also Pre-Scripted Mission Assignment.

Mitigation: The capabilities necessary to reduce loss of life and property by lessening the impact of disasters.

Mobilization: The process and procedures used by all organizations - federal, state, tribal, and local- for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Guide: Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

Multi-agency Coordination (MAC) Group: Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups. MAC Groups may also be known as multi-agency committees, emergency management committees, or as otherwise defined by the system. It can provide coordinated decision-making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

Multi-agency Coordination System(s) (MACS): Multi-agency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multi-agency coordination systems include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are emergency coordination centers and MAC Groups. These systems assist agencies and organizations supporting and responding to an incident.

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid and Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

National: Of a nationwide character, including the federal, state, tribal, and local aspects of governance and policy.

National Incident Management System (NIMS): Provides a systematic, proactive approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework (NRF): Guides how the Nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, states, the federal government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. And it describes special circumstances where the federal government exercises a larger role, including incidents where federal interests are involved and catastrophic incidents where a state would require significant support. It allows first responders, decision makers, and supporting entities to provide a unified national response.

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12-24 hours.

Operations Section: Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In the Incident Command System, it normally includes subordinate Branches, Divisions, and/or Groups.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private-sector organizations, and nongovernmental organizations.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established incident management guidelines.

Plain Language: Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purposes of NIMS, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

Planned Event: A planned, nonemergency activity (e.g., sporting event, concert, parade, etc.).

Planning Meeting: This meeting is held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

Planning Section: This Section is responsible for the collection, evaluation, and dissemination of operational information related to the incident; and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Pre-Positioned Resources: Resources moved to an area near the expected incident site in response to anticipated resource needs.

Preparedness: Actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk. Within NIMS, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualifications, licensure, and certification; and equipment certification.

Preparedness Organizations: The groups that provide coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, and Critical Infrastructure Sector Coordinating Councils).

Prevention: The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. For the purposes of the prevention framework called for in PPD-8, the term "prevention" refers to preventing imminent threats.

Private Sector: Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protocols: Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures, and systems for communicating timely, accurate, accessible information on the incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Public Information Officer (PIO): A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Publications Management: Subsystem used to manage the development, publication control, publication supply, and distribution of NIMS materials.

Reimbursement: Mechanism used to recoup funds expended for incident-specific activities.

Resource Management: Efficient emergency management and incident response requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes mutual aid and assistance agreements; the use of special federal, state, tribal, and local teams; and resource mobilization protocols.

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency coordination center.

Response: The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Safety Officer: A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

Section: The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.

Single Resource: Individual personnel, supplies, and equipment items, and the operators associated with them.

Situation Report: Document that often contains confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)

Staging Area: Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

State: Refers to any state of the United States.

Status Report: Relays information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general plan or direction selected to accomplish incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

Supporting Agency: An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

System: An integrated combination of people, property, environment, and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

Tactics: Deploying and directing resources on an incident to accomplish the objectives designated by the strategy.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance: Support provided to state, tribal, and local jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design or hazardous material assessments).

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any state or other subdivision of the United States in which it occurs; and is intended to intimidate or coerce the civilian population, or influence or affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: An indication of possible violence, harm, or danger.

Tracking and Reporting Resources: A standardized, integrated process conducted throughout the duration of an incident. This process provides incident managers with a clear picture of where resources are located; helps staff prepare to receive resources; protects the safety of personnel

and security of supplies and equipment; and enables the coordination of movement of personnel, equipment, and supplies.

Type: An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications.

Typing Resources: Resources are organized by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

Unified Approach: A major objective of preparedness efforts is to ensure mission integration and interoperability when responding to emerging crises that cross functional and jurisdictional lines, as well as between public and private organizations.

Unified Area Command: Command system established when incidents under an Area Command are multi-jurisdictional. See Area Command.

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Unit: The organizational element with functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established within ICS, but many others will be assigned as Technical Specialists.

Unity of Command: Principle of management stating that each individual involved in incident operations will be assigned to only one supervisor.

Volunteer: For the purposes of NIMS, any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed.

B. Distribution for El Paso County

City of Colorado Springs

Mayor
Fire Department
Office of Emergency Management
Police Department
Municipal Airport
Utilities

Hospitals, Colorado Springs

Memorial-University of Colorado Health
Penrose-St. Francis

Colleges

Pikes Peak Community College
UCCS
Colorado College
Colorado Technical University

City/Town Mayors/Managers

Calhan
Fountain
Manitou Springs
Monument
Palmer Lake
Green Mountain Falls
Ramah

County Fire/EMS/Police Departments:

Manitou Springs Fire Dept.
Stratmoor Hills Fire Dept.
Security Fire District
Cascade Fire Department
Tri-County Fire District
Palmer Lake Fire Department
Tri-Lakes Fire District
Peyton Fire District
Donald Wescott Fire District
Hanover Fire District
Green Mountain Falls Fire District
Monument Police Department
Calhan Police Department
Highway 115 Fire Department
American Medical Response Services
Ute Pass Regional Ambulance

El Paso County

Board of County Commissioners
County Administrator
Assessor
Coroner
Clerk and Recorder
Treasurer
District Attorney
Surveyor
Sheriff
Department of Health and Environment
Human Services
Support Services
Community Services
Budget Administration
Public Works
Public Trustee

NGO's

American Red Cross
Salvation Army
Humane Society of Pikes Peak
United Way
Volunteer Organizations Active in Disasters (VOAD)
Regional Business Alliance
Colorado Care and Share
South Central Healthcare Coalition

Military

USAF Academy
Peterson AFB
Schriever AFB
Cheyenne Mountain Air Station
Fort Carson

Colorado Centre Fire Dept.
Crystal Park Fire Department
Edison Fire Department

Manitou Springs Police Dept.
Black Forest Fire District
Calhan Fire District
Fountain Fire Department
Fountain Police Department
Cimarron Hills Fire District
Schriever AFB Fire Dept.
Falcon Fire District
Ellicott Fire District
Falcon Fire District
Palmer Lake Police Department
Green Mountain Falls Marshal
Broadmoor Fire Department

C. Disaster / Emergency Declaration Template

Disaster / Emergency Declaration

WHEREAS, El Paso County is experiencing _____

WHEREAS, this has affected/will impact _____;

WHEREAS, the (fire, flood, event description) constitutes an occurring or imminent threat of widespread and severe damage, injury or loss of life or property resulting from a natural or human cause; and

NOW THEREFORE, BE IT RESOLVED, that the President of the Board of County Commissioners of El Paso County, Colorado declares a disaster emergency/state of emergency in and for the County of El Paso, Colorado.

DATED, THIS ____ DAY OF _____, 20____.

COUNTY OF EL PASO
STATE OF COLORADO

By _____
President
Board of County Commissioners

Attest:

County Clerk

Date: _____

D. Delegation of Authority (DoA) Templates

Sample DoA for Wildland Fire:

DELEGATION OF AUTHORITY

__(Incident Name)_ Wildland Fire

As of _____(date), I have delegated authority and responsibility for the management of the _____ incident to Incident Commander _____ and your Type _____ Team. With the delegation comes the full authority to implement the selected Wildland Fire Situation Analysis (WFSA) alternatives and the responsibility for management of all aspects of the fire suppression effort. I want to emphasize the following key points of the selected strategy:

- Provide for public and firefighter safety and protect all structures at all identified sites. Public and First Responder safety is your number one priority.
- Protect critical infrastructure. This includes the Ray Nixon Power plant, all water treatment plants, and xxxxxx.
- Minimize direct impact to the Fountain Creek Watershed, Ruxton Creek Watershed, North and South Catamount and Southerland Watersheds.
- Work in coordination with the El Paso County Sheriff's Office and the El Paso County Office of Emergency Management to prepare and execute evacuations plans as needed.
- Follow the policy for national work/rest guidelines for all incident personnel. Shift lengths will conform to national policy with exceptions documented.
- Night time operations are not constrained provided that you follow the risk assessment process to manage the risk and weigh the benefits of conducting two operational periods per day.

Finance consideration will be coordinated with the Chief Financial Officer of El Paso County. It is estimated that the final suppression cost will be \$_____. You are expected to track all costs daily and consult with us if there is a potential to exceed the projected costs.

Coordination will be maintained with the County Emergency Manager and as required with the representative of Colorado Division of Local Affairs and the Division of Emergency Management for other financial considerations, and disaster assistance.

Any significant changes to the WFSA in terms of time, cost, and resources allocated, and size will be documented with an amendment approved by the appropriate Line Officer in a timely manner. A copy of the WFSA is included in the Line Officer's Briefing package.

You are required to project the estimated total suppression cost for three days in the future and make this estimate known to the respective Agency Representative. This will assist if or when a revised Delegation of Authority may be required.

All land and resource damage caused by suppression will be rehabilitated prior to the home units reassuming control of the incident. This rehabilitation will include water bar construction, berm removal, and dispersion of berm piles on all fire lines and safety zones.

After the agency administrator's briefing you and your incident management team will report to _____ and establish your Incident Command Post. You and the current Incident Commander _____, will determine a transition and transfer of command time for the incident. A clear transition during a regular shift change is required in order to eliminate any confusion and enhance safety.

Manage the incident with consideration to produce as little environmental damage as possible. Your environmental advisor is _____.

Key resource considerations are:

Constraints or restrictions for the suppression actions include:

The Incident Management Team (IMT) will coordinate all media contacts and releases with the Joint Information Center.

Your agency administrator is _____.

Your El Paso County Liaison is _____.

You will keep key representatives informed of the fire status and costs. These include _____ (name, position and contact information)_____.

You have full authority and responsibility for managing incident activities, within the framework of statutory laws, United States Forest Service regulations and policy, El Paso County Resolutions.

SIGNED: DATE:_____

Incident Commander

President, Board of County Commissioners
El Paso County, Colorado

Sample DoA (Flood, Tornado, Blizzard)

TO INCIDENT COMMANDER

Agency authority and responsibility for managing and controlling the El Paso County Tornado presently impacting the ____ (define area) _____ is hereby transferred to _ (IC's name) _____ as Incident Commander.

This transfer includes the authority to obligate agency funds necessary to pay for managing this incident.

As Incident Commander, you are accountable to me for the overall management of this incident including its control and return to local forces. I expect you to adhere to relevant and applicable laws, policies, and professional standards. Managing resources and developing safe operations plans are your primary tasks, however, you are expected to do so in a manner that provides for the safety and well-being of involved personnel. Consideration for the safety and needs of local residents and the communities is essential for successful management of the incident. Cost-effective and cost-containment practices will be used at all times.

Other needs/constraints:

- Transition with existing forces will be handled smoothly but as rapidly as possible.
- Finance consideration will be coordinated with the Chief Financial Officer of El Paso County.
- Coordination will be maintained with the representative of Colorado Division of Local Affairs and the Division of Emergency Management for other financial considerations, and disaster assistance.
- Assist all municipalities and the County in developing a Debris Removal Plan, Damage Assessment Plan, Donations and Volunteer Management Plan, and a Long Term Recovery Plan.

This transfer becomes effective at ____ (time) _____ time on the date of ____ (date) _____, 20__, and may be changed or updated as conditions change.

Name
President, BoCC

Name
Incident Commander

E. Sample Emergency Order (EO)

MANDATORY EVACUATION ORDER

WHEREAS El Paso County has a wildfire of catastrophic level that started on (date and time of fire) and is endangering the lives of residents living in the path of the fire

WHEREAS, the fire conditions are at “Red Flag” levels due to high winds and low relative humidity; and

WHEREAS, the fire is threatening the homes of residents located in the areas (describe the area such as west of I25 but south of State Highway 105 and north of Woodman Road); and

WHEREAS, the evacuation of these residents is required to ensure the safety of residents and firefighters; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of County Commissioners of El Paso County, Colorado, declare that a Mandatory Evacuation exists in El Paso County for the areas of (same areas listed above in item 3 above).

DATED AT Colorado Springs, COLORADO, this _____ day of _____, 20__.

Name(s) _____
PRESIDENT, BOARD OF COUNTY COMMISSIONERS

F. EOP Development and Review

| Date | Agency, Office, Department | Name(s) | Comments |
|---------------|---|---|--|
| 09/25/2015 | OEM | Lonnie Inzer | Initial Draft completed with consultation with JeffCo EM, previous EPC EOP, CPG 101, and CDHSEM EOP standards. |
| 10/03/2015 | OEM | Full OEM Staff | Initial Staff review of Draft EOP |
| 10/06/2015 | EPC Administration | Henry Yankowski, Jim Reid, Lonnie Inzer | Initial EPC Administration Review of Draft |
| 01/13/2016 | EPC EOP Development Committee Initial Workshop. Members given draft two weeks prior. | Full EPC EOP Development Committee | Draft EOP revisions documented, with Inzer editing changes over the next two weeks. |
| 02/16-17/2016 | EPC EOP Development Committee Final Workshop. | Full EPC EOP Development Committee | Review new draft, additional edits defined, Inzer implemented changes in document over next week. |
| 03/12/2016 | All affected Agencies in draft EOP | Department Directors, Administrators, Sheriff; with full OEM staff review requested | Draft EOP sent to all affected agency heads requesting review and changes needed, with a completion date of April 1, 2016. |
| 04/12/2016 | OEM | Lonnie Inzer | Agency lead changes made in Draft EOP. |
| 05/05/2016 | El Paso County Attorney | Amy Folsom | Submitted to El Paso County Attorney Office for legal and administrative review. |
| 5/16/2016 | El Paso County Attorney Approval OEM corrections | Amy Folsom Lonnie Inzer | County Attorney Review with three typos identified, and then corrected. |
| 6/30/16 | EPC EOP Development Committee and Agency Directors and Administrators | Full EPC EOP Development Committee | Provided a copy of the latest updated draft of this EOP for final review. |
| 7/05/16 | County Administration Preview | Lonnie Inzer, BoCC Chair Dennis Hisey, County Administrator Yankowski, Dept. Public Works Director Reid | Emergency Manager briefing to EPC Administrative leadership |
| 7/13/16 | Email and hard copy of this Draft EOP given to County Commissioners | Lonnie Inzer | Resolution for Adoption date TBD |
| 7/14/16 | Posted Online for Public Review | Lonnie Inzer/County PIO Dave Rose | Posted online for Public Review |
| 8/2/2016 | Public Open House for EOP Draft Review | Lonnie Inzer and OEM staff Citizens | Open house from 5:30 to 7 PM |
| 8/19/2016 | Public review ended, provided for County Attorney final review and resolution development | Lonnie Inzer to County Attorney Amy Folsom | Public Review ended |
| | | | |

EOP Development Committee (MAC Group members):

- Tobi Blanchard, Colorado Springs OEM (CSOEM)
- Steve Peck, Intern, CSOEM
- Nancy Bracken, South Central Region VOAD, Black Forest Together
- Donna Baptist, Colorado Springs Utilities OEM
- Bart Evans, El Paso County OEM and Functional Needs Advisory Group
- Dave Husted, Colorado Springs Police Department, CSOEM
- Mark Stanwood, Fountain Fire Department, Fountain OEM
- Luchia Tingley, Fountain OEM and Police Dispatch
- John Padgett, Commander, El Paso County Sheriff
- Sally Broomfield, American Red Cross
- Tina Bynum, Colorado Technical University Homeland Security Degree Director
- Brigitte French, Penrose/St. Francis Emergency Management
- Lorrie Worthey, Green Mountain Falls Mayor
- Chelsia Baker, American Medical Response
- Marigny Klaber, El Paso County Public Health
- Lisa Powell, El Paso County Public Health
- Jim Barrentine, Police Chief, Pikes Peak Community College Police (PPCC)
- Steve Murphy, Fire Chief, Green Mountain Falls/Chipita Park Fire Protection District
- Chris Gonzales, Sergeant, El Paso County Sheriff
- Ty Mather, Colorado Springs Fire Department and PPCC Degree Chair for Fire Science Technology, Wildland Fire Science and Emergency Management

Agency Review (Directors and Administrators):

- 4th Judicial District Attorney
- American Red Cross
- El Paso County Assessor's Office
- El Paso County Clerk's Office
- El Paso County Coroner
- El Paso County Attorney
- El Paso County Development Services
- El Paso County Budget Office
- El Paso County Information Technology Office
- El Paso County Human Resources
- El Paso County Employee Benefits
- El Paso County Human Services
- El Paso County Community Services
- El Paso County Public Health
- El Paso County Public Information Office
- El Paso County Public Works
- El Paso County Sheriff's Office
- Humane Society of the Pikes Peak Region
- The Independence Center
- Military Base Emergency Management
- Municipal Emergency Management
- Salvation Army
- South Central Region VOAD

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