



CITY OF LEADVILLE

800 HARRISON AVE.
LEADVILLE, CO 80461

REGULAR COUNCIL MEETING AGENDA

Tuesday
October 3, 2023

6:00 P.M.

Council Chambers & Zoom

<https://leadville-co.gov.zoom.us/j/83526944548?pwd=aEdjdGtpNIEyZmt5YVQ1bDBQbnN4dz09>

Meeting ID: 835 2694 4548

Passcode: 80461

Dial by your location

+1 719 359 4580 US

6:00 pm	1.	Call to order of regular meeting of the City Council
	2.	Roll call
	3.	Optional Pledge of Allegiance or Moment of Silence
	4.	Approval of agenda
	5.	Housekeeping matters
	6.	Public comments about items not on the agenda
		Citizens wishing to speak to council on issues <u>not</u> on the agenda are requested to raise their hand in the participant's section of Zoom or in person. The Mayor will call on the public in order. Comments are limited to three (3) minutes (not including council questions). Action, if required, will be assigned to City staff. For matters <u>on the agenda</u> (which are not a public hearing) at the discretion of the Mayor, public input can be heard prior to a vote being taken on the matter.
6:15 pm	7.	Consent Agenda: A. Approval of September 19th, 2023 Minutes
6:20 pm	8.	Presentations and Discussions: A. City Administrator's Report B. Presentation Regarding Updates to the Emergency Operations Plan (EOP) C. Discussion Regarding Lee & Burgess Salary Survey D. Discussion of Schedule of Budget Work Sessions
7:20 pm	9.	Action Items: A. Resolution No. 22, Series of 2023 - A Resolution Authorizing Funding to Support Local Transit B. Resolution No. 23, Series of 2023 - A Resolution Authorizing a Financial Contribution to the Leadville/Lake County Chamber of Commerce
7:40 pm	10.	Executive Session Regarding Court Security: A. Executive Session to Discuss Court Security Pursuant to Colorado Revised Statutes (C.R.S.) section 24-6-402 (4)(d) - Specialized details of security arrangements or investigations, including defenses against terrorism, both domestic and foreign, and including where disclosure of the matters

* These items may not have briefs or may have additional briefs Tuesday before the Council meeting.



		discussed might reveal information that could be used for the purpose of committing, or avoiding prosecution for, a violation of the law
8:10 pm	10.	Public Comments
	11.	Mayor's Report
	12.	Council Reports
	13.	Public Meetings Planner
8:30 pm	14.	Adjournment



**REGULAR COUNCIL
MEETING MINUTES**

**Tuesday,
September 19, 2023**

6:00 P.M.

Council Chambers & Zoom

- 1. Call to order** of regular council meeting at 6:05 p.m.
- 2. Roll call:**
 - a. Present:** CM Thomas, CM Grant, CM Luna-Leal, MPT Greene, CM Hill, Mayor Labbe
 - b. Absent:** CM Lauritzen

Staff Members Present: Deputy City Clerk Hannah Scheer, City Administrator Laurie Simonson, Planning Director Chapin LaChance, Human Resources Director Erin Lusin, Chief Dailey, Officer Hanson, Animal Shelter Manager Caitlin Kuczko, and acting as City Attorney, Evin King
- 3. Optional Pledge of Allegiance or Moment of Silence**
- 4. Approval of the agenda:** CM Grant **moved** to approve the agenda, and CM Hill **seconded**. All present were in favor.
 - a. Agenda Revisions:** N/A
- 5. Housekeeping Matters:**
 - a. CM Grant**
 - i. Dismayed and disappointed about County's behavior regarding the City's purchase of the community center.
 - b. CM Luna-Leal**
 - i. City Commissioners took interest in City's proposal to increase minimum wage.
 - ii. Not interested in getting rid of the Housing Authority - schedule joint work session.
 - c. Mayor**
 - i. Cloud City Jr. class was at City Hall yesterday. They spoke with several departments about what it's like to work here and how people came to work at City Hall.
 - ii. Irish Memorial was a spectacular and special event. Irish representatives took a Colorado flag back with them to represent the relationship between Colorado and Ireland.
 1. City paid \$100 for the Tabor event and funded rooms for the 3 guests from Ireland.

2. Denver Pipe and Drum was here for the practice St. Patrick's Parade.
3. Used new speaker system
4. Lifetime supplied the chairs for the dedication, and at least 500 people attended the dedication.

6. Public comments for items not on the agenda: N/A

7. Consent Agenda:

CM Luna-Leal **moved** to approve the minutes of September 5, 2023; CM Hill **seconded**. All present were in favor.

REVISIONS: *Rotomill* on page 2; Clarify there is no Leadville Urban Renewal Authority meeting for the month of September.

8. Department Reports:

a. City Administrator's Report:

- i. The police department has received several letters of commendation.
 1. Troy Briggs thanks Sergeant Ortega for his duties while he was here for the unexpected passing of a family member.
 2. Officer Porzelt received thanks from Deputy Philips on 9/1/23 for helping to locate a missing woman. Thanked her for her collaboration with the Sheriff's Department.
 3. Chief Chavez received thanks for helping a community member with their vehicle over one of the race weekends.
- ii. Thanked the Police Department and the Street Department for making sure all of the events over the summer went smoothly.
- iii. Met with Amy Tait of Centennial Real Estate - she will be the new property manager for 809 Spruce.
- iv. 9/7 - Parklet ribbon cutting ceremony. Will work out caretaking responsibilities
- v. Thanked Nancy Bailey for help with grant money
- vi. Salary survey will be done by the end of the month, in time for budget season.
- vii. 9/26 - Goal setting work session as a t-up to budget season.
- viii. Will be scheduling budget work sessions soon.
- ix. New Finance Director, Krystal Hewlitt will start on 10/9
- x. Received severance tax - \$400,000 instead of \$80,000.
- xi. Mayor and City Administrator will attend Climax meeting
- xii. Working on hiring police officers, an administrative assistant, 2 street department workers, and a police chief.
 1. Unsure of when the police chief position will be published.

xiii. A new City Attorney will be selected this evening.

Department heads gave their monthly reports.

9. Presentations and Discussions:

a. Economic Development Corporation Update

- i. Shout-out to the Police Department, Street Department, and City Council
- ii. Wants to make sure they have a collective impact, clear team rolls established
- iii. Strengthening organizations and businesses - will have a greater impact by working together and not competing for resources.
- iv. Working toward being a data collection entity
- v. Working on short, mid, and long term goals
- vi. 9/25 - Recreation Center conversation - working with all stakeholders
- vii. 10/13 - final strategy meeting

b. Audit Presentation

- i. Paul Backes - CPA, CGMA
 - 1. Making sure the City’s assets are handled appropriately
 - 2. Bills being paid on time
 - 3. Making sure money that is said to be in the accounts is accounted for - Equity, correct reserves, money in each fund, ballot questions, statutes, compliance
 - 4. Last IRS audit went well
 - 5. Audited financial statements
 - 6. Provided letter of recommendations

10. Action Items:

a. Resolution No. 19, Series of 2023 - A Resolution Appointing the City Attorney for the City of Leadville and Approving a Professional Services Agreement

CM Luna-Leal moved to approve **Resolution No. 19, Series of 2023 - A Resolution Appointing the City Attorney for the City of Leadville and Approving a Professional Services Agreement**, MPT Greene seconded.

	YES	NO	Abstain	Absent
CM Lauritzen				*
CM Luna-Leal	*			
MPT Greene	*			

Mayor Labbe	*			
CM Grant	*			
CM Thomas	*			
CM Hill	*			

b. Resolution No. 20, Series of 2023 - A Resolution Authorizing a Contribution to the Stories Worth Telling Film Festival

CM Hill **moved** to adopt **Resolution No. 20, Series of 2023 - A Resolution Authorizing a Contribution to the Stories Worth Telling Film Festival in the amount of \$2000**; MPT Greene **seconded**.

	YES	NO	Abstain	Absent
CM Lauritzen				*
CM Luna-Leal	*			
MPT Greene	*			
Mayor Labbe	*			
CM Grant	*			
CM Thomas	*			
CM Hill	*			

11. Executive Session:

Executive Session under Section 24-6-402(4)(b) of the Colorado Revised Statutes for legal advice on specific legal questions concerning a settlement agreement between the City of Leadville and RFSCLVG, LLC

MPT Greene **moved** to go in to executive session; CM Luna-Leal **seconded** the motion. All present were in favor.

The executive session began at 8:31 pm and ended at 8:53 pm. The regular city council meeting resumed at 8:59 pm.

12. Action Items:

- a. Resolution No. 21, Series of 2023 - A Resolution Ratifying the Approval of a Settlement Agreement Between RFSCLVG, LLC and the City of Leadville**

MPT Greene **moved** to approve **Resolution No. 21, Series of 2023 - A Resolution Ratifying the Approval of a Settlement Agreement Between RFSCLVG, LLC and the City of Leadville**, CM Luna-Leal **seconded**.

	YES	NO	Abstain	Absent
CM Lauritzen				*
CM Luna-Leal	*			
MPT Greene	*			
Mayor Labbe	*			
CM Grant	*			
CM Thomas	*			
CM Hill	*			

- b. Ordinance No. 5, Series of 2023 - An Ordinance Amending Section 2.40.0160 of the Leadville Municipal Code Concerning the Compensation of Incoming City Councilmembers**

CM Luna-Leal **moved** to approve **Ordinance No. 5, Series of 2023 - An Ordinance Amending Section 2.40.0160 of the Leadville Municipal Code Concerning the Compensation of Incoming City Councilmembers on first reading**, CM Grant **seconded**.
 Second reading is scheduled for 10/17/2023 at 6:00 pm.

	YES	NO	Abstain	Absent
CM Lauritzen				*
CM Luna-Leal	*			
MPT Greene	*			
Mayor Labbe	*			
CM Grant	*			

CM Thomas	*			
CM Hill	*			

13. Public Comments:

a. Steve Prestash

- i. Referred to the executive session as a “hounddog” executive session
- ii. Strong opposition to the community center, thinks the building should be demolished and have affordable housing units created.
- iii. Would like to see members present on Zoom verify their location.
- iv. Would like Leadville Urban Renewal Authority meetings to be held in person rather than online.
- v. The Railyard project was committed to building affordable housing, is unsure why the plan was reduced to 1 lot. Asked for clarification. Mayor clarified that the same number of units will be built, but in the fashion of an apartment building. Each unit will have 1600 square feet. There is a commitment to the land, not the number of buildings.

14. Council Reports:

a. CM Luna-Leal

- i. Debacle regarding the Regional Housing Authority - a County employee did not communicate about a presentation to proper parties.
 - 1. Jackie has come twice with a request for funds without specific details
 - a. Met for over an hour for the “who, what, and why”
 - 2. Need a joint work session with the County to determine who is taking care of what
 - 3. City Administrator Simonson offered to help Jackie come up with a budget presentation
 - 4. Only pushback is from Commissioner Fiedler that said the City can’t afford the Regional Housing Authority request because the City bought a building.

b. MPT Greene

- i. Requested to change the Mayor’s responsibility description
- ii. Mayor clarified that the change would need to be made via a ballot decision

c. CM Grant

- i. Asked to add the security of the Municipal Court for future discussion

15. Mayor’s Report: N/A

16. Public Meetings Planner:

- a. 9/20 - Regional Housing Authority meeting at 5:30 pm at Colorado Mountain College in the AMX Room

- b. 9/22 - Harvest Dinner
- c. 10/17 - CM Grant is unavailable

Adjournment: 9:22 p.m.

APPROVED this 3rd day of October, 2023 by a vote of [redacted] in favor [redacted] against, [redacted] abstaining, and [redacted] absent.

CITY OF LEADVILLE, COLORADO

ATTEST:

By

Deputy City Clerk

DRAFT

Lake County Emergency Operations Plan (EOP) Review

October 3, 2023



Emergency Operations Plan Lake County

October 2023

PREPARED BY

Claire Skeen
Director, Lake County Office of
Emergency Management

CONTACT US

700 East 10th Street
Leadville, CO 80461
(719) 427-7785
cskeen@co.lake.co.us



Lake County is dedicated to a whole-community approach in all county programs and services. This whole-community approach includes individuals with disabilities and access and functional needs (AFN). Reasonable accommodations are available upon request. For more information, please contact the Lake County Public Health Agency at 719-486-2413 Ext 1 or for Spanish, 719-427-0012

Agenda

01 EOP Introduction

02 New Guidance

03 Proposed Changes

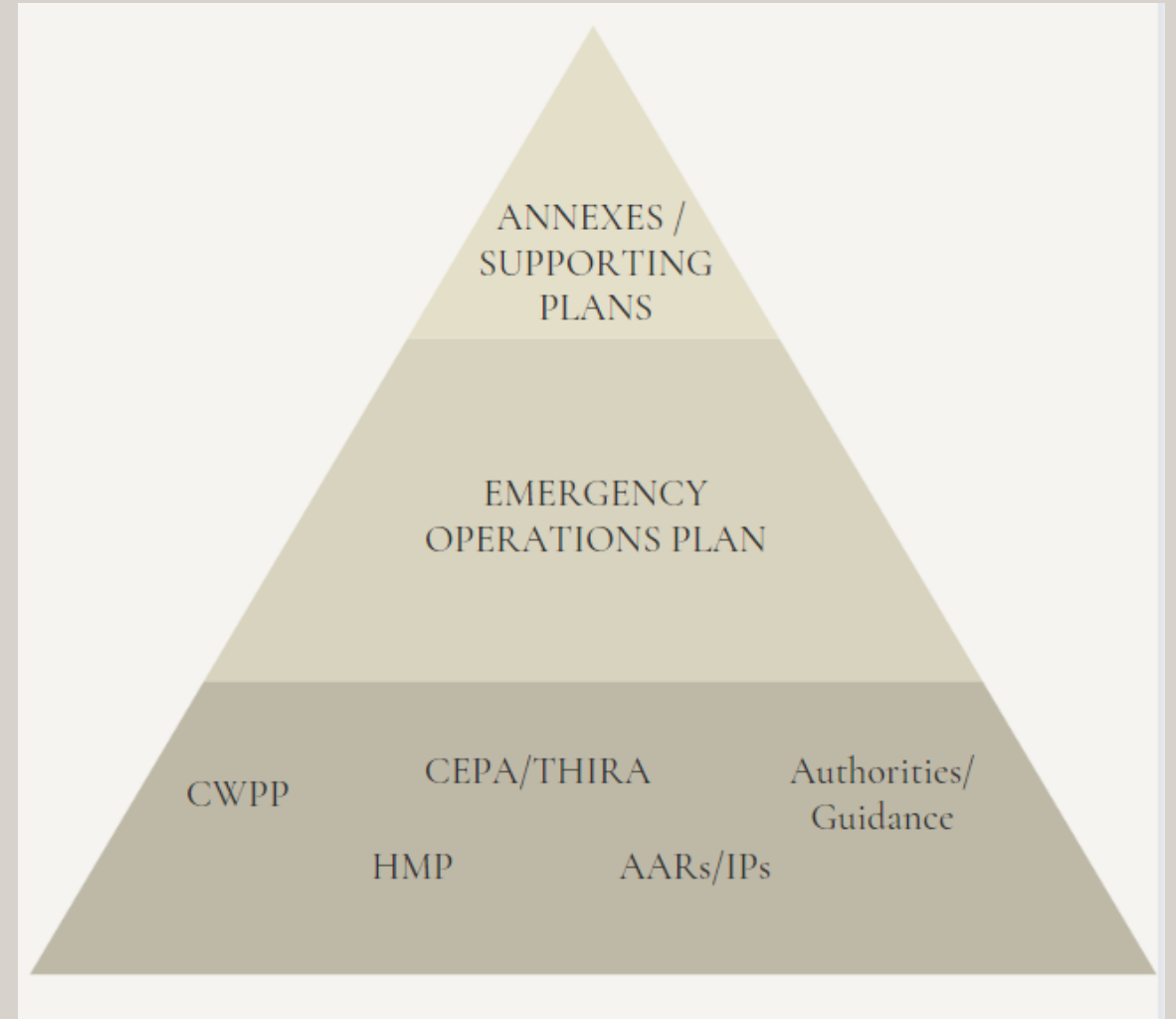
04 The Plan For 2024 and Beyond

05 Recovery Plan

06 Close

What is an EOP?

- Defines the scope of preparedness and emergency management activities necessary for Lake County.
- Base Plan + Annexes
- Flexible framework
- Identifies R/R & explains authorities and organizational relationships
- How we respond to emergencies
- Living document, reviewed annually
- Foundational Document of OEM



Traditional signatories from the City of the EOP are the Mayor, and Fire Chief

Authorities

- C.R.S. 24-33.5-707
 - Each political subdivision is within the jurisdiction of and served by the office of emergency management and by a local or interjurisdictional emergency management agency responsible for the coordination of disaster preparedness, prevention, mitigation, response, and recovery.
 - Each county shall maintain an emergency management agency or participate in a local or interjurisdictional emergency management agency that, except as otherwise provided under this part 7, has jurisdiction over and serves the entire county.
 - Each local and interjurisdictional emergency management agency shall prepare and keep current a locally defined or interjurisdictional emergency management plan for its area, including provisions for the preparation, prevention, mitigation, response, and recovery from emergencies and disasters.

2023 vs 2018 State Guidance

- Complete Overhaul
- Expanded on topics like:
 - Recovery
 - Lifelines
 - Administration
 - Finance
 - Logistics
- Three Levels of Grading
 - Critical (90% for EMPG)
 - Basic (Goal for 2023)
 - Enhanced (Goal for 2026)
- Current 2018 EOP graded 80% Critical from LCOEM & DHSEM
 - 90% on old guidance

Proposed Changes

Changes

- Updated Tables from 2018 HMP
- 2020 CEPA Data addition
- Mitigation Measures
 - CWPP
- Emergency Mngt Principles/Mission Areas
- Declaration Annex
- Pre-Disaster Operations
- Recovery Operations
- Access and Functional Needs
- Agency R/R: County Manager and Attorney, SVH EMS, Team Rubicon, PROS
- Incident Types
- Communication Infrastructure
- Administration / Finances / Logistics
- Appendices
- EOC Organization Chart

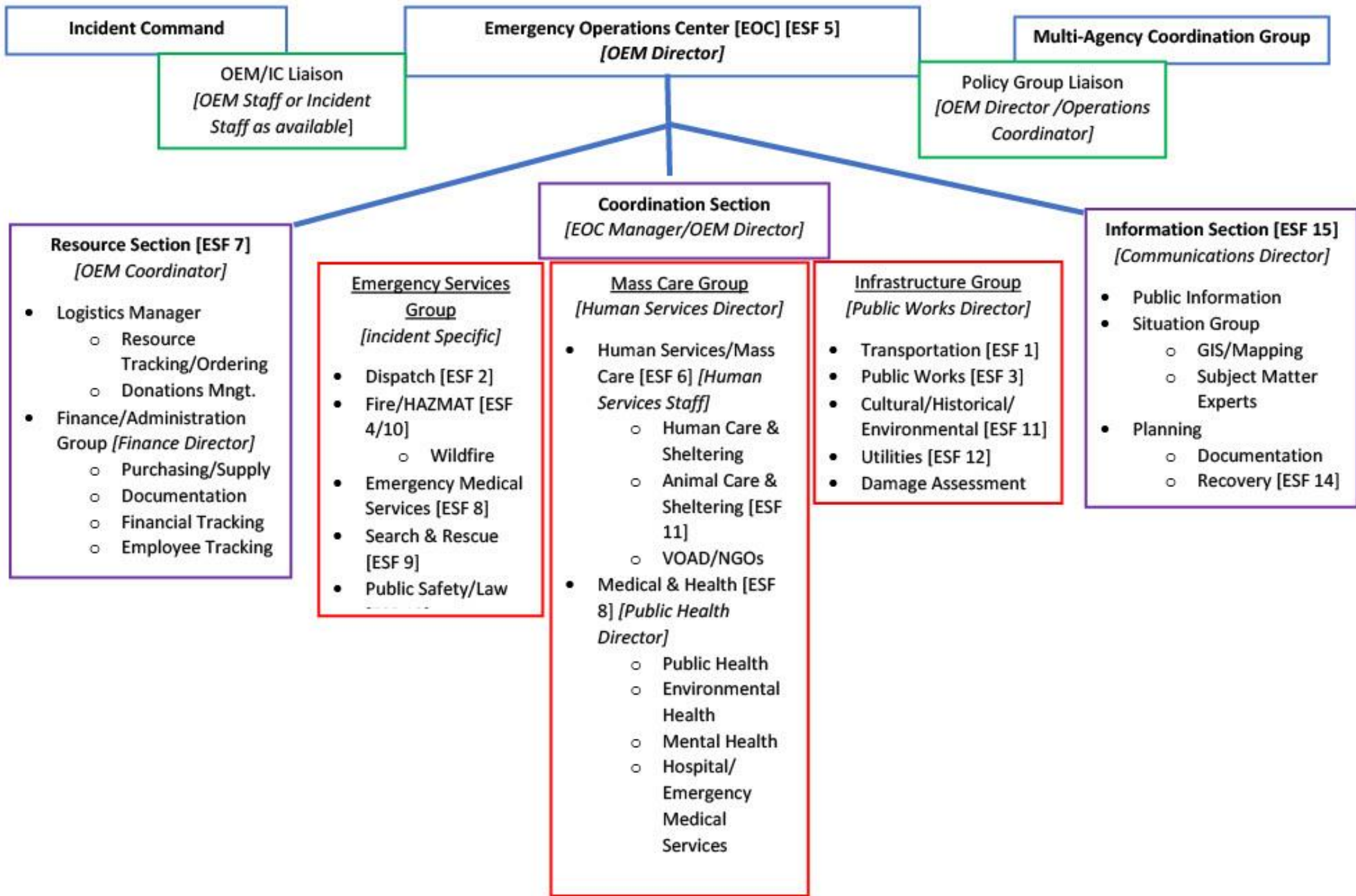
Emergency Support Functions

What

- EOC Coordinating structure
- Unifies capabilities, areas of expertise, and priorities
- Provide support, resources and program implementation
- Activated as needed

Who

- 16 for Lake County EOC
- Lead by the appropriate agency in that area
 - ESF 8: Public Health lead by LCPHA
- Broken into groups (next slide)



Appendices Review

- Previously consisted of
 - Intelligence and Info Sharing
 - Disaster Declarations
 - List of Supporting Plans
 - Disaster Delegation Sample
 - FEMA Public Assistance Process
- Updated To:
 - Supporting Plans & Annexes
 - Glossary of Terms
 - Legal Authorities & References Definitions
- Rationale:
 - Cleans up organization: Base Plan + Annexes/Supporting Plans
 - Combines checklists into the appropriate ESF Annex
 - Sets schedule of updates
 - Aligns to best practices
 - No information is lost, just being updated and moved
 - Ex: intelligence & Info Sharing moved under ESF 15: External Affairs/ information Section Annex

2024 and Beyond

2024

- ESF Annexes
- Evacuation Plan
- COOP/COG
- HMP
- Resource Mobilization
- Damage Assessment
- Disaster Finance
- EOC Activation/Mngt.
- Mas Care/Sheltering
- Rapid Needs Assessment

2025

- ESF Annexes
- Debris Management
- Donation/Volunteer Mngt
- Family Assistance Centers
- Mass Fatality
- Mass Casualty
- Alert & Warning

2026

- EOP (Enhanced)
 - Lifelines
- Recovery Plan
- Tactical Interoperability Communications (TIC)

Feedback & Question Break



**LAKE COUNTY
DISASTER RECOVERY PLAN
2023-2026**

Recovery
Plan Review

Recovery Overview

Intention

- Flexible framework
- How to create a “new normal”
- Mission: restore affected communities quickly and efficiently following a disaster
- National Disaster Recovery Framework
- Build resilience

Components

- Recovery Support Functions
- Short-Term Recovery
- Long-Term Recovery
- Recovery Manager
- Recovery Committee

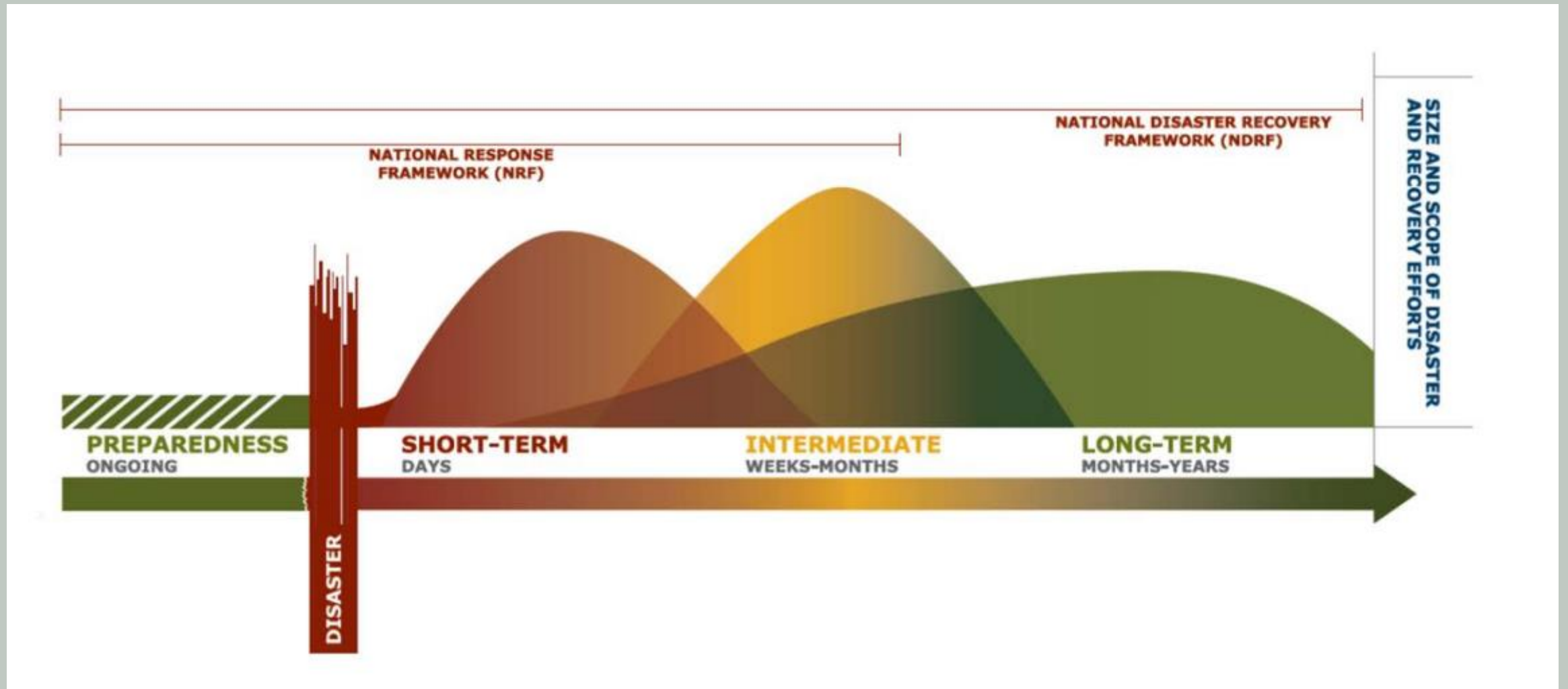
Objectives

- Whole Community Approach
- Overall Process by which communities can capitalize on opportunities to rebuild stronger, smarter and safer

Building Resilience: We're Already Doing It!

- Economic competition and development
 - 2018 Building Code Adoption
 - Plan reviews
 - Code Enforcement
 - Affordable Housing Incentives
 - Mitigation (CWPP)
- If Power Goes Out, 50% of Stores Will Not Reopen If Closed For:
 - 7+ days for Mom/Pop Stores
 - 14+ Days for Box Stores
 - Any business that loses IT for more than 10 Days

Recovery Continuum



The Why and How

- Flexible framework
- How to create a “new normal”
- Mission: restore affected communities quickly and efficiently following a disaster
- Recovery Support Functions
- Short-Term Recovery
- Long-Term Recovery
- Recovery Manager
- Recovery Committee
- Whole Community Approach

Short-Term Recovery



MASS CARE

- How are we taking care of our people and their immediate needs?
- Sheltering
- Feeding
- Sanitary/Hygiene



RAPID NEEDS ASSESSMENT

- What is the state of our community?
- Power
- Roads
- Destroyed/Inaccessible
- Water



DEBRIS REMOVAL

- Restore Road Access
- Removal of destroyed buildings
- Trees/Mudslide

Long-Term Recovery



RECOVERY STRATEGY

Establish priorities and considers unmet needs.



COMMUNITY ENGAGEMENT

Educate & Inform
Get Buy-In



ROADS & SYSTEMS

Level of damage/blockage



STAFFING

Support the recovery needs, SME's to augment County staff



LONG-TERM NEEDS

Housing, Business, Natural Resources

Recovery Support Functions



ECONOMIC



HOUSING RECOVERY



HEALTH & SOCIAL SERVICES



NATURAL & CULTURAL
RESOURCES



COMMUNITY PLANNING &
CAPACITY BUILDING



INFRASTRUCTURE
SYSTEMS

Additional Sections

- Roles & Responsibilities/ Expectations
- Individual RSF Annexes
- Documentation Considerations
- Expectations of State, Federal and NGO Partners

Questions, Comments, Feedback

Timeline

- BOCC Work Session
Thursday, October
12th at 9:00 a.m.
- BOCC Special Meeting
Thursday, October
19th at 11:00 a.m.
- St. Vincent's Board
Monday, October
23rd
- Emergency Services
Council, Wednesday,
October 25th at 10:00
a.m.
- Living Document



Emergency Operations Plan (EOP) Evaluation Tool

Using the EOP Evaluation Tool

The EOP Evaluation Tool contains an Instructions Tab, Evaluation Tool Tab, and Export Tab. Users may find additional guidance in the EOP Evaluation Tool Companion Guide.

EOPs are scored first by the jurisdiction and then by the Field Manager assigned to the Service Area using the EOP Evaluation Tool. **The local evaluator should populate the Submission Information and Contact Information fields (outlined in red) at the top of the Evaluation Tool tab.** The jurisdiction will then populate the **Jurisdiction Assessment, Page Number(s), and Jurisdiction Notes** columns of the Measures Table for each measure based on the content of the EOP being submitted for approval.

After a jurisdiction has confirmed that all required fields have been completed, they may submit their EOP Evaluation Tool, EOP, and any other referenced documents directly to the Field Manager assigned to their service area.

Once a Field Manager receives an EOP Evaluation Tool and related documents from a jurisdiction, they will score the EOP using the DHSEM (Division of Homeland Security and Emergency Management) Assessment column and provide any additional observations in the DHSEM Notes column. The Field Manager will consider if a measure was included, partially included, or not included, using the same guidelines as local evaluators. Once the evaluation has been completed by the jurisdiction and Field Manager, any discrepancies in scoring will be identified for further discussion, and any resulting considerations will be documented by the Field Manager using the DHSEM Notes column in the EOP Evaluation Tool.

Evaluation Outcomes

Critical Measures

Within the EOP Evaluation Tool, **specific measures have been identified as critical measures; these measures are designated with green shading.** While all measures are considered important in the development of a comprehensive EOP, **these measures are considered to be the most critical and are mandatory measures for a state-approved plan.** For a plan to be approved by the State, the plan must include or partially include 90% of the points from the critical measures.

The EOP Evaluation Tool uses the following point system for each measure:

- Fully Included - 2 Points
- Partially Included - 1 Point
- Not Included - 0 Points

Scores are calculated using the following formula:

(Total Points Awarded for Critical Measures)/(Total Available for Critical Measures) = % of Critical Measures

Basic and Enhanced Measures

In addition to the critical measures required for an approved plan, **the EOP Evaluation Tool also includes basic and enhanced measures for use in developing more comprehensive EOPs.** In the development of a comprehensive EOP, **basic measures represent the industry standard, and enhanced measures represent the industry standard and best practices. Both sets of standards include the critical measures identified for an approved plan.**

For a plan to be considered a basic plan, the EOP must include 90% of the possible points for critical and basic measures. Scores are calculated using the following formula:

(Total Points Awarded (Critical and Basic Measures))/(Total Points Available (Critical and Basic Measures)) = % of Basic Measures

For a plan to be considered an enhanced plan, the EOP must include 90% of the possible points for critical, basic, and enhanced measures. Scores are calculated using the following formula:

(Total Points Awarded (Enhanced, Critical, and Basic Measures))/(Total Points Available (Enhanced, Critical, and Basic Measures)) = % of Enhanced Measures

VERSION - 1.0

LAST UPDATED - 11/30/2022



Emergency Operations Plan Lake County October 2023

PREPARED BY

Claire Skeen
Director
Lake County Office of Emergency
Management

CONTACT US

700 East 10th Street
Leadville, CO 80461
lakecountyoem@gmail.com



Lake County is dedicated to a whole-community approach in all county programs and services. This whole-community approach includes individuals with disabilities and access and functional needs (AFN). Reasonable accommodations are available upon request. For more information, please contact the Lake County Public Health Agency at 719-486-2413 Ext 1 or for Spanish, 719-427-0012

PROMULGATION

Please see the Lake County Comprehensive Emergency Operations Plan (EOP). This plan supersedes the previously issued Lake County EOP (dated 10/18/2018) and provides a flexible framework for emergency operations in the County. It has been approved by the Lake County Board of County Commissioners and the Leadville City Council. It will be reviewed and re-certified at least every three (3) years as is described in under Plan Development and Maintenance. The Lake County Office of Emergency Management is responsible for the facilitation of regular updates and testing of the EOP in accordance with the plans maintenance section.

The EOP, including all associated annexes and appendices, provides a comprehensive framework for system-wide emergency management. It addresses the roles and responsibilities of emergency management and response agencies in Lake County, as well as partner agencies, and provides a link to federal, state, local, territorial, tribal, and private organizations and resources that may be called upon to assist and participate in response to incidents that occur throughout the County. It has been circulated to the Lake County and City of Leadville government agencies as well as special districts for concurrence and partner agencies at the state and federal level.

Each participating organization with a role in an emergency shall develop its own emergency operations plan in support of the Lake County EOP. These annexes and plans will indicate how the agency, department or enterprise will implement its specific support to the Lake County EOP. Participating agencies shall submit copies of these plans to the Lake County Office of Emergency Management (OEM), which will be appendices to this plan.

The EOP has been developed taking into consideration recognized State and Federal guidance that includes Federal Emergency Management Agency (FEMA) Target Capabilities List; FEMA Core Capabilities; National Preparedness Framework; National Incident Management System (NIMS) FEMA's Comprehensive Preparedness Guide (CPG) 101; FEMA CPG 201; Colorado Emergency Management Program Guide; and relevant laws and authorities pertinent to emergency management.

The EOP is designed to minimize the disruption of each agency's mission by establishing a system of collaboration during times of crisis. To meet this goal, it is imperative that all County, partner, and stakeholder agencies and their personnel prepare, train, exercise, equip, and execute their required roles and responsibilities in accordance with this EOP. The Lake County OEM will regularly test and review the EOP.

The plan, when used properly and updated annually, will assist local government officials in preparing for, responding to, and recovering from the consequences of natural, technological, or man-made disasters. This plan and its provisions will become official when it has been signed and dated by the concurring government officials.

Signed this XX day of MONTH, YEAR
Signature Included
Sarah Mudge
Chair, Lake County Board of County Commissioners

INTRODUCTION

Provided in the following document is the Lake County EOP. This document includes the framework for Lake County's plan to manage all-hazard emergency situations. Emergency situations can occur at any time, whether they are natural or human-caused, and this EOP enhances the County's emergency management system to help prevent, prepare for, respond to, recover from, and mitigate against any and all hazards that threaten the safety and security of the people, resources, equipment, and environment of the County.

Lake County is vulnerable to a number of hazards, which are referenced later in this document. The EOP is critical to implementing and conducting emergency management activities within the jurisdiction.

This EOP includes information for the preparation, response, recovery, and mitigation for an all-hazards approach to emergency management. Additional hazard-specific plans are referenced and linked to coordinate with this plan. This EOP also includes information relating to the County's hazard and risk assessment and capability assessment. Additional plans and partnerships that collaborate with the EOP include Continuity of Operations Plan, Alert and Warning, Mass Fatality Plan, Hazard Identification and Threat Assessment, Tactical Interoperable Communications (TIC), Hazard Mitigation, HAZMAT, Colorado Emergency Preparedness Assessment, Wildfire, Severe Winter Storm, Mass Care and Sheltering, Evacuation (including animals/livestock), Emergency Operations Center Activation, Resource Mobilization, and Debris Management.

This plan supersedes the previously issued Lake County EOP dated October 18, 2018, and is effective as of the date signed below. The EOP, including all associated annexes and appendices, provides a comprehensive framework for systemwide emergency management. It addresses the roles and responsibilities of agencies within Lake County, as well as partner agencies, and provides a link to federal, state, local, territorial, tribal, and private organizations and resources that may be called upon to assist and participate in response to incidents that occur throughout the locations that may default to this EOP aligned with Colo. Rev. Stat. § 24-33.5-707.

The EOP, including all associated annexes and appendices, is considered a living document, and shall be continuously updated and revised to reflect lessons learned during incident response and exercise play. It will be reviewed annually and updated as applicable. Recipients are requested to advise the Director of Emergency Management of any changes that might result in improving the EOP. The Director of Emergency Management has the authority to accept or reject changes to the EOP and may defer this authority to designated individuals. The EOP as a whole shall be reviewed every three (3) years and presented to the

Lake County Board of Commissioners and the City of Leadville for review and approval.

APPROVAL AND IMPLEMENTATION

While the Lake County Continuity of Operations Plan (COOP) seeks to manage the continued delivery of critical and essential government services in times of disaster, the EOP guides the delivery of those emergency services needed specifically under emergency conditions.

The EOP has been written to align with Comprehensive Planning Guide version 3.0 (CPG-101 dated Sept 2021) and National Response Framework (NRF) federal guidelines (NRF, Oct 2019), National Disaster Recovery Framework (NDRF) and integrates Lake County mitigation, prevention, preparedness, response, and recovery concepts. The EOP aids maintenance of the plan through use of emergency support functions that align with the EOP of the State of Colorado and the Federal Response and Recovery Frameworks.

The Emergency Operations Plan (EOP) describes the mechanism and structure by which Lake County mobilizes resources and conducts activities to address the consequences of any major disaster or emergency to save lives, protect public health, safety, and property, alleviate damage and hardship, and reduce future vulnerability. This plan supersedes all previous plans.

All department directors are charged with doing their utmost to prepare their departments to function during and after emergencies and disasters in support of the citizens and partners of Lake County. The Basic Plan, Emergency Support Functions, topic specific, incident response annexes are located with the Office of Emergency Management. All Lake County Line of Succession personnel, Department Directors, and recipients of the EOP should review this document and become familiar with their obligations and responsibilities. All departments are responsible for updating their portion of the COOP. The Office of Emergency Management will provide annual COOP training and is available to provide directorates with individual help as requested.

By signing this document, governments, districts, and non-governmental organizations commit to; support the concept of operations and carry out the assigned functional responsibilities to ensure the orderly and timely delivery of emergency assistance; cooperate with the Director of the Office of Emergency Management appointed by the Board of County Commissioners to provide effective oversight of disaster operations; make maximum use of existing authorities, organizations, resources, systems, and programs to reduce emergency response costs; form partnerships with counterpart State agencies, voluntary disaster relief organizations and the private sector.

Signatures: Greg Labbe, Sarah Mudge, Heath Speckman, Leadville PD, Dan Dailey, SVH CEO, Lake County School District

RECORD OF CHANGES

The master copy of the Lake County Emergency Operations Plan (EOP) will annotate all changes. Should the changes be significant, updates shall be available to the responsible agencies. If not, the planning team will review all changes and incorporate them into the plan during the next scheduled update.

Date Posted	Summary of Changes	Page/Paragraph /Line	Recommending Agency & Authorizing Agent
31JAN18	Comprehensive Update	All	Lake County OEM, Libby Nelson
XX OCT 23	Comprehensive Update	All	Lake County OEM, Claire Skeen

ADMINISTRATIVE HANDLING INSTRUCTIONS

All agencies receiving the plan are responsible to safeguard, handle, transmit, and store in accordance with appropriate security directives from the Lake County Office of Emergency Management. Portions of the complete plan are suitable for public distribution according to the Colorado Open Records Act. Portions of this plan, including the annexes, appendices, attachments and implementing procedures associated with this plan that contain sensitive information will be withheld from the public because disclosure would cause a foreseeable harm to an interest protected by one or more Freedom of Information Act (FOIA) exemptions.

RECORD OF DISTRIBUTION

The following table of individuals and organizations constitute the multi-agency coordination (MAC) group. Many of these organizations also participate in the Lake County Emergency Services Council, which acts as the Local Emergency Planning Committee (LEPC). These meetings are held 6 times a year, in person at Colorado Mountain College – Leadville and virtually to discuss emergency planning, response, mitigation, and recovery and community activities.

All agencies receiving the plan are responsible to safeguard, handle, transmit, and store in accordance with appropriate security directives from the Lake County Office of Emergency Management. Portions of the complete plan are suitable for public distribution according to the Colorado Open Records Act. Portions of this plan, including the annexes, appendices, attachments and implementing procedures with this plan that contain sensitive information will be withheld from the public because disclosure would cause a foreseeable harm to an interest protected by one or more Freedom of Information Act (FOIA) exemptions.

Department/Agency	Contact Person	Number of Copies
American Red Cross	Cori Tanner	1
Bright Start		1
Central Mountains Regional Emergency Medical Trauma Advisory Council	Sara Weathered	1
City of Leadville Administrative Services Manager	Laurie Simonson	1
City of Leadville Attorney	Evin King	1
City of Leadville Council Members	Hannah Scheer	8
City of Leadville Police Department	Ken Chavez	1
Climax Mine	Chris Yeager	1
Colorado Division of Homeland Security and Emergency Management	Meredith Nichols	1
Colorado State Patrol	Greg Muse	3
Lake County Airport	Josh Adamson	1
Lake County Assessor's Office	Mark Wadsworth	1
Lake County Attorney	Chris Floyd	1
Lake County Build a Generation	Keisha Massarotti	1

Lake County Building Department	Anne Schneider	1
Lake County Clerk and Recorder	Tracey Lauritzen	2
Lake County Commissioners	Sarah Mudge	3
Lake County Coroner	Shannon Kent	1
Lake County Information Technology	Tom Hetman	1
Lake County Landfill	Michael Irwin	1
Lake County Library	Brena Smith	1
Lake County Maintenance	Michael Irwin	1
Lake County Public Health	Kelsy Maxie	1
Lake County Public Information Office	Sara Edwards	1
Lake County Public Works	Michael Irwin	1
Lake County Recreation Department	Adam Beh	1
Lake County School District, R-1	Bethany Massey	1
Lake County Search and Rescue	Becky Young	1
Lake County Sheriff's Office	Heath Speckman	1
Lake County Treasurer	Padraic Smith	1
Leadville Animal Shelter	Caitlin Kuczko	1
Leadville and Lake County Fire and Rescue	Dan Dailey	1
Leadville Race Series	Tamira Jenlink	1
Leadville Sanitation District	Angelina Salazar	1
Parkville Water District	Greg Teter	1
Regional Explosives Unit	Chris Chenoweth	1
Safeway (Grocery & Pharmacy)		1
St. George Episcopal Church & Community Meals	Melissa Earley	1
St. Vincent General Hospital District [SVGHD]	Andy Dreesen	1
SVGHD Emergency Medical Services	Jeremiah Grantham	1
Solvista Mental Health	Mandy Kaisner	1
South Central Health Care Coalition	Kara Priscock	1
South Central Region VOAD	Bragan Washburn	1
Xcel Energy	Nathan Steele	1

TABLE OF CONTENTS

PURPOSE

The purpose of the Lake County Emergency Operations Plan (EOP) is to provide the framework under which Lake County government will address the consequences of emergencies where the people, animals, economy, or environment of the county may have been adversely impacted by a natural, technological, or manmade disaster. This plan considers the time-phased evolution of emergency efforts including preparedness, protection, prevention, mitigation, response, and recovery efforts. It identifies the primary programmatic obligations of Lake County and the City of Leadville governments before, during, and after emergencies and considers the complimentary roles of the private sector, non-profit service groups, volunteers, local, state, and federal government agencies.

The EOP focuses on Lake County response and recovery efforts and directs the reader to the Hazard Mitigation Plan, Continuity of Operations Plan (COOP), and Recovery Framework planning documents for details on the operation and management of those emergency obligations. These plans consider emergency authorities, direction and coordination of efforts, and resource and information management under conditions where proclamation of an emergency is necessary.

Furthermore, the purpose of the Lake County EOP is to:

- Outline the local approach and framework to emergency operations, and is applicable to Lake County, Colorado and the municipalities and townships within its boundaries.
- Provide general guidance for emergency management activities and an overview of our methods of prevention, protection, mitigation, preparedness, response, and recovery with the priorities for incident management being:
 1. Life safety,
 2. Incident stabilization and
 3. Property and Environmental protection.
- Describe functions of the Lake County Office of Emergency Management (OEM) and assign responsibilities for various emergency tasks.
- Present a framework for more specific Emergency Support Function annexes that describe in more detail the lead and supporting agencies and explain the roles and responsibilities of each.
- Provide references to supporting and incident response annexes, which detail specific response expectations and activities for local response personnel.

The EOP applies to all county officials, departments, and agencies. The primary audience for the document includes all chief elected officials, other elected officials, the OEM, county department and agency heads and their senior staff members, leaders of local agencies that support emergency operations and others who may participate in Lake County emergency prevention, protection, mitigation, preparedness, response, and recovery efforts.

GOALS AND OBJECTIVES

The goals and objectives of the Lake County Office of Emergency Management program are to protect public health and safety and preserve public and private property. The EOP is the general plan for managing incidents and describes the framework and processes used during emergencies in Lake County and the City of Leadville. Plans used by other agencies also provide details on authorities, response protocols, and technical guidance for incident response and management.

SCOPE

The Scope of this plan identifies when and under what conditions the application or activation of this plan is necessary.

The plan establishes fundamental policies, strategies, and assumptions for a countywide Emergency Operations Plan Program guided by the principles of the National Incident Management System.

- The EOP addresses the various types of emergencies that are likely to occur and the populations that are expected to be affected.
- The EOP establishes a Concept of Operations spanning the direction and control of an emergency from initial monitoring through post disaster response, recovery, and mitigation.
- The EOP defines inter-agency and inter-government coordination mechanisms to facilitate delivery of immediate response and recovery assistance.
- The EOP assigns specific functions to appropriate county agencies and organizations as well as outlines methods to coordinate with municipalities, the private sector, volunteer organizations, citizens and state and federal counterparts.
- The EOP identifies actions that county response and recovery organizations will take in coordination with municipal, state, and federal counterparts as appropriate, regardless of the magnitude of the disaster.

The EOP applies to the legal jurisdiction of Lake County and all unincorporated areas in Lake County (approximately 376.5 square miles). Elected officials in Lake County include the Board of County Commissioners, the Sheriff, the Clerk and Recorder, the Treasurer, the Assessor, and the Coroner. Each of these offices is independently elected and stands alone. Departments that report to each elected official(s) are accountable solely to that official(s).

This EOP applies to all legal jurisdictions of the City of Leadville (approximately 1 square mile) as defined in the City of Leadville Municipal Code. Elected officials in the City of Leadville include the Mayor, City Council Members, the City Clerk, and the City Treasurer. Departments that report to each elected official(s) are accountable solely to that official(s). Unless the City of Leadville appoints a local disaster agency, and adopts an emergency operations plan, this plan will include the City of Leadville when only “Lake County” is referenced in the text, C.R.S. 24-33.5-707.

The EOP applies to all special districts in Leadville and Lake County to include St. Vincent General Hospital District, Lake County School District, Sylvan Lakes Metro District, Brooklyn Heights Metro District, Leadville Sanitation District, and the Parkville Water District. Departments that report to each special district are accountable solely to that special district. The local and known HOAs with water authorities that are included in the EOP (not all are

active) are Turquoise Lake Estates, Matchless Estates, Mountain Pines, Homestake, Silver Hills, Grand West, Elk Trail, Beaver Lakes, Mt. Massive Lakes, Homestake Trout Club, Ross Subdivision and Pan-Ark.

There are numerous plans that support and work in conjunction with the Lake County Emergency Operations Plan. A list of supporting plans and annexes can be found in Appendix A.

SITUATION OVERVIEW

Geography

Lake County was founded in 1861 as one of the original 17 counties in Colorado and was named for Twin Lakes. The City of Leadville, or the Two-Mile-High City, is the county seat of Lake County. At an elevation of 10,152 feet, it is the highest incorporated city in the United States. Unincorporated areas of Lake County include Climax, Leadville North, Stringtown, Oro City, and Twin Lakes.

Located in Central Colorado, Lake County is one of the 64 counties within the State of Colorado in the United States. The highest natural point in Colorado and the entire Rocky Mountains is the summit of Mount Elbert in Lake County at 14,440 feet (4401.2 meters) elevation. The county seat and the only municipality in the county is the City of Leadville

Demographics¹

The U.S. Census estimated the County's population to be 7,428 in 2020 with 19.7 people per square mile. Approximately 20% of the County's population is under 18 years of age and 15.3% over 65 years of age. The racial distribution in the County is made up of 91.9% white, 1.2% Black or African American, 2.9% American Indian or Alaska Native, 1.2% Asian, 0.1% Native Hawaiian or other Pacific Islander, and 2.8% two or more races. Of these, 34.9% reported being of Hispanic or Latino origin. Based on a recent formal housing assessment from Economic & Planning Systems, Inc (EPS²) on Leadville and Lake County in 2018, we know that the local household AMI (Average Median Income) is \$47,000 but there is a shortage of affordable rental housing at 30-60% of the AMI. The study also revealed that there is a shortage of for sale homes in the 80- 110% AMI, making most of the county population unable to rent or buy homes.

Climate³

Lake County is considered a high mountain climate. The average mean temperature in the winter is 18°F, 31.3°F in the spring, 53.4°F in the summer and 37.4°F in the fall. Annually, the County and City of Leadville receives 15.69 inches of rain and 117.5 inches of snowfall.

¹ <https://www.census.gov/quickfacts/fact/table/lakecountycolorado/INC110221#INC110221>

² https://cityofleadville.colorado.gov/sites/cityofleadville/files/documents/173017-%20Final%20Report%209-11-18_2PG%20VIEW.pdf

³ <https://weatherspark.com/y/145632/Average-Weather-at-Lake-County-Airport-Colorado-United-States-Year-Round>

The National Weather Service (NWS) office serving Lake County and the surrounding area is located in Pueblo, Colorado. The Pueblo office provides forecasts, warnings and other meteorological information to the public, media, emergency management and law enforcement officials, the aviation community, and other customers. Serving as the nerve center for official government weather services across much of Southern Colorado, the staff at the NWS in Pueblo ensures the delivery of timely information on critical weather.

Hazard and Threat Analysis Summary

Identified hazards in Lake County, addressed in this plan, are included in the Lake County Hazard Mitigation Plan (HMP) approved by FEMA March 2019. As of September 2023, the County is currently going through an update to the HMP. The hazard specific appendices in this plan include only the hazards rated at High in Significance in Lake County, which does not preclude other types of hazards or incidents, and include drought, landslide, pandemic, severe winter storm, wildfire, and windstorm. The severity and impact of these hazards are dependent upon the population density around the incident and the location of the incident. Protection of Critical Infrastructure and Key Resources (CI/KR) is a priority of all response agencies. The rapid needs assessment annex describes this priority in detail. The Lake County EOP hazard analysis used the FEMA Publication 386-2 assessment tool.

Hazard	Dataset	Source
Winter Storms including extreme cold	NWS snowfall statistics NCDC Storm Events for Winter Storm and extreme cold Power Outages 2007-2012	NCDC Storm Events Database Xcel Energy
Subsidence including abandoned mines	USGS Landslide Incidence and Susceptibility	USGS National Landslide Hazard Program via National Atlas CGS – extent of coal mining along Front Range
Wildland/Grassland Fire	Incident Reports 1/1/2002 – 7/1/2012	LLCFR
Avalanche	Avalanche Paths Avalanche Road Paths	CAIC-CDOT
Flooding including dam failure	Digital Flood Insurance Rate Maps (DFIRMs) NFIP Policy & Claims Repetitive & Severe Repetitive Loss Properties Online database of dams Dam Inundation	FEMA NFIP NCDC Storm Events Database FEMA HAZUS-MH US Army Corps of Engineers National Inventory of Dams Database

Severe Storm including thunderstorm, wind, lightning, and hail	NCDC Storm Events Power Outages 2007-2012	NCDC Storm Events Database SVRGIS BCA probability Xcel Energy
Drought with extreme heat	U.S. Drought Monitor NCDC Storm Events for Drought	NCDC Storm Events Database U.S. Drought Monitor
Tornado	NCDC tornado frequency statistics NCDC Storm Events for Tornado Tracks and Touchdowns	NCDC Storm Events Database SVRGIS BCA probability
Earthquake	Significant US Earthquakes Peak Ground Acceleration Annualized Loss Estimates	USGS Earthquake Hazard Program via National Atlas Colorado Geological Survey FEMA HAZUS-MH

Hazard Description

Avalanche-The winter snowpack presents the danger of avalanche, particularly in the backcountry mountainous areas. They present a significant threat around ski resort areas. The increasingly heavy usage of the backcountry during the winter months has heightened this winter danger.

Dam failure-Dam failure is a technological threat facing many communities. In the last 100 years, at least 130 of the more than 2,000 dams in the State have failed. The failure of any of these dams has the potential of causing extensive property damage and possibly the loss of life.

Earthquake-the United States Geologic Survey National Earthquake Hazard Maps classify Colorado as having low to moderate earthquake risk.

Flooding-Flooding (flash and riverine) is a significant potential hazard to property in Lake County. Riverine, gully, and small stream flooding, caused by rapid snowmelt, can occur in May and June. Flash flooding, usually caused by heavy, stationary thunderstorms, most often occurs in the spring and early summer months and is possible in the fall months. Areas in and below land burned by wildfire would have an increased risk of flooding.

Hazardous materials-Hazardous materials used in agriculture, industry, and in the home pose a daily hazard to people and the environment. Citizens in Lake County are vulnerable to the adverse effects of accidental leakage of hazardous materials or a deliberate act using these materials. The steady growth in the use of chemicals has resulted in an increased need to transport these materials. Hazardous materials are transported over many roadways throughout Lake County.

Hostage/Shooting/Terrorism- Lake County is at risk for hostage and/or shooting incidents. These incidents could take the form of threats and hoaxes, domestic violence or from people

not affiliated with Lake County. Public safety officials take all threats of violence seriously.

Landslide-Landslides may occur by themselves or in conjunction with another natural event such as wildfire, severe winter snowmelt, or heavy rains. In past years, multiple landslides have occurred along the western side of Lake County (vicinity of Hagerman Road and the south side of Turquoise Lake).

Pandemic (Biological)- An epidemic/pandemic may come in waves and could last for months. At least 30% of the resident population may succumb to the epidemic/pandemic, which includes those responsible for response. Staffing shortages will be a problem.

Severe winter storm/severe weather-Winter storms in Lake County are occasionally severe enough to overwhelm snow removal efforts, transportation, utilities, livestock management, and business and commercial activities. All of Lake County is vulnerable to storms of disaster proportions. Municipal areas, with Lake County’s larger populations, may be more vulnerable because of more complex, and interdependent services and utilities. Additionally, strong winds in Lake County may cause infrastructure problems and may possibly interrupt utilities.

Wildfires-Wildfire, both natural and human-caused, is a risk to which the entire county and State is susceptible. Prevention of this hazard is key. This proactive approach has been successful and includes subdivision pre-attack wildfire plans, public awareness campaigns including FireWise materials, hazard fuel reduction, slash collection and grinding. This does not preclude wildfires from occurring in Lake County.

Table 12. Lake County Vulnerability Analysis Results

HAZARD	PROBABILITY	SEVERITY = (MAGNITUDE - MITIGATION)			Preparedness	County Response	External Response	Relative Risk = Probability* Severity
		Human Impact	Property Impact	Business Impact				
	Likelihood this will occur	Possibility of death or injury	Physical losses and damages	Interruption of services	Preplanning	Time, effectiveness, resources	Community/ Mutual Aid staff and supplies	
Avalanche	High	High	Low	Medium	Medium	Medium	Medium	High
Dam Failure	Low	High	High	High	Low	Low	Low	Medium
Drought	Medium	High	Medium	High	Low	Low	Low	High
Earthquake	Low	Low	Low	Low	Medium	Medium	Medium	Low
Expansive Soils	NA	NA	Low	Low	Medium	Medium	Medium	NA
Flood	Medium	Low	Medium	Medium	Medium	Medium	High	Medium
Hailstorm	Low	Low	Low	Low	Medium	Medium	Medium	Low
Landslides	Low	Medium	Low	Low	Low	Medium	Medium	Low
Severe Thunderstorm	Medium	Low	Medium	Medium	Medium	Medium	Medium	Medium
Snow Fall/ Blizzard	High	Medium	Low	Medium	Medium	Medium	Medium	High
Subsidence [Land]	Medium	Low	Medium	Medium	Low	Low	Low	Medium
Temperature Extremes	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium
Tornado	Low	Low	Low	Low	Low	Medium	Medium	Low
Wildland Fire	High	Medium	Medium	Medium	Medium	Medium	High	High

Figure 1 Lake County Hazard Mitigation Plan (2019)

Threat and Hazard Identification and Risk Assessment (THIRA)

As of February 2017, the Lake County THIRA was approved and vetted via a public forum. The THIRA allowed Lake County to identify needed resources based on the hazards listed above. Additional information may be found in the THIRA through a request to Lake County Office of Emergency Management.

The Colorado Emergency Preparedness Assessment (CEPA) is a framework and tool to help state and local stakeholders assess risk, capabilities, and the potential need for support and resources during emergencies or disasters. CEPA provides a standardized and repeatable process to better understand the capabilities at the county/local level and allows for the examination and analysis of regional or statewide trends.

Lake County participated in the CEPA process on October 27, 2020. While there were pre-workshop meetings, the most vital component was an in-person meeting between state and local subject matter experts (SMEs) to discuss and analyze risk and capability information and to identify potential resource gaps. This process also provides an opportunity to promote continued communication and coordination among state and local partners. Information obtained during the CEPA process helps the state to better plan for and respond to the needs of counties. The state will protect the information gathered during the CEPA process and will not share county specific data with any other parties (including other counties) unless specific consent is provided.

In accordance with state guidelines, Lake County will be working with the Colorado Division of Homeland Security and Emergency Management (DHSEM) to conduct an updated CEPA on November 3, 2023.

The figure below is an example of a completed Capability Assessment chart, showing the county's rankings of each core capability 1 through 5. Using the results from this capability assessment, Lake County was able to identify strong areas as well as any areas with gaps or weaknesses that might hinder mitigation or response operations or exacerbate any existing hazards or vulnerabilities. Lake County utilized this knowledge as part of the basis for this EOP as well as for the separate hazard mitigation plan that accompanies this EOP.

In summary, in 2019, 9 core capabilities were assessed as "very high", 18 as "high", 4 as "medium" and 1 as "low." Lake County has strengths in capabilities such as community resiliency, logistics and supply chain management, mass care services, planning, and public health. Lake County needs to enhance capabilities related to housing, fatality management, cybersecurity, intelligence and information sharing, and screening, search and detection. For a large incident, Lake County would need immediate outside resources related to mass care for animal sheltering, Emergency Operations Center staffing beyond 72 hours, fire suppression air support, mass fatality assistance and large HAZMAT incident support.

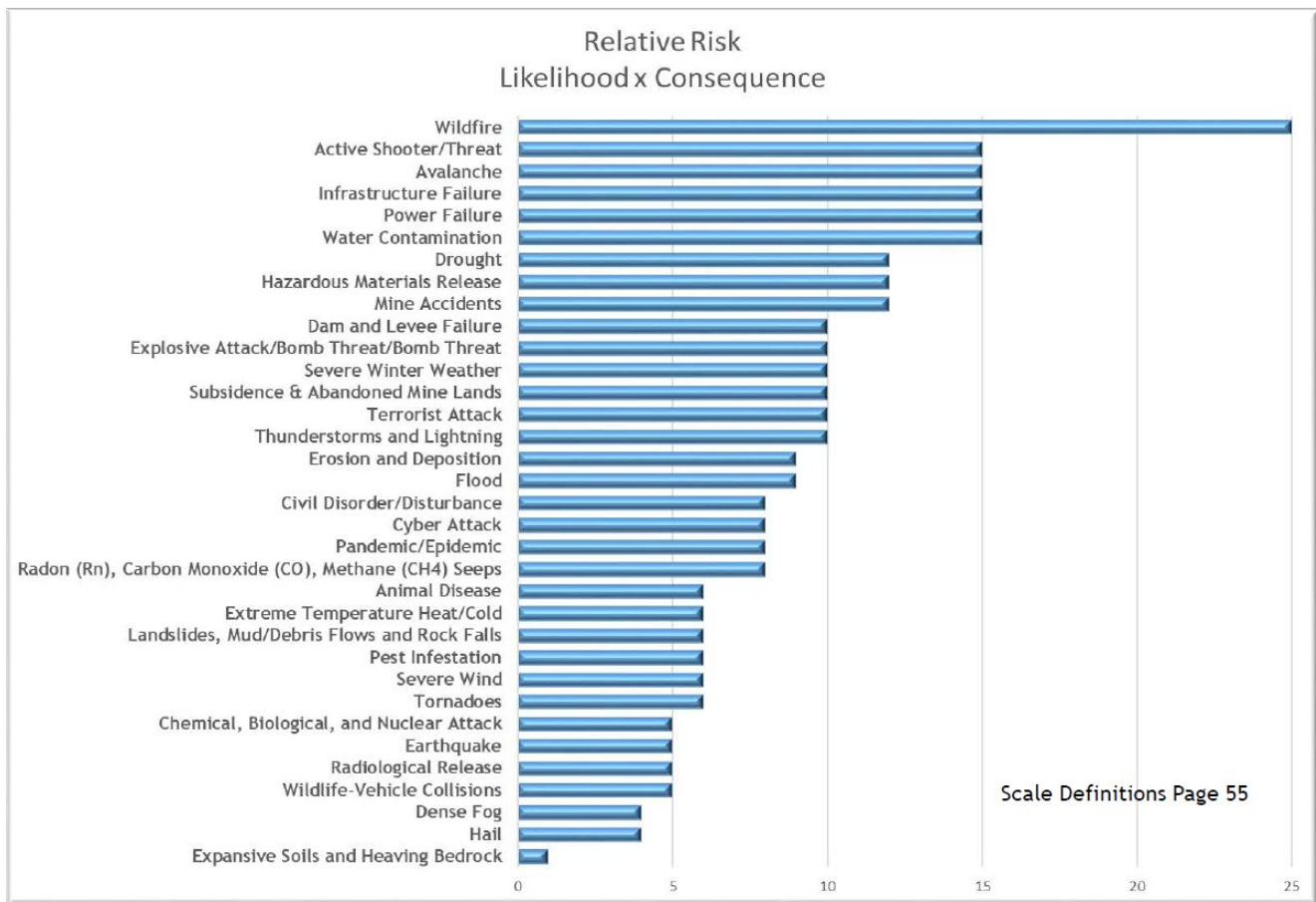


Figure 2 Lake County CEPA Results (2019)

Mitigation Measures

Mitigation measures conducted by Lake County are implemented prior to, during, and/or after an incident. The purpose of these measures is to help reduce exposure to, probability of, or potential loss from hazards. Lake County has been proactive in mitigation measures to help in sustaining a disaster-resilient community.

One measure is the Lake County Community Wildfire Protection Plan (CWPP), updated and approved by the Board of County Commissioners and partners on August 5, 2022. In a whole community planning effort, community input was integrated with the most current data and iterative geospatial modeling of wildfire risk and treatment priorities, combined with an assessment of community preparedness.

The CWPP set goals focused around committing funds to treat high priority acreage, prepare the community for wildfire by ensuring residents have an evacuation plan and completed fire mitigation work, and post-fire response planning, among other goals. The full CWPP can be found on the Lake County OEM website, and by request through the OEM.

Lake County has had some early progress in meeting the goals of the CWPP. In the Summer of 2022, x amount of acreage was mitigated through a community partnership on County Road 4. More projects are planned around the County, on both public and private land, for Summer 2023 and beyond.

In addition to the CWPP, Lake County OEM regularly partners with community organizations and government agencies, such as Leadville-Lake County Fire and Rescue, to provide community education and engaging in a public safety messaging campaign. This includes encouraging signups for the early alert and warning platform, Everbridge, to alert citizens and visitors in case of an incident. Lake County OEM has also been in discussions with the Lake County Community Planning and Development, as well as the Tourism Office, to discuss backcountry safety and how to better communicate with visitors and tourists.

Lake County OEM also facilitates multiple training and exercise opportunities throughout the year, including an annual Wildland Fire-based Tabletop Exercise in early spring.

Lake County utilizes the Leadville-Lake County Hazard Mitigation Plan (FEMA approved May 2019, updating cycle in progress as of September 2023) to identify natural hazards and prioritize mitigation projects and funding opportunities.

Through daily operations and duties of Lake County Departments, such as the Assessor's Office, Coroner, Community Planning and Development, and more, mitigation activities like tax collection, building code review, code enforcement, and healthy behavior promotion are routinely performed.

Provision of Assistance

Lake County requires a high degree of emergency services self-reliance and organic capacity due to the geographic isolation of Lake County and the likelihood of either a winter storm cutting off the jurisdiction or similar incidents occurring in surrounding jurisdiction. For example, the Waldo Canyon Fire is 2012 started the same day as the Treasure Fire in Lake County.

Lake County exercises and trains with the neighboring jurisdictions, regional resources (South Central All-Hazards Region and Northwest All-Hazard Region), and State of Colorado agencies as well as federal partners. These relationships enhance the capabilities of a small jurisdiction with limited response capabilities by facilitating rapid response and additional resources through practiced procedures.

ASSUMPTIONS

Lake County may be subject to a variety of natural- and/or human-caused incidents. Lake County will commit all available resources to save lives and minimize injury to persons and infrastructure, the environment, and property both public and private. Disasters may occur at any time with little or no warning. In some instances, increased readiness measures and adequate warning may allow actions to be taken in advance. When a disaster exceeds Lake County's resources and response capabilities, the County will request help from the State of Colorado and/or from mutual aid organizations.

It is essential that elected officials and administrators, as well as local response agencies are familiar with the EOP, and individuals and organizations will appropriately execute their assigned responsibilities as defined in the EOP.

Lake County bases the EOP on an all-hazard approach to emergency planning. It addresses general functions performed during any emergency and relies on Emergency Support Annexes as well as incident specific annexes. Lake County has specific incident response annexes to address the most likely disaster scenarios identified in the Hazard Identification and Vulnerability Analysis (HIRA), the Threat and Hazard Identification and Risk Assessment (THIRA), Hazard Mitigation Plan (HMP) and the Colorado Emergency Preparedness Assessment (CEPA).

This EOP is based on the planning assumptions and considerations in this section:

- Incidents are typically managed at the lowest possible geographic, organizational, resource and jurisdictional level.
- All Lake County incident management activities will be initiated and conducted using the principles contained in the NIMS and follow the ICS framework.
- A disaster incident will require the Lake County Office of Emergency Management to coordinate Lake County government's response and/or resource and may:
 - Occur at any time with little or no warning in the context of a general or specific threat or hazard.
 - Span the spectrum of incident management to include mitigation/prevention, preparedness, response, and recovery.
 - Result in casualties, fatalities, displaced people, property loss, disruption of normal life support systems, essential public services, and basic infrastructure, and significant damage to the environment.
 - Impact critical infrastructure across sectors.
 - Overwhelm the capabilities of state and local governments, and private-sector infrastructure owners and operators.
 - Require extremely short-notice County asset coordination and response timelines.
- Special purpose jurisdictions (Lake County School District, Parkville Water, Leadville Sanitation District, St. Vincent Hospital District) will develop mitigation, preparedness, protection, response and recovery planning, and capabilities for their own jurisdictions.
- Lake County uses a mix of landline and cellular telephone systems as well as several radio systems, including the Countywide 800 MHz trunked radio system and VHF repeated radio system) to meet its primary communications needs. These systems may suffer physical disruption or may become loaded beyond their designed capacities.
- Emergency plans and procedures have been prepared by those emergency response agencies having primary operational responsibilities and should be routinely evaluated and updated.
- Some emergencies or disasters occur with enough warning that appropriate notification will be achieved to ensure some level of preparation. Other situations will occur with no advanced warning.

- Lake County Government may be unable to satisfy all emergency resource requests during a major emergency or disaster.
- Lake County residents and businesses will have to use their own resources and be self-sufficient following a disaster or incident for a *minimum* of five days, and most likely much longer.
- Due to geographic and possibly weather induced isolation, disaster response services and supporting resources will be those locally available for the initial five days or more after the occurrence.

In addition, Lake County will make every effort to include plans for all populations, including children, people with disabilities, limited English proficiency and others with access and functional needs, taking into consideration the essential needs of household pets, as defined by FEMA, and service animals.

CONCEPT OF OPERATIONS

The Concept of Operations (CONOPS) section explains Lake County's intended approach to addressing all-hazard events. The information presented here is scalable, flexible, and general, as it applies to plausible emergency, disaster, or catastrophic events in the County. The CONOPS section does not include specific procedures. This section addresses the integration of Lake County into the larger disaster response picture. Lake County will be responsible as the lead agency for those incidents in which Lake County has jurisdiction.

Emergency Management Principles

Lake County will follow the emergency planning principles laid out in the National Response Framework (NRF). The NRF is an all-hazard disaster response plan, which provides a federal operational response structure for disasters that are beyond the capabilities of local and state governments. In accordance with the NRF, all plans will be scalable, flexible, and adaptable concepts that promote integration and coordination of the whole community across all levels of government and partners.

A basic principle of emergency management, and at the core of this EOP, is that all incidents are generally handled at the lowest jurisdictional level possible. Fire, police, emergency medical services, and other first responders are responsible for incident management and coordination at the local level. In the vast majority of incidents, local resources and regional mutual aid provide the first line of emergency response and incident management support.

This EOP acknowledges and accepts the premise that the capabilities and resources (including mutual aid) of the local jurisdiction may be exceeded by an emergency or disaster event and will require the assistance of State or Federal governmental agencies.

Plan Activation and Emergency Declaration Process

The EOP is always active and in use in one way or another, but escalation due to a large-scale event may occur at any time and can be accompanied due to the flexible nature of the plan. The EOP should go into effect whenever the Director of Lake County OEM, or their designee, orders it so. Lake County OEM assumes all responsibility for disaster response on behalf of Lake County through the roles outlined in this EOP. The Lake County EOP may also be activated as part of mutual aid and assistance to other jurisdictions that have requested assistance in response to a major event. Activation of the EOP may be for a specific location within the jurisdiction or could include the entire jurisdiction.

When a local jurisdiction or response agency requires assistance with providing logistical support for an incident, the Lake County Director of Emergency Management or their designee may activate the EOC. The Lake County BOCC, County Manager, Lake County Sheriff, Leadville-Lake County Fire and Rescue Chief, the City of Leadville Mayor, the Leadville Police Department Chief, the Incident Commander, or their designated representative may request to the Emergency Manager, or their designee, a request to activate the EOC. Activation is based on analysis of a widespread emergency or disaster that affects all of parts of Lake County.

The activation of the Lake County EOC established coordination between the Lake County OEM, local and mutual-aid agreement response agencies, governments, private businesses, and non-governmental organizations. Mutual aid agreements include individual agreements between Lake County and single entities and the South-Central Region Mutual Aid agreement, which covers Lake, Park, Teller, and Chaffee Counties, and El Paso County/Pikes Peak Regional OEM.

More information regarding EOC Activation can be found in the EOC Activation and Management Annex.

A Disaster/Emergency Declaration is an administrative tool used by local governments and special districts to signal to its constituents and other governments that an emergency exceeds or has the potential to exceed local capacity. Disaster/Emergency Declarations may be used to authorize spending, enable emergency authorities, suspend laws and policies that inhibit an effective response, encourage prioritization of resource requests, and open channels for state and federal resource and financial support.

A local municipality or special district may declare a local disaster or an emergency by notifying the Lake County Emergency Manager and the Lake County BOCC.

Lake County may issue a Disaster Emergency Declaration at the county level when an incident or potential incident is of such severity, magnitude and/or complexity that it is considered a disaster. At the request of the County, the State of Colorado may also issue a State Declaration of Disaster/Emergency and will serve as the channel to the federal government should thresholds be met to request a Presidential Disaster Declaration in accordance with the Robert T. Stafford Disaster Relief and Emergency Assistance Act. In the context of Presidentially Declared Disasters, the U.S. Department of Homeland Security coordinates supplemental federal assistance when the consequences of the incident exceed local and state capabilities.

More information regarding Lake County's Disaster/Emergency Declaration Process can be found in the Disaster Declaration Annex of this EOP.

Pre-Disaster Operations

Pre-disaster planning and preparation sets organizations up for success in the aftermath of a disaster. Lake County OEM pre-disaster operations include:

- Routine training and exercise schedules
 - Wildland Fire – based Tabletop Exercise annually in spring
 - Quarterly Tabletops or other exercises as training needs arise.
 - Participation in the South-Central Region IPP/IPPW for classes and trainings
 - Quarterly communications drills
 - Annual full-scale exercises
- Collaborating with local agencies in planning and exercising to include Leadville-Lake County Fire and Rescue, St. Vincent Health Hospital and EMS, Lake County Sheriff's Office, Lake County Search and Rescue, Lake County Government, City of Leadville, Leadville Police Department, Lake County Public Health Agency, Lake County School District, Parkville Water, Leadville Sanitation, Colorado Mountain College, among others.
- Maintain year-round relationships with the above agencies, regional and neighboring emergency management offices and mutual aid partners, and others.

Response to Disaster Operations

Lake County uses this EOP in conjunction with response-related plans such as the EOC Activation Annex, Evacuation Plan, Continuity of Operation Plans, Resource Mobilization Annex and others to support disaster response operations. Additionally, Lake County coordinates with local-response agencies, the Leadville-Lake County Policy Group, and incident-specific ESF's in the immediate hours following a disaster to begin utilizing the EOP to respond to the emergency/disaster. Lake County executes the EOP and above-mentioned plans by:

- Notifying employees, ESF leads, and policy group members of a response through Everbridge notifications and departmental/ESF-based phone trees, as well as WebEOC situational awareness posts.
- Activating the Lake County EOC to an appropriate level, and incident specific ESFs to coordinate immediate disaster response tasks and consequence management.
- Having open lines of communication between the EOC and Incident Command to order and track resources, work with partner agencies and mutual aid, and facilitate consequence management tasks.
- Utilizing pre-established mutual aid agreements to backfill and support County resources.

Recovery from Disaster Operations

As Lake County enters the recovery phase of disaster operations, Lake County will implement the Lake County Disaster Recovery Plan. This flexible framework will guide Lake County and partner agencies in transitioning from incident stabilization and short-term recovery to long-term efforts utilizing the National Disaster Recovery Framework and the 6 Recovery Support

Functions (RSF). Due to the size and rural nature of Lake County, many ESF-leads will transition into RSF leads. The EOC will collaborate with the appropriate RSF leads and support organizations, including Lake County Community Planning and Development, the Leadville-Lake County Regional Housing Authority, the Leadville-Lake County Economic Development Corporation (LLEDC) and Lake County Administration, as well as the State of Colorado and FEMA as appropriate by:

- Identifying when it is appropriate to transition into short-term recovery, and then into long-term recovery.
- Creating and implementing demobilization plans, in conjunction with Incident Command.
- Developing short and long-term recovery plans to support impacted communities with appropriate partners.

More information can be found in the Lake County Disaster Recovery Plan.

Access and Functional Needs (AFN)

Policies surrounding access and functional needs (AFN) ensure equal and equitable access for all individuals without discrimination. The Americans with Disabilities Act (ADA) defines an individual with a disability as “a person who has a physical or mental impairment that substantially limits one of more major life activities, a person who has a history or record of such an impairment, or a person who is perceived by others as having such an impairment.”

Lake County incorporates a whole-community approach throughout its planning, response, and recovery efforts. The County incorporates AFN into the EOP by predetermined ESF agencies, led by Lake County Public Health Agency (LCPHA), to support the whole community, including AFN considerations, during all stages of planning and preparedness, and committing additional bandwidth to these communities during and after a disaster.

Furthermore, Lake County believes in planning “with not for” and commits to working with partner agencies, such as the Colorado Centers for Independent Living and the DHSEM AFN team to create exercises that invite people with AFN to participate and provide feedback. Exercises will be representative of the Lake County community.

Emergency Management Phases

Lake County incorporates all five mission areas of the National Preparedness Goal into its operations and planning. Examples below are:

Prevention

- Involve stakeholders from law enforcement and other security agencies in plan development.
- Work with the Colorado Information Analysis Center (CIAC) to perform threat checks for special events and building security.
- Participation in the South-Central Region All-Hazards and Homeland Security Grant Program.

Protection

- Establish MOU's, contracts and IGA's with supply chain stakeholders to create redundancy and supply lines in event of a supply chain disruption.
- Involve stakeholders from law enforcement, health and medical, cybersecurity, non-profits, supply chain, and other relevant agencies into plan development.

Mitigation

- Collaborate with local infrastructure partners to encourage reinforcement of infrastructure systems to limit impacts to life and property.
- Involve infrastructure partners in plan development.
- Maintain and implement the 2022 Lake County Community Wildfire Protection Plan (CWPP) to actively invest in fire mitigation and create public awareness.

Response

- Develop communications plans to expedite response post-disaster.
- Pre-delegate and train authorities on tasks to expedite response post-disaster.
- Perform annual exercises to test response capabilities and identify gaps.
- Conduct After-Action Reviews (AARs) and create Improvement Plans (IPs) post-response and/or exercise to facilitate growth and improvement and close gaps.

Recovery

- Develop short-term and long-term recovery strategies and involve community stakeholders in the process, as documented in the Lake County Disaster Recovery Plan.
- Train and exercise recovery policies, plans and procedures.
- Meet with stakeholders from the whole community to support resiliency and contingency planning to expedite recovery.

Recovery Support Functions

The recovery process is best described as a sequence of interdependent and often concurrent activities that progressively advance a community to pre-disaster norms, or an agreed upon “new-normal”.

Disaster response and recovery do not occur at clear start and stop points, but instead exist in an overlapping continuum of mitigation, preparedness, response, and recovery operations. Short-term recovery operations begin shortly after the incident begins and are managed through the

ESF's. Long-term recovery operations span months and even possibly and are coordinated through the Recovery Support Function (RSF) planning structure. The ESF and RSF functions may overlap for a time as the incident evolves and stabilizes.

As an incident begins to transition into long-term recovery, Lake County utilizes Recovery Support Functions (RSFs) to assist with this transition. According to FEMA, the RSFs “comprise the coordinating structure for key function areas of assistance in the National Disaster Recovery Framework (NDRF). Their purpose is to support local governments by facilitating problem solving, improving access to resources and by fostering coordination among state and federal agencies, nongovernmental partners, and stakeholders.”

The following list is comprised of the FEMA identified RSFs.

- Economic Recovery enables the “return to economic and business activities to a state of health and develops new economic opportunities that result in a sustainable and economically viable community” (FEMA). This RSF will be led by Lake County Administration, with support. Economic recovery activities might include:
 - Supporting the capacity of local, state, tribal, and territorial governments, and other entities to produce a multi-dimensional strategy capable of supporting economic recovery and improving community resilience.
- Health and Social Services supports “locally led recovery efforts to address public health, health care facilities and coalitions, and essential social services needs” (FEMA). This RSF is led by Lake County Human Services, in incident-specific partnership with Public Health, and other support. Health and social services activities might include:
 - Completing assessments of community health and social services needs.
 - Restoring health care, public health, and social services functions.
 - Restoring and improving the resilience and sustainability of the health care system and social services.
- Community Planning and Capacity Building (CPCB) enables local governments to “effectively and efficiently carry out community-based recovery planning and management in a post-disaster environment” (FEMA). This RSF is led by Lake County Community Planning and Development, with support. CPCB activities might include:
 - Education on recovery planning.
 - Coordinated, community-wide recovery planning.
 - Community engagement.
 - Management capacity.
- Infrastructure Systems “efficiently facilitate the restoration of infrastructure systems and services to support a viable, sustainable community and improve resilience to and protection from future hazards” (FEMA). This RSF is led by Lake County Public Works,

with support, and is incident-specific and will rely on supporting agencies. Infrastructure activities might include:

- Providing technical assistance to all levels of governments for identifying/prioritizing critical infrastructure systems and assets.
- Providing mitigation opportunities that leverage innovative and green technologies.
- Including private sector infrastructure owners and operators and related service providers in planning at all levels.
- Housing “coordinates and facilitates the delivery of federal resources to implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience” (FEMA). This RSF is led by the Leadville-Lake County Regional Housing Authority, with Administration and Community Planning and Development support. Housing activities might include:
 - Utilizing housing as a platform for improving quality of life.
 - Building inclusive and sustainable communities.
 - Identifying strategies to strengthen the housing market.
 - Integrate disaster mitigation measures into community design and development to improve resilience to disasters.
- Natural and Cultural Resources (NCR) “supports the protection of natural and cultural resources and historic properties through appropriate response and recovery actions to preserve, conserve, rehabilitate, and restore” (FEMA). This RSF is led by the Lake County Parks, Recreation and Open Space Department, with support from groups like the Leadville Historic Preservation Commission and Public Works. NCR activities might include:
 - Provide technical assistance to help impacted communities.
 - Integrate environmental staff knowledgeable in natural resources and environmental regulatory requirements early in a disaster recovery planning process.
 - Coordinate environmental and historic property issues across other RSFs.

More information regarding the RSFs can be found in the Lake County Disaster Recovery Plan.

ORGANIZATION CHART

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This plan is based upon the concept that emergency functions that must be performed by many departments or agencies generally parallel normal day-to-day functions. During emergencies, to

the extent possible, the County will need the same personnel and material resources used for day-to-day activities. Because personnel and equipment resources are limited, suspension of some routine functions that do not contribute directly to the emergency may occur for the duration of the emergency. This redirection of resources and personnel is at the approval of the chairperson of the Lake County Board of County Commissioners, or their designee.

The Lake County Emergency operations Center is based on an Emergency Support Function (ESF) model.

ESF Responsibility Overview

Each ESF has a particular function and set of responsibilities in the EOC. The following list outlines the functions and main responsibilities of each ESF. Lists do not outline all responsibilities of each ESF, but rather merely provide a general outline. More information can be found in individual ESF checklists and annexes, which are in the Lake County EOC Management Plan. Lead agencies for each ESF can be found in the table below, and all ESFs have supporting agencies.

ESF #	ESF Name	Lead Agency	Responsibilities
ESF 1	Transportation	Lake County Public Works	<ul style="list-style-type: none"> • Prioritize and/or allocate the resources needed to maintain and restore the transportation infrastructure. • Determine the most viable transportation networks to, from, and within the disaster area, and regulate the use of these transportation networks. • Airspace management and control
ESF 2	Communications	Lake County Dispatch	<ul style="list-style-type: none"> • Communications within the response and EOC structure. • Development and Dissemination of ICS 205

ESF #	ESF Name	Lead Agency	Responsibilities
ESF 3	Public Works & Engineering	Lake County Public Works	<ul style="list-style-type: none"> • Provide personnel, equipment, supplies, and any other necessary resources to aid in emergency operations, such as repairing bridges, roads, debris removal, etc. • Make emergency repairs to essential County facilities and infrastructure. • Emergency contracting support for life saving and life sustaining operations.
ESF 4	Firefighting	Leadville-Lake County Fire Rescue	<ul style="list-style-type: none"> • Coordinate firefighting activities and provide personnel, equipment, and supplies in support of wildland, rural, and urban firefighting operations.
ESF 5	Emergency Management	Lake County Office of Emergency Management	<ul style="list-style-type: none"> • Collect, analyze, process, and disseminate information about a potential or actual incident. • Conduct crisis action planning activities to facilitate overall community assistance activities.
ESF 6	Mass Care	Lake County Department of Human Services	<ul style="list-style-type: none"> • Conducts sheltering operations, reunifications, mass care (feeding and other activities to support affected population)

ESF #	ESF Name	Lead Agency	Responsibilities
ESF 7	Logistics	Lake County Office of Emergency Management	<ul style="list-style-type: none"> • Coordinate and support timely and efficient delivery of supplies, equipment, services, and facilities before, during, and after an incident. • Maintain records of cost and expenditures and send them to the Finance/Admin Section Chief (or other responsible party).
ESF 8	Public Health and Medical Services	Lake County Public Health Agency	<ul style="list-style-type: none"> • Provide supplemental assistance for patient movement, food safety and defense, mental health support, fatality management, medical surges, health surveillance, assessment of public health and medical records, etc. • Coordinate public health and medical messaging with jurisdictional officials.
ESF 9	Search and Rescue	Lake County Search and Rescue	<ul style="list-style-type: none"> • Provide personnel, equipment, supplies, and other resources necessary to locate, extricate, and treat any injured or trapped victims. • Provide updates to the EOC as to the status of their search and rescue operations.

ESF #	ESF Name	Lead Agency	Responsibilities
ESF 10	Oil and Hazardous Materials Response	Leadville-Lake County Fire Rescue	<ul style="list-style-type: none"> • Support response to an actual or potential discharge and/or release of oil or hazardous materials. • Implement environmental cleanup efforts such as removal of contaminated soil or collection of household hazardous waste. • Chemical, biological, and radiological response • Short- and long-term cleanup
ESF 11	Agriculture and Natural Resources	Lake County Parks, Recreation and Open Space (PROS)	<ul style="list-style-type: none"> • Natural and Cultural Resources • Historic properties protection.
ESF 12	Utilities	Lake County Public Works	<ul style="list-style-type: none"> • Coordinate services, technical assistance, and engineering expertise during disasters and emergency incidents. • Provide information and data concerning the status of energy restoration efforts.
ESF 13	Public Safety and Security	Lake County Sheriff's Office	<ul style="list-style-type: none"> • Provide traffic control, law enforcement, and security at any damaged County properties. • Develop mutual aid agreements (MAA) with any surrounding law enforcement jurisdictions.

ESF #	ESF Name	Lead Agency	Responsibilities
			<ul style="list-style-type: none"> • Facility and resource security • Law enforcement needs.
ESF 14	Recovery	Lake County Administration/Community Planning and Development	<ul style="list-style-type: none"> • Support stabilization of key supply chains and community lifelines among business, infrastructure, and other parties. • Analyze risks, hazards, and vulnerabilities of cross-sector interdependencies that might disrupt supply chains. • Community recovery coordination
ESF 15	External Affairs	Lake County Communications	<ul style="list-style-type: none"> • Provide accurate, coordinated, timely, and accessible information to audiences. • Activate and operate a Joint Information Center (JIC), if necessary • Media and community relations.
ESF 16	Schools	Lake County School District	<ul style="list-style-type: none"> • Coordinate available school resources with emergency management to enhance school safety within the school system.

Agency Roles and Responsibilities

Lake County Board of County Commissioners

- Set and approve policies and budgets regarding response, mitigation, and recovery operations.

- Declare a local disaster or emergency when conditions are required.
- Implement direction, coordination, and policy-making functions as necessary during a declared state of emergency.
- Provide representatives to the EOC as needed.
- Authorize special funding for purchases during emergency operations.
- Authorize/approve jurisdiction disaster declaration and subsequent EOP activation.
- Ensure documents and resolutions are in place to smoothly implement the emergency powers of local government.
- Provide leadership and work with the Communications Director/PIO; play a key role in communicating to the public disaster event information and directions.
- Formulate major policy decisions.
- Preserve the continuity of the executive branch of County government.
- Utilize emergency powers when needed to protect life safety, acquire resources, and protect property through an emergency proclamation:
 - Recalling Lake County employees from vacation and/or leave days.
 - Waiving requirements of several purchasing, contracting and bid process.
 - Directing evacuation and debris cleanup
 - Ordering of a curfew
 - Closing of businesses
 - Discontinuing sales of alcohol, gasoline, and flammables
 - Closing of public places
 - Ordering a prohibition of carrying or possessing firearms, or other implements capable of harm
 - Ordering suspension of the County permitting process
 - Such other others as imminently necessary for the protection of life and property.

Lake County Manager

- Maintains communication with all executives, elected officials, or designees to facilitate flow of information.
- Assists in enhancing situational awareness of all stakeholders.
- Implements the BOCC's policies and priorities.
- Oversees day-to-day operations and manages the County and OEM budget, to include disaster funds.
- Provides direction and guidance for the development and implementation of disaster employee and finance policies.
- Acts on behalf of the BOCC when no BOCC member is available and provides direction and guidance in line with the BOCC's vision.
- Works with the BOCC and County Attorney to plan and activate a COOP for the BOCC.

Lake County Attorney

- Serve as the principal legal advisor to Lake County Government during all phases of emergencies.
- Provides interpretation of federal, state, and local laws and regulations to ensure Lake

County is operating within the law during all phases of disaster planning, response, and recovery.

- Provide interpretation of federal, state, and local laws and regulations to maximize the ability to recover monies from insurance providers, state/federal disaster assistance programs, and other sources.
- Vet all emergency procurement contracts and intergovernmental agreements to ensure compliance with applicable state/federal laws, regulation, and guidelines.
- Review official documents including but not limited to disaster declarations, emergency contracting documents, and delegations.
- Draft disaster declarations, resolutions, ordinances, and other legal documents as needed with the Emergency Manager and County Manager.
- Provides legal counsel to elected officials, directors and other Lake County personnel regarding liabilities and risks associated with emergency response operations and recovery.
- Assists the OEM and members of the Policy Group with timely policy decisions

Lake County Office of Emergency Management/Emergency Operations Center

- Manage, organize, and coordinate emergency and non-emergency operations of the EOC in the event of a disaster or emergency.
- Prepare and maintain the Lake County EOP.
- Assist local government, public and private sector organizations in the development and maintenance of EOPs, procedures and checklists.
- Make recommendations to the Lake County Policy Group on matters pertaining to an incident of significance, major emergency or disaster or the threat thereof, and ongoing incident response and recovery activities.
- Ensure implementation of ICS and NIMS for operations in the field and EOC.
- Coordinate disasters, emergencies, and incidents of significance.
- Coordinate mutual aid assistance.
- Recognize the need for evacuation and relocation and establish sites in coordination with Incident Command, Sheriff's Office, and Human Services. (ESF 13 and 6 respectively)
- Issue formal requests to the Governor's Office through the Colorado Division of Homeland Security and Emergency Management for the declaration of a state emergency for the purpose of obtaining state and/or federal assistance.
- Prepare emergency or disaster declarations when necessary.
- Collect, record, and disseminate information in the EOC.
- Maintain liaison with city, county, state, and federal agencies.
- Coordinate disaster recovery functions in accordance with the Lake County Disaster Recovery Plan
- Schedule and conduct training programs and exercises.
- Maintain liaison with city, county, state and federal agencies and special districts.
- If the EOC is activated, it will provide coordination, direction, and control of resources.
- The EOC may assume dispatch communication responsibilities for the incident.
- The EOC will focus on gathering critical information to create an overall picture of the incident for situational awareness. This information will then be used to develop action plans, reports, briefings, and displays.

- The Planning Section will develop situation reports to be distributed to EOC staff and on-scene incident command.
- EOC staff will support both long- and short-term planning activities. Any activities will be planned and tracked by the EOC staff.

Lake County Sheriff's Office

- Develop plans, procedures and organizational structures needed to ensure the continuation and coordination of law enforcement and security of County/City resources during an incident.
- Provide an ESF#13 representative to the EOC, as requested [or practical]
- Confirm and report the level, severity, and extent of the incident.
- Coordinate with the public information officer [PIO] to communicate emergency public information and external communications.
- Coordinate with law enforcement personnel in maintenance of security of facilities and supplies [incident scene control, Mobile Command, and EOC].
- Provide shelter security: Evacuation Point and American Red Cross shelters.
- Conduct evacuations as required \exercise evacuation procedures.
- Establish emergency traffic routes in coordination with CDOT, Public Works, CSP, Leadville Street and other agencies.
- Initiate traffic control if needed.

Leadville Police Department

- Responsible for ESF 13 activities within the City of Leadville and as requested by the Sheriff's Office for mutual aid.
- Maintain law enforcement functions throughout the city.
- Conduct traffic and pedestrian control.
- Warn the population of an emergency when necessary.
- Provide law enforcement assistance to the EOC as required.
- Provide law enforcement assistance to American Red Cross shelters as required.
- Prepare for and conduct evacuation of areas when necessary.
- Develop, designate, secure, and advise the public of evacuation routes.

Leadville-Lake County Fire Rescue (LLCFR)

- LLCFR is responsible for ESF 4 (Fire) and ESF 10 (Hazardous Materials) response and recovery.
- Suppression of structure fires / wildfires in respective jurisdictions or as mutual aid agreements stipulate.
- Provide fire causation and arson investigation services.
- Conduct Hazardous Material (HazMat) response and decontamination.
- Provide triage, extrication, and medical treatment to affected persons.
- Establish priorities for debris removal.
- Assist in warning the public and evacuation operations, as requested by law enforcement.
- Enforcement of fire code.

St. Vincent's General Hospital Emergency Medical Services (EMS)

- Provide all regularly assigned functions relating to emergency medical services to minimize the loss of life due to the disaster/emergency through basic and advanced medical care.
- Transport patients to either St. Vincent's General Hospital or another medical treatment facility dependent on patient needs and availability.
- Coordinate and communicate with local and regional hospitals on the status of patient bed-count and overall emergency medical service capability.
- In case of a wildfire, coordinate with the EOC and Incident Command on the identification and establishment of safe and effective alternate care sites.
- Coordinate with regional healthcare coalitions and partners, such as Central Mountain Regional Emergency Trauma Advisory Council (CMRETAC) and the Southern Healthcare Coalition.
- Provide emergency triage sites as needed and requested.
- Coordinate with Lake County Public Health Agency for staffing of alternate care sites or evacuation centers/shelters.
- Provide a representative to the EOC as requested by LCPHA/EOC Director as needed and available.
- Responsible for the development, training and exercising of the Medical Surge Plan.
- Responsible for training and exercising Mass Casualty Incident (MCI) protocols.

Lake County Coroner

- Provide information concerning the deceased to the appropriate agencies.
- Coordinate with the Sheriff and Human Resources Manager (as appropriate) for notification of next of kin.
- Work with Lake County PIO/Communications Director to provide information to the public concerning the deceased.
- Establish partnerships and mutual aid agreements for fatality resources.
- Develop, maintain, and test the Lake County Mass Fatality Plan.
- Establish morgue and direct recovery, identification, and burial of the deceased.
- Provide advice to executive bodies on matters pertaining to the disposition, handling, and identification of the deceased.

Lake County Human Services

- Identify, open, and staff emergency shelters, including temporarily using evacuation points [for example the Evacuation Point at the 6th Street Gym for Leadville and Northern Lake County] while waiting for shelters to open officially.
- Human Services is the lead agency for coordinating the establishment of temporary shelters with assistance provided by the American Red Cross, Lake County Public Works, and Lake County Health Department.
- Provide essential care (e.g., food, water) to promote the well-being of evacuees throughout the entire process (including household pets and service animals).
- In conjunction with the Leadville Police Department Animal Control Officer, provide care for the owner of household pets through the establishment of a pet sheltering facility.
- Ensure shelters, with the support of ESF 8, can accommodate the needs of access and functional needs populations (e.g., medical and prescription support, personal assistance

services, durable medical equipment, consumable medical supplies, childcare, transportation [including accessible transportation], foreign language interpreters), including their caregivers.

- Ensure physical and programmatic accessibility of shelter facilities, effective communication using multiple methods, full access to emergency services, and reasonable modification of programs or policies where needed.

Lake County Public Health Agency (LCPHA)

- Coordinate and provide emergency health services including communicable disease control, medication dispensing, immunizations, and quarantine procedures.
- Provide a mechanism to effectively identify children and families who will need additional assistance, as well as individuals with disabilities and others with access and functional needs, with their specific health-related needs in advance of, during, and following an emergency.
- Provide a method to secure medical records to enable children with disabilities and/or other special health care needs, as well as individuals with disabilities and others with access and functional needs, to receive health care and sustained rehabilitation in advance of, during, and following an emergency.
- Coordinate for assessing and providing mental health services for the public (including individuals with disabilities and others with access and functional needs) impacted by the disaster.
- Support healthcare facilities with implementing medical surge capacity as needed, including planning for the activation of Alternate Care Facilities.
- Acquire, prioritize, and distribute medical supplies and medications, as needed, to healthcare providers.
- Investigate possible food and water borne illness and zoonotic disease outbreaks.
- Provide staff and resources as the lead agency in Lake County for all hazards planning, response, recovery, and mitigation of public health consequences.
- Coordinate and provide environmental health services with Community Planning and Development as appropriate relating to OWTS.
- Food safety protocols and inspections.
- Vector control.
- Inspections of designated shelters.
- Temporary site inspections for Temporary Debris Staging and Reduction Sites (TDSRS)
- Coordinate the response of veterinarian services and animal care groups, in partnership with Lake County Animal Care and Control, as appropriate.
- Assist emergency medical service providers (fire department, paramedic providers, and private ambulance companies) with logistic coordination of basic and advanced life support services.
- Coordinate with Coroner to provide mortuary services, including investigating causes of sudden unexpected, non- natural deaths, body identification and disposition.
- Provide coordination of Family Assistance Center(s) to provide information and assistance to families of the missing and deceased, handling mass deaths and burials.
- Coordinate health and medical public information

- Coordinate, provide or contract for Critical Incident Stress Management services for emergency responders.
- Conduct public information and education programs on emergency health treatment, prevention, and control of infectious diseases.
- Maintain vital records, including collection and recording of environmental health, public health, and death data and information for required operational reports.

Lake County Environmental Health

- Coordinate and provide environmental health services including:
 - Assist in assessing potable water, water disposal issues and water contamination and food.
 - Provide alternate sources for human waste disposal (e.g., arrange portable latrines, encourage sharing with those who have their own septic systems)
 - Vector control
 - Schools for proper sanitation
 - Temporary site inspections for Temporary Debris Staging and Reduction Sites (TDSRS)
 - Disposal of disaster related solid waste.
 - Conduct public information and education programs on emergency health treatment, prevention, and control of infectious diseases.
 - Maintain vital records, including collection and recording of environmental health information for required operational reports.

Lake County Community Planning and Development – GIS/Mapping

- Assure the protection of information and communication capabilities against cyber terrorism.
- Develop and implement an emergency relocation plan for GIS.
- Provide mapping services as needed during a disaster.

Lake County Public Works and Road & Bridge

- Transportation coordination:
 - Resources inventory, mutual aid, tracking and requests [land and air]
 - Infrastructure routes\ re-routes and restrictions.
 - Manpower for Evacuation Point set-up and evacuation assistance
 - Fuel reserves/transport, and generators
 - Survey disaster areas and evaluate in terms of preliminary damage assessment in conjunction with the Community Development and Planning Department.
 - Repair EOC facilities and equipment as necessary
 - Clear roads, construct temporary repairs, coordinate, and provide assistance for restoring water supply and sewage systems in conjunction with Leadville Sanitation and Parkville Water [as required]
 - Assist in providing potable water and sanitary facilities as needed in conjunction with Leadville Sanitation, Parkville Water and Lake County Public Health and Community Development and Planning
 - Coordinate with the ESF #2 [Com], and ESF #15 [PIO] to provide road information/alternative routes for the public. PIO will provide this information to the 6th

Street Gym (distribution site) as well as using the Variable Message Boards to provide information.

- Provide staging area management for incoming resources.
- Set up traffic control points and management.
- Short and Long-term community recovery.
- Coordinates with City of Leadville Street Department.

Lake County Information Technology

- Overseeing the installation and maintenance of computers and network systems, including internet access redundancy to include automatic fail-over, back-up and recovery.
- Always ensures proper function of connectivity.

City of Leadville

- City Administration and Staff serve similar roles as their Lake County Department counterparts as needed or as requested by Lake County Government, dependent on the incident or planning activity.
- The Policy Group for the City includes City Council, Mayor, City Administrator, Finance Director, and other departments as required.
- City departments with Lake County counterparts include:
 - City Streets Department
 - Planning & Zoning (Lake County Community Planning and Development)
 - Finance
 - City Clerk

Leadville-Lake County Animal Shelter

- The Animal Shelter is funded through an Intergovernmental Agreement (IGA) between the County and City
- Assist LCOEM, LLCFR, and ESF 6 with evacuation and short-term shelter of animals.
- Develop, exercise, and maintain the Lake County pet Sheltering Plan
- Develop, exercise, and maintain a large animal evacuation and sheltering plan.

Leadville Historic Preservation Committee

- Housed under the City Administration
- Participate in planning for recovery operations and assist with damage assessments.

Leadville-Lake County Economic Development Corporation (LLEDC)

- Act as a liaison with Leadville-Lake County business community to participate in Community Preparedness and Resiliency activities.
- Participate in recovery operations and planning.

St. Vincent General Hospital District

- Assume responsibility for care, treatment, and transportation of sick and injured patients.
- Responsible for transport of patients to appropriate medical facilities outside of county
- Responsible for training and exercising Mass Casualty Incident (MCI) protocols

- Responsible for the development, training and exercising of the Medical Surge Plan
- Responsible for identifying an alternate care facility (ACF) should the primary facility not be viable.

Parkville Water District

- Principal supplier of potable water for public use.
- During an emergency, the operators of these facilities would be contacted to inspect water pipelines and treatment facilities to ensure that the systems have not been compromised and make repairs as necessary to ensure public safety.
- Advise the EOC of any threats or damage to water infrastructure.

Leadville Sanitation

- Central sewage collection and treatment is provided in the Leadville area by the Leadville Sanitation District.
- Additional private wastewater treatment facilities are located at the Climax mining site, the ASARCO mining site, and a variety of mobile home and subdivision sites. All other areas are on septic systems.
- During an emergency, the operators of these facilities would be contacted to inspect the facilities to determine if infrastructure has been compromised which could contaminate local water supplies and make repairs as needed.

Mt. Elbert Water Association

- Principal supplier of potable water for public use.
- During an emergency, the operators of these facilities would be contacted to inspect water pipelines and treatment facilities to ensure that the systems have not been compromised and make repairs as necessary to ensure public safety.
- Advise the EOC of any threats or damage to water infrastructure.

American Red Cross

- Assists ESF-6 Mass Care with providing mass care services to include establishing and operating shelters or evacuation points, feeding operations, emergency first aid stations, health, and mental health services.
- Supports community recovery, and victim location and information services (such as the Safe and Well Registry and communications between victims and family) and bulk distribution at the request of the Incident Commander.
- Supply a liaison to the EOC upon request as able.

Team Rubicon

- Assists ESFs as needed and necessary in response operations, including but not limited to mass care services.
- Assists with EOC operations in support roles for EOC staff.

- Assists Lake County with recovery operations, including but not limited to debris management and removal and community support.
- Assists Lake County with mitigation efforts, including but not limited to public awareness presentations on fire mitigation and fire mitigation projects.

Solvista Mental Health

- Supports ESF-8 (Public Health) operations regarding mental health, including but not limited to providing mental health counselors and advocates to evacuation centers, shelters, EOC and Response staff, and community meetings.

Individual Roles and Responsibilities

Separately Elected Officials

Lake County Assessor

- Rapidly determine property ownership for the purposes of a cost share agreement in the case of a wildfire.
- Maintain and make available accurate property records that are accessible in the event of a disaster.
- Assist with presentation of information (such as estimate of property damage) needed for county requests for state and federal assistance when appropriate. Provide estimates of values at risk for the State Fire Management Officer (FMO).

Lake County Clerk and Recorder

- Maintain and make available accurate public records that would be accessible in the event of a disaster.
- Send representatives to the EOC to function in support roles as requested and available.

Lake County Treasurer

- Receive and properly account for state and federal Public Assistance funds.

Sheriff

- The Sheriff is statutorily the Designated Emergency Response Authority for Lake County and Fire Warden
 - *“It is the duty of the sheriff, undersheriffs, and deputies, in case of any forest or prairie fire, to assume charge thereof or to assist other governmental authorities in such emergencies for controlling or extinguishing such fires, and, for assisting in so doing, they may call to their aid such person as they may deem necessary.* (<http://csfs.colostate.edu/pdfs/30-10-513.pdf>)
- Serve in the Policy Group

- Order evacuations based on the situation or recommendations from OEM, LLCFR, and/or the Incident Commander
- Exercise and train staff on the Evacuation Plan

Lake County Staff

All Department Heads

- Identify a specific chain of command and ensure all personnel understand their level of responsibility within the organization.
- Identify functions to be performed during/after an emergency or disaster and assign responsibility for performing those functions to personnel in appropriate departments.
- Identify valuable records that are essential for the operation of your department or organization if emergency evacuation is necessary [identify Vital Records in the COOP module].
- Plan how to implement post-disaster responsibilities.
- Establish redundant record systems for critical documents.
- Establish continuity of operations plans and activate the plans, as needed to ensure continuity of government.
- Ensure NIMS compliance within the county departments and establish a policy as well as a mechanism to track Incident Command System [ICS] course completion.
- Prepare plans and organize assigned departments to meet natural, technological, and manmade/ adversarial disasters which might occur in the county and ensure continuity of governmental operations during an incident.
- Identify functions to be performed during an incident and assign responsibility for performing those functions to an Emergency Support Function (ESF) group representative.
- Provide representatives to the EOC to coordinate emergency response functions with other agencies represented.
- Ensure that the EOC is informed during an incident by reporting events and activities to the EOC in a timely fashion.
- Maintain complete and accurate records of all incident costs and expenditures to include personnel qualification, time, overtime, vehicle mileage, goods, physical location in the performance of their duties during an emergency, machine hours and emergency disbursements.
- Provide complete and current resource lists and on-call personnel lists to Lake County OEM on a timely basis to assist in providing resources and personnel for large-scale incidents.

Director, Community Planning & Development / GIS

- Through appropriate zoning, building inspections, and code enforcement, develop and maintain a system for disaster prevention and mitigation.
- Maintain files of all flood plans and flood inundation maps following FEMA regulations and guidance.

- Provide Primary Damage Assessment [PDA] reports for county/city officials (done in conjunction with finance, public works, and assessor)
- Coordinate engineering support for assessment of damaged buildings for first responder and public safety.
- Condemn damaged buildings.
- Monitor rebuilding during recovery phases.
- Assure the protection of information and communication capabilities against cyber terrorism.
- Develop and implement an emergency relocation plan for GIS.
- Provide mapping services as needed during a disaster.
- Works with both internal and external stakeholders for mapping requests.
- Open communication channels between GIS director for Lake County Community Planning & Development and Lake County OEM volunteers.
- Provides mapping services as needed during planning, mitigation, response, and recovery.

Director, Finance

- Prepare emergency purchase orders, contracts and requisitions as requested.
- Maintain detailed financial records of all disaster expenditures for local records as well as for future state and federal reimbursement.
- Maintain provisions for an emergency financial support fund.
- Manage disaster-related insurance claims for government facilities, infrastructure, and land.
- Establish disaster cost codes and financial controls for disaster operations.
- Review the Delegation of Authority for county financial implications and obligations.
- Review and advise the Incident Commander and elected officials on Cost Share agreements.
- Review and advise the elected officials and/or agency representation [Senior BOCC member] on the financial aspects and implications of a disaster declaration.

Manager, Human Resources

- Assist with emergency staffing, recall process and time accounting procedures as well as assist the finance and logistics section chiefs.
- Enforces Emergency/Disaster Responsibility requirement for all Lake County Employees
 - All employee job descriptions include: “All Lake County Employees may be required to work as a Disaster Service Worker when a local declaration of emergency or disaster is declared by the Board of County Commissioners”

Director, Information Technology

- Implements policies and procedures relating to cybersecurity and information technology.
- Leads cybersecurity prevention efforts, trainings, policies, and tests.
- Responsible for always ensuring proper function of connectivity.

Director, Library

- Pre-Disaster: utilize the Library as a dissemination center for emergency preparedness information and gathering place for groups and individuals for education and awareness.
- Response/Recovery: Information Center

Director, Parks, Recreation & Open Space (PROS)

- Assist with schedule and use issues arising from using recreational facilities and spaces during times of a disaster.
- Participate in mitigation projects and discussions surrounding open spaces.
- Advise on threats and hazards facing recreation facilities and open spaces.
- Provide guidance and advice in recovery activities to restore open spaces, park and facilities, along with providing financial impact reports if these places are damaged.

DIRECTION, CONTROL AND COORDINATION

Lake County has adopted NIMS and ICS in accordance with the President's Homeland Security Directive (HSPD)-5 Management of Domestic Incidents (Resolution in Authorities). The adoption of NIMS provides a consistent approach to the effective management of situations involving natural, technological, or human caused disasters.

Tactics Versus Strategic Direction

- The County EOC is predominantly in a strategic or coordination role.
- Tactical command and control of first responders at the scene remains with the police, fire, or EMS command structure as prescribed by the Incident Command System (ICS) and the National Incident Management System [NIMS].
- Daily operations are initiated by Lake County Dispatch and are resolved at the lowest level possible.
- The Incident Commander [IC] makes all tactical decisions.
- Incidents are governed by the National Incident Management System [NIMS] and ICS.
- Lake County government may act in support of first responders by acquiring resources through the logistics section [ESF#7 Resources] of the EOC when it has been staffed/ activated/ transferred to the EOC [See Lake County Resource Mobilization Annex]
- Lake County employees and volunteers trained in operational procedures will manage the incident in support of first responders and in support of the incident consequences or impacts to the public.
- Operational or tactical emergency response by the County is restricted to consequence management that may manage sheltering and similar efforts described in detail in the ESF annexes.

Coordination Versus Control

- Incidents are typically managed at the lowest possible geographic, organizational, jurisdictional and resource level.

- The Incident Commander [IC] controls and directs tasks/ activities on-scene.
- Legal basis for the control and direction [DERA, C.R.S. 30-10-513]
- County coordinates activities in support of the incident or at the request of the IC.
- The EOC is primarily focused on consequence management.
- Coordination is usually through a liaison [American Red Cross, The Salvation Army, etc....]
- County control over activity or assets during an emergency is restricted to the personnel, equipment, and systems held by the county unless a specific delegation is made.
- The goal of the Office of Emergency Management is to reduce the likelihood and consequence components of risk as much as possible given economic, political, social, and other constraints. There always remains the possibility that a hazard event will occur, resulting in a situation for which a wide range of response resources are required.
- The EOC is activated to support the Incident Commander and does not manage the incident.
- The EOC's function is to assist with resource requests, provide technical support, gather intelligence/information, maintain situational awareness, anticipate the needs of the Incident Commander, and to coordinate fully with the Incident Command Staff.
- The EOC may be activated for emergencies that do not result in local disaster declarations.

Multi-jurisdictional Coordination

The Lake County EOC serves as the focal point for multi-jurisdictional coordination with single point resource ordering through ESF7 and the logistic section chief and coordination of mutual aid resources from responding jurisdictions. This includes but is not limited to coordinating mutual aid, non- governmental organizations, faith-based and Volunteer Organizations Active in Disasters [VOADs] to provide resources to properly respond to the incident.

The Lake County EOC staff will prioritize resource acquisition to provide and achieve the following services:

- Provide warning and support evacuations.
- Support dissemination of emergency public information
- Reestablish communications to assist response actions.
- Reestablish access to impacted areas & facilities.
- Support search & rescue operations, transport of victims, and medical care
- Support Mass Care operations including food, water, shelters.
- Assist with the restoration of critical infrastructure.
- Protection of public property and the environment.
- Initiation of short and long-term recovery programs.

The Lake County EOC may direct the establishment of a Joint Information Center (JIC) where public information officers can collaborate on information communicated to the public during an emergency. The JIC may be part of the larger effort to warn the public of an imminent threat to their safety or property.

Decision Making

Policy decisions affecting county government are made by the Lake County Board of County Commissioners or designee, who may work from the EOC or a location of their choice, maintaining close contact with EOC management. The BOCC may choose to convene a group of advisors or may make decisions based on information gathered by others. Priorities affecting county government services may be established by the BOCC in consultation with his/her department directors.

Continuity of Government

If the BOCC is unavailable or the Chairperson of the County Commissioners is unavailable to fulfill his/her emergency duties during an emergency, the line of succession in the BOLDPlanning COOP module identifies a list of designated senior staff that may assume those responsibilities until the Chairperson or senior County Commissioner can reassume duties or a permanent successor can be named.

Directors of all county departments have designated successors to ensure continuity of leadership and operations within their department and agencies. A line of succession at least three deep has been established for each department. Successors will be able to assume the roles and responsibilities for their department. A copy of each department's line of succession is maintained in the Lake County Continuity of Operations Plan online.

Delegations of authority are also covered in the Lake County COOP. The difference between delegations of authority and succession is with succession the replacement assumes the responsibilities of the office that it is succeeding, and delegations of authority do not transfer the responsibilities of the office as a whole. Delegations provide temporary opportunities to ensure continued operation of departments and agencies without the removal of the original responsibility of that head office.

Incident Command (IC) / Emergency Operations Center (EOC) Interface

For major emergencies, disasters, and large planned events Lake County OEM will activate the Lake County Emergency Operations Center (EOC), located at 700 East 10th Street, Leadville, CO. Upon activation of the Lake County EOC, it is essential to establish a division of responsibilities between the incident command post and the EOC. An outline of the general division of responsibilities is included below. It is essential that a precise division of responsibilities be determined for specific emergency operations.

Incident Command (IC)

Lake County manages all incidents and emergencies through the principles of the National Incident Management System (NIMS) and the Incident Command System (ICS). The five basic functional sections within ICS include Incident Command, Operations, Planning, Logistics, and

Finance/Administration.

As the incident requires, additional functional sections may be activated. This includes Intelligence/Investigations for law enforcement and/or epidemiological events activities. ICS is a framework, and as such, can be expanded or contracted to address the situation at hand. ICS components during a response will be adjusted to address the unique operational needs of a specific incident.

The Incident Commander is responsible for field operations and tactical decisions, including, but not limited to:

- Isolating the scene.
- Directing and controlling the on-scene response to the emergency and managing the emergency resources committed there using ICS and NIMS standards.
- Warning the population in the area of the incident and providing emergency instructions to them.
- Determining and implementing protective measures (evacuation or in-place sheltering) for the population in the immediate area of the incident and for emergency responders at the scene.
- Implementing traffic control arrangements in and around the incident scene
- Requesting additional resources from the Lake County EOC logistic section chief.

Emergency Operations Center (EOC)

The EOC provides a central location from which government at any level can provide interagency coordination and executive decision making in support of incident response. EOCs coordinate with on-scene incident managers to:

- Acquire, allocate, and track resources to provide resource support for incident command operations.
- Manage and share information—Collecting, analyzing, and interpreting information from various resources.
- Establish response priorities—ensuring that response systems are interconnected and complementary, reinforcing interoperability among the various system components, making response more efficient and effective by coordinating available resources, and making decisions based on agreed-upon policies and procedures.
- Provide legal and financial support.
- Act as a liaison with other jurisdictions and levels of government. A nexus of government, private, and NGOs.
- Ensuring response systems are interconnected and complementary, supporting interoperability between various agencies and stakeholders.
- Establish interoperable communications among all agencies and others as needed for the response. Use of the SCR Tactical Interoperability Plan (TIC) assists in accomplishing this.
- Coordinating the information flow and resources for complex incidents or incidents that occur simultaneously.

- Issuing community-wide warning, issuing instructions, and providing information to the public.
- Organizing and implementing large-scale evacuation including shelter arrangements for evacuees. This includes the evacuation and sheltering of children, people with disabilities or other access and functional needs. It also includes the essential needs of household pets, as defined by FEMA (domesticated animal, such as a dog, cat, bird, rabbit, rodent, or turtle).
- Coordinating traffic control for large-scale evacuations.
- Requesting assistance from the State and other external sources.

Some incidents may initiate in a jurisdiction or area that has an emergency operations center, or department operations center. In this event, the responsibilities of the initial emergency operations center will take precedence up to the point of activation of the Lake County EOC. Once activated, the Lake County EOC will conduct all resource management. Additionally, the Lake County EOC will accept the responsibilities identified in the previous section and the other EOC's will assign personnel to the Lake County EOC.

In some large-scale emergencies or disasters, emergency operations with different objectives may occur at geographically separated scenes. In such situations, more than one incident command operation may be established. If this situation occurs, a transition to an Area Command or a Unified Area Command is desirable, and the allocation of resources to specific field operations will be coordinated through the Lake County EOC.

The Lake County EOC will activate at the discretion of the Lake County OEM, on-scene Incident Commander, or senior elected official, based on the incident type. The Direction, Control, and Coordination section defines incident types and defines each term. Factors for activation include Type IV and V incidents that go beyond one operational period, critical infrastructure and key resources affected, large population centers, and local response capabilities. Incidents that are Type III, II, and I will typically prompt EOC activation, but the final decision will be at the discretion of those listed above. A formal emergency declaration is not required to activate the EOC and may also be activated for pre-planned/special events if there is a significant burden placed on Lake County emergency response or the community.

The EOC may be activated when:

- There is an ongoing emergency or disaster that impacts the City or County
- There is a large pre-planned event taking place within the City/County where additional support is needed.
- To manage significant requests for mutual aid from another jurisdiction that has requested assistance from Lake County.
- Upon the request of the Incident/Unified Commander (IC/UC) when an incident exceeds the County's capabilities.
- At the request of the Sheriff, Chief Elected Official of a jurisdiction, or their designee.

- When an emergency has overwhelmed the Lake County Dispatch Communications Center.

Lake County has three (3) levels of activation dependent on the needs of the incident. The Emergency Manager, or their designee, will determine the level of activation.

- **Mobile On-Scene:** Mobile On-Scene activations include incidents that require resources beyond the internal capability of the responding agency or agencies. Mobile On-Scene activation is primarily for a public safety incident or in the case where a single person [usually the Emergency Manager) at the EOC is less useful than moving Mobile Command [MCP] to the scene and assisting the Incident Commander. The incident will be under the direction and control of an Incident Commander at the scene following the NIMS Incident Command System. The EOC staff and director will address consequence management issues supporting the incident commander. Mobile On-Scene activations may include a large structure fire, minor pre-planned event, or minor localized flooding.
- **Partial:** Partial activations include incidents that exceed the capabilities of local resources and may require utilization of established mutual aid agreements. The incident may be under the direction and control of multiple Incident Commanders at multiple scenes or consist of a countywide incident. Partial activations may include a major weather event, large wildland urban interface fire or a major pre-planned event.
- **Full:** Full activations include incidents that exceed the resources, support, and assistance of the County and adjacent jurisdictions. The incident will be under the direction and control of multiple Incident Commanders at multiple scenes. State and possibly Federal assistance can be expected for Lake County. Full Activation includes catastrophic as well as county-wide incidents. The EOC will be fully activated and staffed with a policy group and Incident Command for the County-wide catastrophe [may be a state provided Incident Management Team (IMT)].

Lake County Communications Center

During EOC activation, it may become necessary to move incident dispatch/resource ordering to the EOC. The EOC is equipped with a dispatch radio with wireless ports and the Communications Officers have a laptop with Computer Aided Dispatch system software for mobile operations. Dispatch will be moved to the EOC by an official request via a form in the Resource Mobilization Annex.

Incident Types

Incident typing is a process that lets local responders, government officials, and the public gauge the intensity, resource requirements, and severity of an emergency incident. Incidents are typed from V to I increasing in severity and complexity. EOC activations will mirror the incident typing and are detailed in the Lake County EOC Activation document.

Type V – Incident Controlled with Incident Commander and Initial Responders

- One or two single resources with up to six personnel are required to mitigate the incident.
- Command and general staff positions (other than the Incident Commander) are not activated.
- A written Incident Action Plan (IAP) is not required.
- The incident can be contained within the first operational period, often within a few hours after resources arrive on scene.
- Examples include a vehicle fire, routine medical call, isolated power outage or a law - enforcement traffic stop.

Type IV –Additional Local Responders

- Command and general staff functions are activated only if needed.
- Several resources are required to mitigate the incident.
- The incident is usually limited to one operational period in the control phase.
- A written IAP is not required, but a documented operational briefing will be completed for all incoming resources.
- The agency administrator may have briefings and ensure the complexity analysis and delegations of authority are updated.
- The role of the agency administrator includes operational plans including objectives and priorities.
- Examples include a multi-vehicle accident, small grass fire, or a search and rescue operation.

Type III – Lake County EOC and Local Mutual Aid

- Capability requirements exceed initial occurrence and multiple agencies become involved.
- The situation may be an incident of significance (community impact).
- Incident Command System positions will be added to match the complexity of the incident.
- Some or all the command and general staff, division or group supervisors and unit leader positions may be activated.

- A Type III Incident Management Team or incident command organization through initial actions with a significant number of resources, an extended attack until containment or control is achieved, or as an expanding incident manages incident response until the transition to a Type II Incident Management Team.
- The Lake County EOC may be activated.
- A Joint Information Center may be established.
- The incident may extend into multiple operational periods.
- Mutual aid or state assistance will be required.
- A written IAP is required for each operational period.
- Examples include a school hostage situation, large structure or wildfire fire, blizzard, or widespread and extended utility outage.

Type 2 – State EOC, State Agencies, and Regional Mutual Aid

- This type of incident extends beyond the capabilities for local controls and is expected to go into multiple operational periods.
- This is an incident of significance and may be a declared emergency or disaster.
- This type of incident may require assistance from multi-jurisdictional, regional, state, and/or federal resources to effectively manage the operations, command, and general staffing.
- Most or all the command and general staff positions are filled.
- The incident may be transferred to an Incident Management Team.
- The Lake County EOC will be activated,
- The State EOC may be activated.
- A Joint Information Center is established.
- A written IAP is required for each operational period.
- Many of the functional units are staffed.
- The LCOEM is responsible for the incident complexity analysis (may be assisted by the state Fire Management Officer (FMO)).
- The EOC Policy Group has overall oversight of the incident, County management briefings, and the written delegations of authority.
- Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).
- Examples include large wildfire or sustained power outage where a significant number of citizens are affected, or a significant amount of property damage has or is expected to occur.

Type I – Department of Homeland Security/FEMA, Federal Agencies, National Mutual Aid

- This type of incident is the most complex, requiring federal resources to manage and operate safely and effectively.
- The incident will be transferred to an Incident Management Team.
- The Lake County EOC and State EOC are activated.
- A Joint Information Center is established.
- All command and general staff positions are activated.
- Branches are established.
- The LCOEM, working with on-scene Incident Command, is responsible for the incident complexity analysis, overall situational awareness of the incident, county management briefings, and working with the Policy Group for the delegation of authority.
- The incident has a significant impact on Lake County. Additional staff for administrative and support functions may be required.
- Operational personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.
- Examples include a major wildfire involving multiple structures or a pandemic.

INFORMATION COLLECTION, ANALYSIS AND DISSEMINATION

Collecting, analyzing, and disseminating information is a critical function of the EOC. The information aspects of a disaster or large-scale event are performed by a combination of personnel in the EOC to rapidly build and maintain situational awareness. Specifically, the primary positions that develop and disseminate information to first responders, the incident commander and the public include, but are not limited to: Situation Unit, Resource Unit, EOC dispatcher(s), and the Public Information Officers. Each ESF lead has information to contribute to the overall Common Operational Picture [COP] and is responsible for providing timely updates to the Situational Unit Leader.

Information is needed to form decisions, establish priorities and timelines, request or provide resources to incident commanders or mutual aid partners, provide warning to the public, coordinate protective actions, restore services, or stand down response operations. Ultimately, the goal of the information management function is to establish and maintain situational awareness and a common operational picture.

Key elements of information management include:

- Determining necessary information [developing priority information requirements].
- Information collection plan [update\ modify the existing collection plan].
- Verification and validation of information.
- Analysis of the information received.
- Determining who needs the information.
- Packaging and distributing to information users.

- Recording or filing information for later use.
- Timelines or reoccurring information cycles.

Situational Awareness and Common Operational Picture

Situational Awareness is the ability to identify, process, and comprehend the critical elements of information about what is happening with the response team regarding the incident. More simply, it's knowing what is going on around you and how that will affect response and recovery operations down the road. In other words, it's the "big picture" of our operation.

A Common Operating Picture (COP) is a standard [shared] overview of an incident. It provides incident information that enables the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions. See the Information Group Annex for tools used in the EOC for COP development, including the Incident Situation Report, Essential Elements of Information with checklist, and sample Lake County Consequence Management/Situation Report.

The Information Section, including the Situation Group, will collect and analyze information to identify current situational considerations, incident trends, resource allocation needs, operational assignments, and unmet needs to support planning initiatives.

The State of Colorado Emergency Operations Center has specific essential elements of information (EEI) to maintain situational awareness at the State level. The Lake County OEM Director will notify the DHSEM Regional Field Manager of:

- Any incident or event that could receive significant state or national attention, to include the death of a first responder.
- Any incident related deaths or injuries within the population that could exceed local capacity.
- Any extended closure of four (4) hours or greater of major highways, airports, or railways that creates a significant response or supply chain disruption.
- Any incident related evacuation, food, water, and/or sheltering requirements that could exceed the local capacity.
- Any developing situation that threatens the stability of local or state Community Lifelines.
- Any imminent threats to critical infrastructure.

Decision Quality Information

A critical component of the information management cycle is filtering and developing raw data into decision quality information from which incident commanders, elected

officials and EOC directors can make evidence-based decisions. Examples of decision quality information include accurate numbers of patients, damaged infrastructure, fatalities, weather, resources status [required, ordered, traveling, staging, assigned, out of services...] as well as critical services: medical, water, electricity, sewage, useable transportation routes, shelter, food, FAN, etc.... [lifeline services]

What Do We Need to Know?

The Situational Unit Leader in conjunction with the EOC Director will develop and establish Priority Information Requirements which include the following elements:

- Define the operational environment.
- IC requirements [decision quality information]
- Accurate and specific instructions for the public [what do you want them to do]
- Life safety issues
- Time sensitive
- Protective actions for people, property, and the environment
- Essential services

Sources for information: on-scene responders, ICS 214- Activity Logs, county/ city departments, state/ federal agencies and non-governmental organization partners, television, radio, and print media, social media, victims of the emergency or the public [crowd sourcing], subject matter experts.

Data Collection Plan

The Situational Unit Leader will update and modify as required the current data collection plan to meet the current incident needs:

- 911/ Dispatch calls
- National Weather Service [current/ predicted]
- GIS/Geospatial
- Notification systems [EAS/ IPAWS/Everbridge]
- Government databases
- Social Networking (Twitter, Facebook)
- Smart phone pictures, video, and text
- Verbal-First responder “wind shield survey”

Recording the source of the information and any contact information for the source is critical to follow- on steps in the information management cycle.

Verification Of Information

Changing raw data from collection sources into useable decision quality data requires the Situational Group Leader and Public Information Officer to validate and verify collected

information. The validation process is not extended to all collected data, but verification should be extended to these classes of information:

- Decision quality for IC and elected officials
- Public statements
- Press releases
- Other public communications
- Consult Subject Matter Experts for validation of selected information.

Analysis Of Information

Information gatherers need to distill the raw collected data to relevant and actionable information by:

- Searching for relationships and connections
- Connecting or recognizing the relationship between information from different sources— developing the “big picture”
- Identifying gap analysis and additional requirements
- Determining what and who to share the information.

Who Receives Information

The Situational Unit Leader should pre-determine information distribution lists and defined methods based on exercises and similar incidents:

- Incident Command / Unified Command
- All Emergency Support Function Leads
- Non-Governmental Organizations
- Elected Officials

WebEOC is the primary system utilized by Lake County OEM to share intelligence and information with State and local partners. Internally and as a backup, LCOEM utilized Microsoft Teams, text messages and Everbridge Alerts (internal and external) to share necessary information and intelligence.

Information Dissemination Plan

The Situational Unit Leader should develop a dissemination plan prior to any exercise or incident in addition to the pre-incident data collection plan. Possible information recipients include, but are not limited to:

- Decision quality for IC/ IMT
 - Elected officials
 - Policy Group
 - Executive talking points—town hall meeting/ news conferences.
 - ESF Leads
- State/ Federal partners
 - WebEOC: Situation report [SitRep]
 - Internal synchronization: MS Word event/time/source

- Public facing
 - Social media\ print media
 - Press releases
 - News conferences/ town hall meetings

COMMUNICATIONS

Before, during and after an emergency event, the timely and accurate distribution of information is essential in protecting and assisting the citizens of Lake County. People need to understand what is happening, what actions they should take, how urgent their actions are and what to expect. In Lake County, there are a variety of ways that emergency communications are provided to citizens, including the Emergency Notification System (Lake County Alerts/IPAWS), the National Weather Service internet site, and print media. The South Central Regional Tactical Interoperable Communications Plan (TIC) contains information concerning communications with partner jurisdictions.

Infrastructure

The state as well as Lake County uses the Digital Trunked Radio System (DTRS) as the primary command and control radio system for daily operations as well as disasters.

The Colorado Office of Public Safety Communications (OPSC) within the Division of Homeland Security and Emergency Management (DHSEM), has 256 radio sites on five zone controllers with just over 127,000 user radios, though the number of user agencies is stable. In August of 2023, OPSC handled just over 9.5 million radio calls equaling almost 14,500 hours of radio talk time for the month.

Lake County has a VHF radio system for redundant communications for first responders and sustained emergency responses. The VHF radio system has repeaters in the south, central and north Lake County to provide adequate coverage. The EOC maintains a Ham radio system and supports a Ham repeater co- located at the Quail Mountain VHF repeater site. The Ham radio provides a third communication system for further redundancy should the state DTRS and county VHF be overwhelmed by the number of users generated from a disaster.

The Lake County E911 Authority utilizes the E911 tax from wireless providers to maintain and replace communications equipment, including the VHF radio system.

Lake County Communications Center

The dispatch center serves as the hub of communications for Lake County. The dispatch centers responsibilities include activating notifications for appropriate first responders and altering public with important messages (i.e. evacuation notifications), maintaining communication with the IC, conducting single point ordering through dispatch until

ordering responsibilities are moved to the EOC, relaying critical information to responders, developing and revising incident specific ICS205s, facilitating communications with mutual aid and other dispatch centers, and additional communications needs as required.

Available Modes of Communication

WebEOC is Lake County's and the State of Colorado's web-enabled crisis information management system and provides secure real-time information sharing to help first responders, city and county managers make sound decisions quickly. Each department and agency responsible for emergency response and or awareness will receive an email describing the event and prompting log-in to the system for further information and real-time situational awareness.

VHF/ UHF Radio Communication: The county's VHF radio system will be used to provide first responder and county-wide coordinated responses as a secondary communication mode to any emergency.

DTRS: Digital Trunk Radio System 800MHz is the primary method of radio communications for emergency response in Lake County.

MARS: The Military Affiliate Radio System (MARS) is a Department of Defense sponsored program, established as separately managed and operated programs by the Army, Navy-Marine Corps and Air Force. MARS members are volunteer licensed amateur radio operators who are interested in providing auxiliary or emergency communications to local, national, and international emergency and safety organizations, as an adjunct to normal communications. The primary concept of MARS is to meet the requirements of training for any communications emergency. To this end, organization, methods, and facilities must be adequate to meet any emergency requirements and must be flexible in order to provide for rapid expansion. Normal methods must be such that only minor changes will be required when shifting to an emergency status.

ARES: The Amateur Radio Emergency Service consists of licensed amateurs who have voluntarily registered their qualifications and equipment for communications duty in the public service when disaster strikes. Lake County will use ARES personnel to communicate if the State Digital Trunk Radio [DTSR] and VHF radio systems are incapacitated and/or overwhelmed. Amateur Radio Emergency Service (ARES) is a corps of trained amateur radio operator volunteers organized to assist in public service and emergency communications. It is organized and sponsored by the American Radio Relay League (ARRL) and the Radio Amateurs of Canada.

RACES: Radio Amateur Civil Emergency Service is a protocol created by the Federal Emergency Management Agency (FEMA) and the Federal Communications Commission (FCC Part 97, Section 407). Lake County will use ARES personnel using the RACES protocol for communications when conventional VHF/UFH communications are not sufficient.

Variable Message Boards: The variable message boards are self-contained portable boards. Approximately 3 lines of text can be displayed to provide public awareness and direction to further information.

Emergency Notification System: Officials can notify the entire county or specific locations within Lake County using the public telephone system and using cellular service if subscribed to *Lake County Alerts*. The targeted area receives a pre-recorded message. The system uses a database of telephone numbers and associated addresses, which, when tied into geographic information systems (GIS), can be used to deliver recorded emergency notifications to a selected set of people by telephone.

Integrated Public Alert & Warning System (IPAWS)

The Integrated Public Alert & Warning System (IPAWS) is FEMA's national system for local alerting that provides authenticated emergency and life-saving information to the public through mobile phones using Wireless Emergency Alerts, to radio and television via the Emergency Alert System, and on the National Oceanic and Atmospheric Administration's Weather Radio. IPAWS allows ESF-2 and the EOC to send emergency alerts to phones in a certain geographic location within limitations of messaging. These are to be used for specific life-safety threats, such as evacuations or shelter-in-place. Alerts may be issued through Everbridge, similar to Lake County Alerts but IPAWS does not require people to be subscribed but does require for their phone to be turned on, in cell-service, and the user must not have opted-out of the alerts.

Cell phone and land line: Alert the organization and department personnel using up-to-date call down trees.

Lake County Emergency Management site:

<http://www.lakecountyco.com/emergencymanagement/> Contains emergency information and contact numbers for emergency services. The Lake County Emergency Management site will be updated as appropriate for current emergency situations.

Lake County Office of Emergency Management Facebook Page:

<https://www.facebook.com/LCOEM>

Radio Stations: There are no radio stations in Lake County; however, there are stations in Chaffee and Eagle County that can broadcast to most of the county.

NOAA National Weather Service Alerting Service (Radio): None. There are no NOAA stations in the Arkansas Valley and NOAA has indicated they do not intend to place stations in Chaffee and Lake Counties.

Emergency Alert System (EAS): None. No access points in Lake County. The closest access point is via Summit County OEM.

School District Phone Alert: Like Lake County Emergency Alerts, the School District

Phone alert system can dial all student homes and broadcast a pre-recorded message. This system could be used to augment the existing County alert and reinforce messages to the community.

Cell on wheels (COW): A cell on wheels, usually referred to as a COW, is a mobile cell site that consists of a cellular antenna tower and electronic radio transceiver equipment on a truck or trailer, designed to be part of a cellular network. COWs are used to provide expanded cellular network coverage and/or capacity at special events such as major sporting events (Super Bowl, World Series, Rose Bowl), major conventions, or in disaster areas where cellular coverage either was never present (e.g., in a wilderness area where firefighters have set up a command center during a major forest fire) or was compromised by the disaster (e.g., in the Gulf Coast after Hurricane Katrina). Following the September 11 attacks on New York City in 2001, 36 cellular COWs were deployed by September 14, 2001, in Lower Manhattan to support the U.S. Federal Emergency Management Agency (FEMA) and provide critical phone service to rescue and recovery workers. COWs provided cellular service in Southwest Florida the aftermath of Hurricane Charley in 2004 with most of the area's stationary cell towers destroyed.[2] 26 Cell on Wheels towers were put in place in Washington, D.C. for the inauguration of Barack Obama in January 2009 to handle the millions of extra people and calls in the city, especially on and near the National Mall. Lake County does not currently have a COW available but does have partners in the area that will loan.

Joint Information System (JIS)

To ensure coordination of public information during incidents that involve multiple agencies and/or jurisdictions, the IC/UC may use a JIC to support the gathering, verification, coordination, and dissemination of accurate, accessible, and timely information. The JIC is a central location that facilitates operation of the Joint Information System (JIS). In the early stages of response to an incident, the PIO shall consult with the IC/UC and/or EOC director regarding the opening of a JIC. See ESF#15 for detailed discussion and organizational charts for establishing a JIC.

ADMINISTRATION

Employee Reassignment

Due to its small jurisdiction, during an emergency it may become necessary for Lake County to reassign certain employees to complete duties that are outside their duties during routine operations. All job descriptions in Lake County list that the job description should not be seen as an exhaustive list, and there may be other duties as assigned.

In addition, as mentioned in the Lake County Employee Handbook and all Lake County Job Descriptions:

“Notice of Emergency/Disaster Responsibilities

All Lake County Employees may be required to work as a Disaster Service Worker when

a local declaration of emergency or disaster is declared by the Board of County Commissioners.”

The BOCC may choose to include in their Disaster Declaration the following language: “The County Human Resources Manager has full authority to suspend and modify all County Personnel Rules as necessary.”

Workers Compensation

While no employer can guarantee the safety and health of all its workers, it is the goal of the County to perform its work in the safest manner possible. The safety and health of our employees and others that may be in our work areas is paramount. All employees are responsible for working safely and productively, both for the protection of themselves and their fellow workers, and to support all County safety efforts. Employees should immediately report unsafe practices, conditions, or accidents to their manager.

Worker’s compensation claims are to be administered according to the process and procedures outlined in the Lake County Employee Handbook, adopted by the BOCC in July 2022, and all forms are available on the internal County employee webpage.

Insurance

Lake County holds insurance for County assets through County Technical Services, Inc. (CTSI) and participates in the National Flood Insurance Program (NFIP) with the Floodplain Manager in Community Planning and Development Department. Insurance policies can be found with the Finance Director.

For Lake County residents, homeowner’s insurance can be difficult to acquire and maintain. Due to the high fire danger, many insurance companies will not issue policies to residents. Lake County also has four mobile home parks, for which insurance is difficult.

Timekeeping

Tracking employee time spent on emergency operations can be an important aspect of determining disaster costs and opportunities for reimbursement. Lake County maintains the same timekeeping policies during regular operations and during emergency operations. Lake County employs Tyler Technology’s “Employee Access Pro” to maintain accurate records. If, for some reason, this timekeeping software cannot be used, employees are instructed to maintain their records using paper timecards, IS-214 form, and/or WebEOC, and then send their records to the finance and administration department on a designated day once every week. More information on payroll and financial policies can be found in the Lake County Government Financial Policies, located on the Lake County Government website or by request.

The Finance Group in the Lake County EOC will assist with tracking costs incurred such as personnel, overtime, equipment costs, volunteer labor, and eligible donations. New

incident codes will be created to attach to incident-related costs, including payroll.

Records Retention

To provide normal government operations following a disaster, each department or agency must take actions to protect essential records. Essential records may be stored in BOLDPlanning/COOP, or on a backup server or hard drive. For retention, many departments/offices like the Clerk and Recorder's office and Finance Department, utilize State and federal mandated retention policies. Each Lake County department is required to keep and maintain records by their own retention policies and procedures following best practice and regulations and requirements.

Use of Volunteers

Volunteers are a pillar of Lake County emergency management, and participate in mitigation, response, and recovery work. Lake County works with individual volunteers to find appropriate roles that match the needs of the OEM and the volunteer's skill set and interests. The Lake County Employee Handbook defines volunteers and relevant policies and procedures.

Volunteers with Lake County Search and Rescue and/or registered volunteers responding to a disaster are designated by the County and are covered under Lake County's Worker's Compensation Insurance while providing such volunteer services.

During an emergency, volunteers from registered Voluntary Organizations Active in Disaster (VOAD), spontaneous volunteers, and/or donations are managed under the Mass Care Group, with support from the Resource Section.

Documenting Response and Recovery Operations

Lake County has established policies and procedures for documenting response and recovery operations including cost recovery information, requests for aid, budget control, legal protections, operational efficiency, and other areas. Lake County's documenting procedures follow and are in accordance with the State of Colorado and FEMA guidelines. More detailed information regarding the documentation of response and recovery operations can be found in the Resource Mobilization Annex, Lake County Financial Policies, Lake County Disaster Recovery Plan, and WebEOC.

After-Action Reporting (AAR)

In the spirit of continual growth and progress, Lake County OEM will host an AAR followed by a written AAR/Improvement Plan (IP) after any incident, to include training and exercises, planned incidents, and response operations. The AAR will document at a minimum the activities that took place, issues that occurred, areas for improvement, successes, and an improvement plan with individual/office/agency assignments.

AARs will be reviewed when designing and planning exercises, developing the yearly Integrated

Preparedness Plan (IPP), before any annual events, and during any plan maintenance to further improve Lake County operations.

FINANCE

Authorities and Policies

Within all five mission areas of emergency management, in particular response, LCOEM will follow the below local, state, and federal financial policies for spending, procurement and contracting.

Local

- Lake County Financial Policies, BOCC Approval Date July 26, 2023
- Lake County Purchasing Policy, BOCC Approval Date February 23, 2022
- Lake County BOCC Resolution 2011-31, Authorizing Emergency Spending in Times of a Disaster, Approval October 10, 2011
- Lake County Government Employee Handbook, BOCC Approval August 10, 2022

State

- State of Colorado Constitution
- Colorado Taxpayer's Bill of Rights (TABOR)

Federal

- 42 U.S.C. §5191 Known as Robert T. Stafford Disaster Relief and Emergency Assistance Act
- Title 2, Code of Federal Regulations, Part 200 (2 C.F.R.)
- National Response Framework

Emergency Procurement and Spending, Contracting, and Contracting Land Use Agreements

In accordance with the above listed policies, the Resource Section, consisting of ESF 7- Logistics and the Finance/Administration Group, is responsible for the procurement of any resources needed for emergency response. Generally, the resource request and ordering process will consist of these steps when the EOC is activated, and resource ordering has transitioned to the EOC:

- Request made to the Logistics Manager with a 213rr and the following information:
 - Kind
 - Quality
 - Type per FEMA Typing Standards
 - When the Resource is Needed (ex: in under 2 hours, 4 hours, specific)
 - Delivery Location/Staging Area Contact
 - Requestor Name/Contact/Position/Call Sign
 - Recommended Providing Source
 - Person Authorizing Resource Fulfillment
- Request reviewed and validated by Logistics Manager.

- Order resources utilizing mutual aid agreements or local resources first.
- Resources received and delivered.
- Payment reconciled by Resource Section.

Lake County will utilize existing County contracts first to make purchases or secure services, and prioritize local, pre-established mutual aid agreements to fulfill resource requests. When those agreements are unavailable, the Resources Section will operate within the defined parameters of the disaster declaration (if applicable) and the Emergency Purchases Section of the Lake County Financial and Purchasing policies.

Tracking disaster costs will be completed by the Resource Section and Finance Group. Costs will be tracked using specific incident general ledger codes through Tyler, WebEOC, and when needed, through Excel or paper methods. Cost tracking documentation will be completed to facilitate disaster reimbursement procedures.

All financial records will be retained in accordance with the State of Colorado and Federal record retention policies.

LCOEM is responsible for working with the BOCC and County Attorney to negotiate pre-disaster contracts in accordance with financial policies to secure vendors and pricing before a response is needed.

During a response, the Lake County Financial Policies allow for certain purchases to be exempt from formal procurement and/or prior budgeting in situations where public health, safety, or welfare are endangered.

LCOEM will also negotiate mutual aid agreements for use of public and private land during a response. Copies of these mutual aid agreements with private landowners can be found in the BOLDPlanning COOP module. LCOEM will partner with facility managers in the County to utilize facilities for staging areas, command centers, recovery centers, shelters, and other needed buildings. Lake County may also temporarily suspend the enforcement of certain land use requirements and fees for use of response. An example of this would be the use of Ice Palace Park, 6th Street Gym, and the pool for firefighter sheltering and care during the Treasure Fire in June 2012.

LOGISTICS

Mutual Aid and Regional Aid Agreements

Mutual Aid Agreements (MAA) are a written arrangement between offices and/or jurisdictions in which they agree to assist one another, upon request, through personnel and/or equipment in an emergency.

Mutual aid partners will be requested when local resource capacity is surpassed, or if Lake County does not possess the needed capabilities to respond to an incident.

As all incidents are managed at the lowest level, Lake County will utilize local MAAs first, then when those have been exceeded, state or federal resources can and may be requested, especially

for specialized resources.

The below list highlights some of the existing Intergovernmental Agreements (IGA), MMAs, Memorandum of Understanding (MOU), and regional aid agreements that LCOEM and other Lake County agencies maintains:

- MAA between Leadville-Lake County Fire Rescue and Summit Fire.
- MAA between Leadville-Lake County Fire Rescue and Eagle River Fire.
- MAA between Leadville-Lake County Fire Rescue and Chaffee County Fire.
- Regional Aid Agreement with the South-Central All-Hazards Region, including Lake, Teller, Park, Chaffee, and El Paso counties, managed by LCOEM.
- MOU between Lake County School District and Lake County Public Health Agency for use of school district facilities.
- IGA for the Lake County E911 Authority between Lake County, the City of Leadville, and St. Vincent's General Hospital District.

All mutual aid agreements, of all types, will be reviewed and approved by the appropriate leadership and legal counsel.

Mutual aid agreements will be reviewed by the responsible party on an annual basis. The review of the agreements will coordinate with the jurisdiction/agency/organization that is entered into the agreement to ensure that no changes need to be made. Any changes that do need to be made to the agreements will be updated and coordinated with the responsible parties and sent to the appropriate leadership entity for review and signature.

Resource Gaps

Lake County completed the Colorado Emergency Prepared Assessment (CEPA) in 2019, and will be conducting another assessment in 2023, as documented earlier in this EOP. Utilizing the results of these assessments, along with plans such as the Hazard Mitigation Plan, and After-Action Reviews from incidents, among other documentation, departments and agencies are encouraged to document and inventory their critical and regular resources on a regular basis to address resource gaps prior to an incident.

Some gaps Lake County agencies and departments are addressing in coming years found through CEPA include resources related to:

- Mass care for animal sheltering, trailers, and tents
- Fire coverage/apparatus
- Mass fatality assistance

Some gaps identified will never be completely closed due to the rural jurisdiction size of Lake County. In these cases, Lake County agencies and departments will pursue MAA agreements with partners who do have these resources.

Resource Tracking

The Lake County resource ordering, tracking, and requesting process generally follows the path

of receiving the resource request, assigning the request to the Logistics Manager, and then fulfilling the request locally, through mutual aid, or the State (in that order.) The Logistics Manager may contact the requestor for more information if needed.

Resources are tracked on WebEOC, an internet-based incident and event management platform managed by the Colorado Division of Homeland Security and Emergency Management (DHSEM). Most jurisdictions in Colorado utilize WebEOC to some extent. This platform supports ICS, provides provisions for NIMS, and is compliant with both. WebEOC does require internet access and prior authorization to view and input information for resource tracking and maintaining situational awareness.

LCOEM utilizes single-point ordering, and the Logistics Manager will use WebEOC to and the 213RR resource request form to track all resources across ordering, procuring, fulfilling and demobilization. If WebEOC is not available, paper 213RRs are available, along with other forms of communication through email. 213RRs will always be required when requesting resources through the state emergency operations center for state and federal resources.

Resources not fulfilled through Lake County's existing inventory may be procured or purchased from private sector entities, non-governmental organizations, and/or other community partners. The Logistics Manager will coordinate with the Finance Group to purchase and receive resources using these paths.

In addition to WebEOC, Lake County will also utilize the Colorado Resource Rate Form (CRRF) to request resources. More information can be found in the Lake County Resource Mobilization Annex.

Specialized Resources

Lake County plans and prepares for all-hazards but may not always have adequate specialized resources to respond to hazards. When a specialized resource request is made to the Logistics Manager, they will examine all local and regional-level MAAs to see if the resource can be fulfilled there. This may include things like community animal response teams or HAZMAT response resources. For requests that cannot be fulfilled through that path, WebEOC will be utilized to request resources from the State emergency operations center.

Resource Management Plan

Lake County prioritize using WebEOC for resource tracking and ordering needs. Employees and EOC staff are encouraged and trained to use WebEOC as their first source of information regarding needed and available resources. The Resource Section will make recommendations to the EOC Manager when mutual or regional aid agreements should be activated, or when contracting and purchasing paths need to be pursued. The EOC Manager will then notify the relevant lead of the identified gap to see if they can fill the gap with appropriate means (ex: Lake County Public Health Agency coordinating with Chaffee County Public Health).

LCOEM maintains the Resource Mobilization Annex as part of this EOP, which addresses

resource ordering, available resources, and the process of requesting resources, along with demobilization.

Logistical Support for Planned Operations

Lake County has many pre-planned events throughout the year, especially in the summer months. The following events occur yearly and require pre-planning:

- Boom Days
- Leadville Race Series
 - Marathon & Heavy Half
 - Silver Rush 50 MTB & Run
 - 100 MTB
 - 100 Run
- Numerous other outdoor recreation trail events, such as mountain biking and trail running races.
- Various parades
 - 4th of July
 - Boom Days
- 4th of July Fireworks Show
- Annual Fly-Ins at the Leadville-Lake County Airport

LCOEM may activate the EOC to a partial level during these pre-planned events and have additional staff on standby in case additional resources are needed. Resource needs and capabilities are different between events, and conflicting events especially will require extra resources. LCOEM will coordinate with relevant departments to inventory resources and address gaps for pre-planned events, and needed planning measures will occur anywhere from one-year to two-months in advance of an event.

PLAN DEVELOPMENT AND MAINTENANCE

The Lake County EOP will be reviewed, by December 31st of each year, by Lake County Office of Emergency Management and with input from local ESF leads and supporting agencies. A formal update to the EOP will occur every three years. The ongoing planning process includes the identification of resource and training needs based on AARs produced from local exercises and events. The Lake County Office of Emergency Management is responsible for the consideration of EOP updates after major incidents, exercises, and planned events.

Exercise and Testing of the Plan

Departments, offices, and other organizations with responsibilities identified in the EOP are responsible for ensuring that their staff is familiar with the provisions of the plan and adequately trained to carry out emergency assignments. Staff participation in periodic exercises and regular EOC training provides the best opportunities for refining plans and procedures in preparation for an actual disaster and emergency event.

Integrated Preparedness and Planning Workshop/Plan (IPPW/IPP)

LCOEM will coordinate with DHSEM Integrated Preparedness and Planning Specialist to host a local IPPW with local partners, agencies, and departments. The IPPW will be seen as a preparatory step for the regular Full Scale Exercise and will inform the development of an IPP. The IPP will also take into consideration AARs/IPs of previous exercises and actual incidents and planned events. LCOEM will also use this information to participate in the South-Central Region IPPW held in early spring each year.

AUTHORITIES AND REFERENCES

Legal authority to create and maintain this plan, which includes Emergency Operations, Recovery, and Continuity of Government, is found the Colorado Revised Statutes Title 24, Article 33.5, Part 705 (2), which states “The office of emergency management shall create a comprehensive emergency management program that includes policies, plans, and procedure that address the preparation, prevention, mitigation, response, and recovery from emergencies and disasters. The office shall prepare, maintain, and keep the program current in order to meet the needs of the state.”

Lake County BOCC Resolution 2014-32 and the Lake County BOCC Annual Resolution identifies the authority and responsibility for the Lake County OEM Director to conduct emergency management operations in Lake County.

Continuity of Government/Succession of Authority

The Lake County Continuity of Operations Plans provides the framework to establish the continuity of government. The purpose of continuity of operations includes the capability of maintaining the core operations and essential functions/ services of Lake County organizations during emergency conditions. Departments and organizations accomplish this through the development of plans, procedures, and provisions for leadership succession, essential functions, alternative facilities, personnel, resources, interoperable communications, and vital records and databases.

Succession of Authority for the board of county commissioners, emergency management, and other county departments is located on the BOLDPlanning COOP website.

Pre-delegated emergency authorities can be found in the Disaster Declaration Annex, COOP, and/or the Lake County BOCC Resolution 2011-31.

Federal, State and Local Authority References

Federal

1. Americans with Disabilities Act of 1990 (ADA)
2. Comprehensive Preparedness Guide (CPG) 101 Version 3.0, September 2021
3. Comprehensive Preparedness Guide (CPG) 201 Version 3.0, May 2018

4. Federal Continuity Directive (FCD) 1 and 2
5. Code of Federal Regulations, Title 44, Chapter 1, Federal Emergency Management Agency, October 1, 2009.
6. Continuity Guidance Circular (CGC) 1 and 2
7. Homeland Security Act Of 2002 Public Law 107–296
8. 42 U.S.C. §5191 Known as Robert T. Stafford Disaster Relief and Emergency Assistance Act
9. PL 99-499 Superfund Amendments and Reauthorization Act - SARA Title III - Community Right to Know Act (1986):
10. National Continuity Policy (NSPD 51/HSPD 20)
11. National Protection Framework, June 2016
12. National Prevention Framework, June 2016
13. National Mitigation Framework, June 2016
14. National Response Framework, October 2019
15. National Disaster Recovery Framework, June 2016
16. Pets Evacuation and Transportation Standards Act of 2006, Public Law 109-308.
17. Plain Writing Act of 2010 Public Law 111–274—Oct. 13, 2010
18. Post-Katrina Emergency Management Reform Act of 2006
19. Presidential (Policy) Decision Directive 5 (2003) as amended: Management of Domestic Incidents
20. Presidential (Policy) Decision Directive 7 (2003) as amended: Critical Infrastructure Identification, Prioritization, and Protection

21. Presidential (Policy) Decision Directive 8 (2015) as amended.

State

1. Colorado Disaster Emergency Act, C.R.S. 24-33.5-700 series
2. Colorado Revised Statutes (Title 25, Article 11, Part 101 et. Seq., Radiation Control Act
3. Colorado Revised Statutes 29-22-101, et seq., Hazardous Substance Incidents
4. Colorado Revised Statute 30-10-513.5, Sheriff Authority for Forest fires
5. Constitution of the State of Colorado Article IV, Executive Department
6. State of Colorado Emergency Operations Plan, May 2023

Local

1. County Resolution number 2014-32 establishing the Office of Emergency Management and designating the position of emergency manager dated June 16, 2014
2. County Resolution for NIMS Implementation dated October 2006
3. Mutual Aid Agreements, Automatic Aid Agreement & Private Sector Contracts [See the Continuity of Operations Plan file archive for electronic copies]
4. County Resolution number 2018-18, adopting the Lake County Local Emergency Operations Plan
5. Lake County Public Health Authorities are derived from the Lake County Board of County Commissioners, who also sit as the Lake County Board of Health. The Lake County Board of Health provides direction, oversight and guidance to Lake County Public Health Agency.
6. The Lake County School District Board of Education is the authority for the Lake County School District and provides direction, oversight, and guidance to Lake County School District staff and leadership.

The Lake County EOP uses the foundation provided by the Homeland Security Act, HSPD #5, PPD #8, the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), and the Colorado Disaster Emergency Act of 1992 to provide a comprehensive, all hazards approach to incident management. Nothing in this plan alters the existing authorities of individual departments and agencies. This plan establishes the coordinating structures and processes required to integrate the specific statutory and policy authorities of various departments and agencies in a collective framework.

See glossary of terms in Appendix C for definitions related to federal and state authorities.

APPENDIX A: SUPPORTING PLANS AND ANNEXES

Previous versions of this EOP listed plans, appendices, checklists, and annexes that are currently going through revision and updating or may not be aligned to current standards and best practices. Table 1 contains ESF Annexes. Table 2 contains EOP Supporting Documents, Incident and Event Annexes that are a part of emergency operations in Lake County, along with a timeline for updates/creation, and any relevant notes.

The third table lists plans and procedures that are no longer applicable to emergency operations that were listed in previous EOPs, with notes of what annex the information can be found in.

Table 1: Lake County EOP Emergency Support Functions (ESF) Annexes

ESF #	Name	Notes
ESF 1	Transportation	Review begins 2024
ESF 2	Communications	“
ESF 3	Public Works	“
ESF 4	Fire	“
ESF 5	Emergency Management	“
ESF 6	Mass Care	“
ESF 7	Logistics	“
ESF 8	Public Health and Medical	“
ESF 9	Search & Rescue	“
ESF 10	Hazardous Materials (HAZMAT)	“
ESF 11	Natural Resources	“
ESF 12	Public Utilities and Energy	“
ESF 13	Public Safety	“
ESF 14	Community Recovery and Mitigation	“
ESF 15	External Affairs	“

Table 2: Lake County EOP Supporting Incident and Event Annexes and Plans

Unless labeled as “plan,” assume it is an Annex. All checklists mentioned in the previous EOP will be added to the appropriate Annex (ex: Finance Checklist under ESF 7 Annex, ESF 13 Checklist in ESF 13 Annex). As revisions occur, previously stand-alone annexes may be combined with other annexes. This list is not all inclusive.

Name	Review and Approval	Next Review
Community Wildfire Protection Plan (CWPP)	Approved August 2022	2027
Continuity of Operations/Government (COOP/COG)	Annually	2024
Debris Management Plan	In progress	2025
Hazard Mitigation Plan	In progress	May 2024
Integrated Preparedness Plan (IPP)	Annually	2024
Recovery Plan	November 2023	2025
South Central Region (SCR) Tactical Interoperable	Approved January 2023	2026

Communications (TIC) Plan		
Resource Mobilization	In progress	2024
Damage Assessment	In progress	2024
Disaster Finance	In progress	2024
Disaster Declarations	In progress	2023
Donation/Volunteer Management	To be started	2025
EOC Activation/EOC Management	In progress	2024
Evacuation	In progress	2024
Family Assistance Center	To be started, possibly in conjunction with Evacuations	2025
Lifelines	To be started	2026
Mass Care/Sheltering	In progress	2024
Mass Casualty Incident	To be started	2025
Mass Fatality	To be started	2025
Point of Dispensing (POD)	To be started	-
Power Outage	To be started	-
Rapid Needs Assessment	In progress, possibly conjunction with Damage Assessment	2024
Severe Weather Response	To be started	-
Wildfire	To be started	-

Table 3: Lake County Annexes/Plans Discontinued

Appendix, Plan or Annex Name	Moved Under	Completion
EOP Appendix A: Information & Intelligence Sharing	ESF 15: External Affairs / Information Section Annex	
EOP Appendix B: Disaster Declaration Process	TBA	November 2023
EOP Appendix D: Delegation of Authority	Possibly: Resource Mobilization, Wildfire, Disaster Declaration	
EOP FEMA Public Assistance Process	Annex X	
Access and Functional Needs	All annexes/plans	Ongoing

Ebola Monitoring	TBA	
Ebola Response	TBA	
Landslide/Localized Flooding Debris	Debris Management	Ongoing
Pandemic Flu	TBA	
Pet Sheltering	Mass Care/Sheltering	
Reentry	Evacuation	2024

APPENDIX B: GLOSSARY OF TERMS

Access and Functional Needs (AFN)

Those actions, services, accommodations, and programmatic, architectural, and communication modifications that a covered entity must undertake or provide to afford individuals with disabilities a full and equal opportunity to use and enjoy programs, services, activities, goods, facilities, privileges, advantages, and accommodations in the most integrated setting. These actions are in light of the exigent circumstances of the emergency and the legal obligation to undertake advance planning and prepare to meet the disability-related needs of individuals who have disabilities as defined by the Americans with Disabilities Act Amendments Act of 2008, P.L. 110-325, and those associated with them.

Access and functional needs may include modifications to programs, policies, procedures, architecture, equipment, services, supplies, and communication methods. Examples of “access and functional needs” services may include a reasonable modification of a policy, practice, or procedure or the provision of auxiliary aids and services to achieve effective communication, including but not limited to:

- An exception for service animals in an emergency shelter where there is a no-pets policy.
- The provision of way-finding assistance to someone who is blind to orient to new surroundings.
- The transferring and provision of toileting assistance to an individual with a mobility disability
- The provision of an interpreter to someone who is deaf and seeks to fill out paperwork for public benefits.

American Red Cross (ARC)

A nongovernmental humanitarian organization led by volunteers that provides relief to victims of disasters and helps people prevent, prepare for, respond to, and recover from emergencies. The American Red Cross accomplishes this through services that are consistent with its Congressional Charter and the Principles of the International Red Cross Movement.

Capabilities-based Planning

Planning, under uncertainty, to provide capabilities suitable for a wide range of threats and hazards while working within an economic framework that necessitates prioritization and choice. Capabilities-based planning addresses uncertainty by analyzing a wide range of scenarios to identify required capabilities.

Checklist or Joblist

Written (or computerized) enumeration of actions to be taken by an individual or organization meant to aid memory rather than provide detailed instruction.

Citizen Corps

A community-based program, administered by FEMA, which includes Citizen Corps councils and other programs that bring government and nongovernmental entities together to conduct all-hazards emergency preparedness and operations. Through its network of state, territorial, tribal, and local councils, Citizen Corps increases community preparedness and response capabilities through collaborative planning, public education, outreach, training, and volunteer service. Additionally, programs like the Community Emergency Response Team Program train members of the public in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations.

Community

Community has more than one definition. Each use depends on the context:

- A political or geographical entity that has the authority to adopt and enforce laws and ordinances for the area under its jurisdiction. In most cases, the community is an incorporated town, city, township, village, or unincorporated area of a county. However, each state defines its own political subdivisions and forms of government.
- A group of individuals (community of interest) who have a religion, a lifestyle, activity interests, an interest in volunteer organizations, or other characteristics in common. These communities may belong to more than one geographic community. Examples include faith-based and social organizations; nongovernmental and volunteer organizations; private service providers; critical infrastructure operators; and local and regional corporations.

Damage Assessment

The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and status of key facilities and services (e.g., hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, utilities, transportation networks) resulting from a human-caused or natural disaster.

Disability

According to the Americans with Disabilities Act, the term “individual with a disability” refers to “a person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such impairment, or a person who is regarded by others as having such impairment.” See <http://www.ada.gov/pubs/ada.htm> for the definition and specific changes to the text of the Americans with Disabilities Act. State laws and local ordinances may also include individuals outside the Federal definition.

Disaster

An occurrence of a natural catastrophe, technological accident, or human-caused incident that has resulted in severe property damage, deaths, and/or multiple injuries. As used in this Guide, a “large- scale disaster” is one that exceeds the response capability of the local jurisdiction and requires state, and potentially Federal, involvement. As used in the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), a “major disaster” is “any natural catastrophe [...] or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under [the] Act to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby” (Stafford Act, Sec. 102(2), 42 U.S.C. 5122(2)).

Emergency

Any incident, whether natural or human-caused, that requires responsive action to protect life or property. Under the Stafford 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” (Stafford Act, Sec. 102(1), 42 U.S.C. 5122(1)).

Emergency Assistance

According to the National Response Framework, emergency assistance is “[a]ssistance required by individuals, families, and their communities to ensure that immediate needs beyond the scope of the traditional ‘mass care’ services provided at the local level are addressed. These services include support to evacuations (including registration and tracking of evacuees); reunification of families; provision of aid and services to special needs populations; evacuation, sheltering, and other emergency services for household pets and services animals; coordination of donated goods and services; and coordination of voluntary agency assistance.”

Emergency Medical Services (EMS)

Services, including personnel, facilities, and equipment, required to ensure proper medical care for the sick and injured from the time of injury to the time of final disposition (which includes medical disposition within a hospital, temporary medical facility, or special care facility; release from the site; or being declared dead). Further, emergency medical services specifically include those services immediately required to ensure proper medical care and specialized treatment for patients in a hospital and coordination of related hospital services.

Emergency Operations Center (EOC)

The physical location at which the coordination of information and resources to

support incident management (on-scene operations) activities normally takes place.

Emergency Operations Plan (EOP)

The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards. It describes how people and property will be protected; details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and other resources available; and outlines how all actions will be coordinated. Also known at the local governmental level as an EOP.

Emergency Support Function (ESF)

Used by the Federal Government, many state governments and local governments as the primary mechanism at the operational level to organize and aid. Emergency Support Functions align categories of resources and provide strategic objectives for their use.

Emergency Support

Functions use standardized resource management concepts such as typing, inventorying, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during, and after an incident.

Evacuation

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

- A spontaneous evacuation occurs when residents or citizens in the threatened areas observe an incident or receive unofficial word of an actual or perceived threat and, without receiving instructions to do so, elect to evacuate the area. Their movement, means, and direction of travel are unorganized and unsupervised.
- A voluntary evacuation is a warning to persons within a designated area that a threat to life and property exists or is likely to exist in the immediate future. Individuals issued this type of warning or order are not required to evacuate; however, it would be to their advantage to do so.
- A mandatory or directed evacuation is a warning to persons within the designated area that an imminent threat to life and property exists and individuals must evacuate in accordance with the instructions of local officials.

Evacuees

All persons removed or moving from areas threatened or struck by a disaster.

Governor's Authorized Representative

An individual empowered by a Governor to: (1) execute all necessary documents for disaster assistance on behalf of the state, including certification of applications for public assistance; (2) represent the Governor of the impacted state in the Unified Coordination Group, when required; (3) coordinate and supervise the state disaster assistance program to include serving as its grant administrator; and (4) identify, in coordination with the State Coordinating Officer, the state's critical information needs for incorporation into a list of Essential Elements of Information

Hazard

A natural, technological, or human-caused source or cause of harm or difficulty.

Hazardous Material

Any substance or material that, when involved in an accident and released in sufficient quantities, poses a risk to people's health, safety, and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins, and corrosive materials.

Household Pet/Companion Animal

According to FEMA Disaster Assistance Policy 9253.19, "[a] domesticated animal, such as a dog, cat, bird, rabbit, rodent, or turtle, that is traditionally kept in the home for pleasure rather than for commercial purposes, can travel in commercial carriers, and be housed in temporary facilities. Household pets do not include reptiles (except turtles), amphibians, fish, insects/arachnids, farm animals (including horses), and animals kept for racing purposes." This definition is used by FEMA to determine assistance that FEMA will reimburse and is the definition used in the production of this Guide. Individual jurisdictions may have different definitions based on other criteria.

Incident

An occurrence or event—natural, technological, or human-caused—that requires a response to protect life, property, or the environment (e.g., 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, other occurrences requiring an emergency response).

Incident Command System (ICS)

A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. The Incident Command System is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure and 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. The Incident Command System is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management Team (IMT)

A national-based or regional-based team composed of SMEs and incident management professionals, usually composed of personnel from multiple local and/or state departments and agencies, which provide incident management support during a major incident.

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 Joint Information Center.

Jurisdiction

Jurisdiction has more than one definition. Each use depends on the context:

- 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., city, county, tribal, state, or Federal boundary lines) or functional (e.g., law enforcement, public health).
- A political subdivision (e.g., Federal, state, county, parish, municipality) with the responsibility for ensuring public safety, health, and welfare within its legal authorities and geographic boundaries.

Limited English Proficiency

Persons who do not speak English as their primary language and who have a limited ability to read, speak, write, or understand English.

Mass Care

The actions that are taken to protect evacuees and other disaster victims from the effects of the disaster. Activities include mass evacuation, mass sheltering, mass feeding, access and functional needs support, and household pet and service animal coordination.

Mitigation

Activities provide a critical foundation in the effort to reduce the loss of life and property from natural and/or human-caused disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

National Incident Management System (NIMS)

A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, to reduce the loss of life or property and harm to the environment.

National Disaster Recovery Framework (NDRF)

The National Disaster Recovery Framework is a guide that enables effective recovery support to disaster-impacted States, Tribes, Territorial and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It emphasizes how best to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community. It also focuses on effective decision making and coordination, integration of community recovery planning process, well-managed recovery, proactive community engagement, public participation and public-awareness, good financial management, organizational flexibility, and resilient rebuilding.

National Response Framework (NRF)

This document establishes a comprehensive, national, all-hazards approach to domestic incident response. It serves as a guide to enable responders at all levels of government and beyond to provide a unified national response to a disaster. It defines the key principles, roles, and structures that organize the way U.S. jurisdictions plan and respond.

Non-governmental Organization (NGO)

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

Planning Assumptions

Parameters that are expected and used as a context, basis, or requirement for the development of response and recovery plans, processes, and procedures. If a planning assumption is not valid for a specific incident's circumstances, the plan may not be adequate to ensure response success. Alternative methods may be needed. For example, if a decontamination capability is based on the planning assumption that the facility is not within the zone of release, this assumption must be verified at the beginning of the response.

Preparedness

Actions that involve a combination of planning, resources, training, exercising, and

organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents and developing jurisdiction- specific plans for delivering capabilities when needed for an incident.

Prevention

Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Recovery

The development, coordination, and execution of service and site restoration plans; the reconstitution of government operations and services; individual, private sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Resource Management

A system for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the National Incident Management System includes mutual aid and assistance agreements; the use of special Federal, state, territorial, tribal, and local teams; and resource mobilization protocols.

Resilience

The ability of communities to rebound, positively adapt to, or thrive amidst changing conditions or challenges - including disasters and climate change - and maintain quality of life, healthy growth, durable systems, and conservation of resources for present and future generations (CO Resiliency Working Group)

Response

Immediate actions to save and sustain lives, protect property and the environment, and meet basic human needs. Response also includes the execution of plans and actions to support short-term recovery.

Risk

The potential for an unwanted outcome resulting from an incident or occurrence, as determined by its likelihood and the associated consequences.

Risk Assessment

A product or process that collects information and assigns values to risks for the purpose of informing priorities, developing, or comparing courses of action, and informing decision making.

Risk Management

The process of identifying, analyzing, assessing, and communicating risk and accepting, avoiding, transferring, or controlling it to an acceptable level at an acceptable cost.

Senior Official

The elected or appointed official who, by statute, is charged with implementing and administering laws, ordinances, and regulations for a jurisdiction. He or she may be a mayor, city manager, etc.

Service Animal

Any guide dog, signal dog, or other animal individually trained to assist an individual with a disability. Service animals' jobs include, but are not limited to:

- Guiding individuals with impaired vision
- Alerting individuals with impaired hearing (to intruders or sounds such as a baby's cry, the doorbell, and fire alarms)
- Pulling a wheelchair
- Retrieving dropped items.
- Alerting people of impending seizures
- Assisting people who have mobility disabilities with balance or stability.

Standard Operating Procedure/Guideline

A reference document or operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or several interrelated functions in a uniform manner.

Terrorism

Activity that involves an act that is 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; and appears to be intended

to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Vulnerability

A physical feature or operational attribute that renders an entity open to exploitation or susceptible to a given hazard.

Warning

The alerting of emergency response personnel and the public to the threat of extraordinary danger and the related effects that specific hazards may cause.

APPENDIX C: LEGAL AUTHORITIES AND REFERENCES DEFINITIONS

Colorado State Emergency Operations Plan (2023)

The purpose of this plan is to outline the general guidelines on how the State carries out its response and recovery responsibilities.

Colorado Resiliency Framework (2020)

The framework provides guiding principles around resiliency for the state. It defines the structure through which the state will support local agencies and community groups as they identify and implement their own resiliency actions.

Federal Continuity Directive (FCD) 1 and 2

Provides direction to Federal agencies for developing continuity plans and programs. FCD 1 introduces a structured approach for continuity planning to ensure the performance of essential functions during all-hazard situations. FCD 1 requires that Federal plans and operations be integrated with the continuity plans of State, local, territorial, and tribal governments, as well as private-sector owners of the Nation's critical infrastructure. FCD 2 implements the requirements of FCD 1 and provides direction and guidance to Federal Executive Branch Departments and Agencies to assist in validation of Mission Essential Functions and Primary Mission Essential Functions.

Continuity Guidance Circular (CGC) 1 and 2

Developed to assist non-Federal organizations with continuity planning. CGC 1 adapts the information provided in FCD 1 to support State, local, tribal, and territorial governments, nongovernmental organizations, and private sector entities.

National Continuity Policy (NSPD 51/HSPD 20)

Specifies the continued performance of essential Federal functions under all conditions and requires all Federal Executive Branch agencies to develop continuity capability.

42 U.S.C. §5191 Known as Robert T. Stafford Disaster Relief and Emergency Assistance Act

Constitutes the statutory authority for most Federal disaster response activities, especially as they pertain to FEMA and FEMA programs.

“It is the intent of the Congress, by this Act, to provide an orderly and continuing means of assistance by the Federal Government to State and local governments in carrying out their responsibilities to alleviate the suffering and damage which result from such disasters....”

PL 99-499 Superfund Amendments and Reauthorization Act - SARA Title III - Community Right to Know Act (1986)

The act establishes state and local planning bodies that include a wide range of disciplines and includes businesses and private citizens. The act further establishes a process for reporting the emergency release of hazardous materials, report of qualifying quantities of chemical inventories, testing and training to response plans, and access to information on all elements of the covered items of the public.

PL 106-390 Disaster Mitigation Act of 2000 4 CFR Chapter 1 Emergency Management and Assistance (2011) as amended:

To amend the Robert T. Stafford Disaster Relief and Emergency Assistance Act to authorize a program for pre-disaster mitigation, to streamline the administration of disaster relief, to control the Federal costs of disaster assistance and other purposes.

Emergency Management Accreditation Program Standards (2022)

The *ANSI/EMAP 5-2022 Emergency Management Standard* by EMAP is the set of 73 standards by which programs that apply for EMAP accreditation are evaluated. The Emergency Management Standard is designed as a tool for continuous improvement as part of the voluntary accreditation process for local, state, federal, higher education and tribal emergency management programs.

National Disaster Recovery Framework (Updated June 2016)

The National Disaster Recovery Framework (NDRF) establishes a common platform and forum for how the whole community builds, sustains, and coordinates delivery of recovery capabilities. Resilient and sustainable recovery encompasses more than the restoration of a community’s physical structures to pre- disaster conditions. Through effective coordination of partners and resources, we can ensure the continuity of services and support to meet the needs of affected community members who have experienced the hardships of financial, emotional, and/or physical impacts of devastating disasters.

National Planning Frameworks

The National Planning Frameworks, one for each preparedness mission area, describes how the whole community works together to achieve the National Preparedness Goal.

National Response Framework (updated 2019):

The Response Framework covers the capabilities necessary to save lives, protect property and the environment and meet basic human needs after an incident has occurred. Response activities take place immediately before, during and in the first few days after a major or catastrophic disaster. Then, recovery efforts begin to help the community get back on its feet.

National Incident Management System (updated 2013):

The National Incident Management System (NIMS) identifies concepts and principles that answer how to manage emergencies from preparedness to recovery regardless of their cause, size, location, or complexity. NIMS provides a consistent, nationwide approach and vocabulary for multiple agencies or jurisdictions to work together to build, sustain and deliver the core capabilities needed to achieve a secure and resilient nation.

NFPA (National Fire Protection Association) 1600 Standard on Disaster/Emergency Management and Business Continuity/ Continuity of Operations Programs:

A universal standard that emergency management business continuity professionals can use to prepare for disasters and ensure property protection, life safety and business continuity.

Presidential Policy Decision Directive 5 (2003) as amended:

The purpose of this PDD is “to enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive national incident management system.” The key elements that are provided by this Presidential Decision Directive include: policy provisions, tasking provisions and amendments to previous Presidential Decision Directives.

Presidential Policy Decision Directive 7 (2003) as amended:

Establishes a national policy for Federal departments and agencies to identify and prioritize critical infrastructure and to protect from terrorist attacks.

Presidential Policy Decision Directive 8 (2015) as amended:

This directive is aimed at strengthening the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the Nation, including acts of terrorism, cyber attacks, pandemics, and catastrophic natural disasters. Our national preparedness is the shared responsibility of all levels of government, the private and nonprofit sectors, and individual citizens. Everyone can

contribute to safeguarding the Nation from harm. As such, while this directive is intended to galvanize action by the Federal Government, it is also aimed at facilitating an integrated, all- of-Nation, capabilities-based approach to preparedness.

Pets Evacuation and Transportation Standards Act

On October 6, 2006, the PETS Act was signed into law, amending Section 403 of the Stafford Act. Section 403, as amended by the PETS Act, authorizes FEMA to provide rescue, care, shelter, and essential needs for individuals with household pets and service animals, and to the household pets and animals themselves following a major disaster or emergency. To qualify for Federal Emergency Management Agency funding, a city or state is required to submit a plan detailing its disaster preparedness program. The PETS Act requires that the state and local emergency preparedness authorities include how they will accommodate households with pets or service animals when presenting these plans to the FEMA.

Colorado Disaster Emergency Act

House Bill 1283, transferring responsibilities from the Division of Emergency Management and Colorado State Forest Service wildfire functions to the Department of Public Safety, was passed into law on June 4, 2012, upon signature by the Governor. This change changed the Colorado Disaster Emergency Act of 1992, which has historically been C.R.S. 24-32-2101 – 2116, to just the Colorado Disaster Emergency Act, C.R.S. 24-33.5-700 series.

24-33.5-1220 Emergency Fire Fund

This statute outlines the creation and management of the Emergency Fire Fund (EFF), which can be used for the purpose of preventing and suppressing forest and wildland fires. The fund is administered by the Division of Fire Prevention and Control.

24-33.5.1223 Sheriffs to Enforce

This statute outlines the sheriff's authorization to enforce all state forest fire laws.

24-33.5-1226. Wildfire Emergency Response Fund (WERF) - creation - wildfire preparedness fund - creation.

This statute created the Wildfire Emergency Response Fund, which is administered by the Division of Fire Prevention and Control (DFPC). The DFPC shall use the moneys in the wildfire emergency response fund to provide funding or reimbursement for:

- (a) The first aerial tanker flight or the first hour of a firefighting helicopter to a wildfire at the request of any county sheriff, municipal fire department, or fire protection Version 1.5 Hodges 1/1/2013 101

district; and

(b) The employment of wildfire hand crews to fight a wildfire for the first two days of a wildfire at the request of any county sheriff, municipal fire department, or fire protection district, with a preference for the use of wildfire hand crews from the inmate disaster relief program created in section 17-24-124, C.R.S.

29-22.5-103. Wildland fires - general authority and responsibilities.

This statute outlines the responsibilities of the chief of the fire department in each fire protection district and their responsibilities for the management of wildland fires that occur within the boundaries of his or her district and that are within the capability of the fire district to control or extinguish. Specifically, the statute outlines when a fire protection district may transfer duties or responsibilities to the county sheriff, and the financial considerations for such a transfer. Additionally, this statute states that the sheriff is the fire warden of the county and is responsible for the planning for, and the coordination of, efforts to suppress wildfires occurring in the unincorporated area of the county outside the boundaries of a fire protection district or that exceed the capabilities of the fire protection district to control or extinguish in accordance with the provisions of section 30-10-513, C.R.S.

29-22.5-104. County Wildfire Preparedness Plan.

This statute states that the sheriff of each county may develop and update as necessary a wildfire preparedness plan for the unincorporated area of the county in cooperation with any fire district with jurisdiction over such unincorporated area. The statute outlines the details of each section of the plan.

Colorado Healthy Forests and Vibrant Communities Act of 2009

23-31-312. Community wildfire protection plans - county governments - guidelines and criteria - legislative declaration – definitions.

Community wildfire protection plans, or CWPPs, are authorized and defined in section 101 of Title I of the federal "Healthy Forests Restoration Act of 2003", Pub.L. 108-148, referred to in this section as "HFRA". Title I of HFRA authorizes the secretaries of agriculture and the interior to expedite the development and implementation of hazardous fuel reduction projects on federal lands managed by the United States forest service and the bureau of land management when these agencies meet certain conditions. HFRA emphasizes the need for federal agencies to work collaboratively with local communities in developing hazardous fuel reduction projects, placing priority on treatment areas identified by the local communities themselves in a CWPP. The wildland-urban interface area is one of the identified property areas that qualify under HFRA for the use of this expedited environmental review process.

This act describes the development of CWPPs, assisting local communities in clarifying and refining their priorities for the protection of life, property, and critical infrastructure

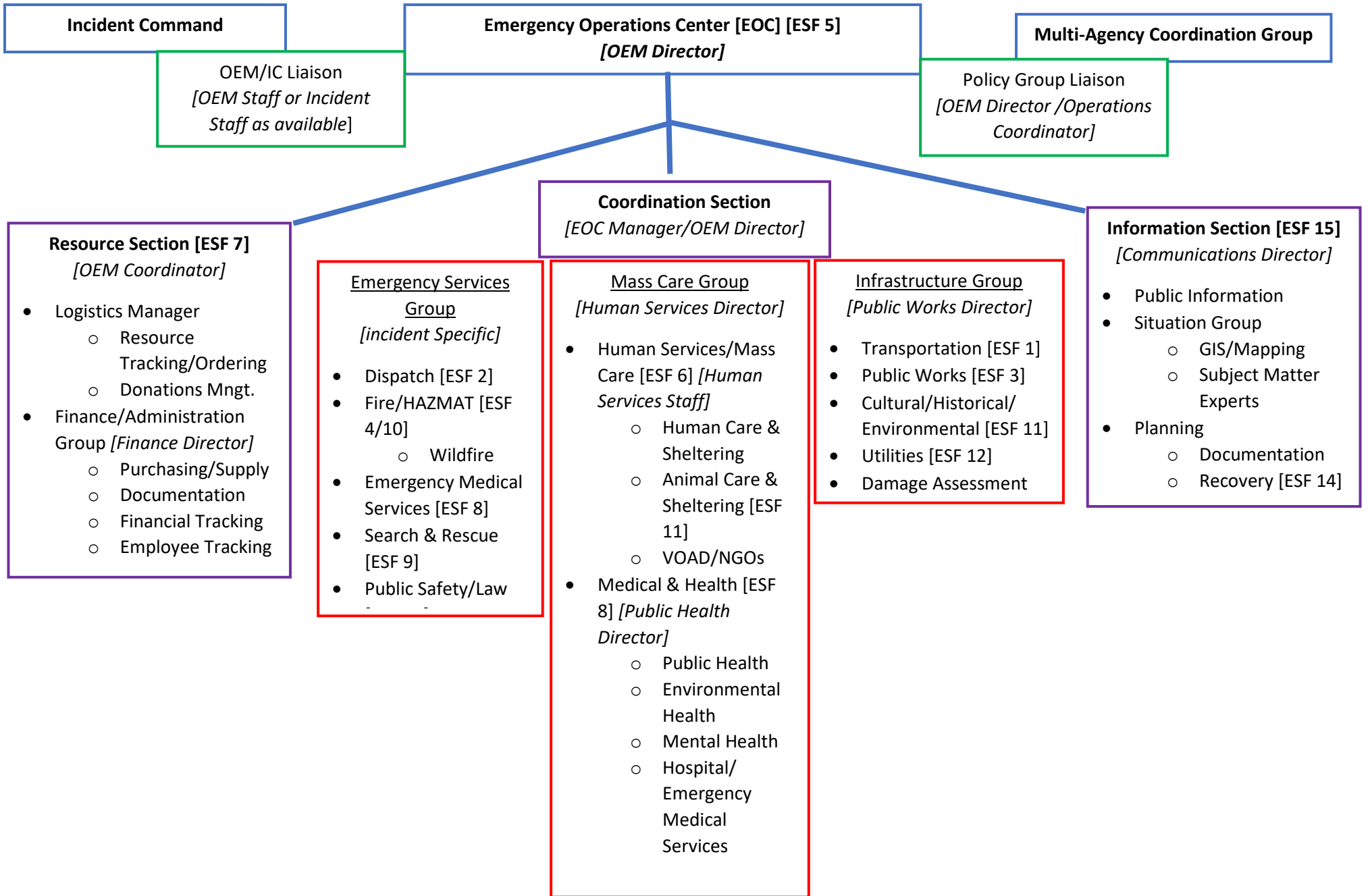
in its wildland-urban interface area. By enacting this section, the general assembly intends to facilitate and encourage the development of CWPPs in counties with fire hazard areas in their territorial boundaries and to provide more statewide uniformity and consistency with respect to the content of CWPPs in counties needing protection against wildfires. Version 1.5 Hodges 1/1/2013 103

23-31-313. Healthy forests - vibrant communities - funds created.

This statute outlines the duties of the Colorado State Forest Service in the development and implementation of Community Wildfire Protection Plans (CWPPs). Additionally, this statute outlines how the CSFS will help communities address the urgent need to reduce wildfire risks by supporting implementation of risk mitigation treatments that focus on protecting lives, homes, and essential community infrastructure, and by improving inventory and monitoring of forest conditions, including watershed restoration and economic recovery. As part of this statute, the Healthy Forests and Vibrant Communities Fund was created in the state treasury. By executive order or proclamation, the governor may access and designate moneys in the healthy forests and vibrant communities fund for healthy forests and vibrant communities activities.

32-18-109. Wildfire mitigation measures - private land – reimbursement.

This statute states that any landowner who performs wildfire mitigation measures on his or her land in a district in any year may request reimbursement from the district, in an amount not to exceed fifty percent of the landowner's direct costs of performing the wildfire mitigation measures in that year or ten thousand dollars, whichever is less. The statute outlines the provisions for these requests for reimbursement.





**LAKE COUNTY
DISASTER RECOVERY PLAN
2023-2026**

TABLE OF CONTENTS

Basic Plan	4
Acknowledgements	4
Record of Changes and Promulgation	4
Introduction	4
Purpose	4
Scope	4
Authority	4
Planning Assumptions and Considerations	4
Public Safety and Security	4
Hazard Identification and Risk Assessment	4
Critical Infrastructure	4
Disability, Access and Functional Needs Populations	
Service Animals	4
Municipalities, Special Districts, and Other Organizations/Institutions	4
Concept of Operations	4
General	4
Recovery Continuum	4
Recovery Management and Structure and Roles and Responsibilities	4
Lake County Disaster and Recovery Policy Group	4
Long Term Recovery Manager (LTRM)	4
Long Term Recovery Committee (LTRC)	4
Emergency Support Functions	4
Recovery Support Functions	4
Lake County Recovery Support Functions (RSF)	4
Recovery Organization Functions and Activities	4
Pre-Disaster	4
Immediate Response and Transition to Recovery	4

Short-Term Recovery	4
Immediate Recovery	4
Long-Term Recovery	4
Documentation	4
Disaster Assistance Sites and Facilities	4
State Government	4
Federal Government	4
Lake County Roles and Responsibilities	4
General	4
Lake County Government Roles and Responsibilities	4
Expectations of Affiliated Agencies/Organizations	4
State and Federal Agencies	4
Plan Activation and Implementation	4
After-Action Reporting	4
<u>APPENDIXES</u>	
Appendix A – Community Planning and Capacity RSF	4
Appendix B – Economic Recovery RSF	4
Appendix C – Health and Human Services RSF	4
Appendix D – Housing Recovery RSF	4
Appendix E – Infrastructure RSF	4
Appendix F – Natural and Cultural Resources RSF	4
Appendix G – Documentation Considerations	4
Appendix H – List of Lake County Emergency Support Functions (ESF)	4

BASIC PLAN

The Lake County Disaster Recovery Plan is an all-hazards plan that establishes a comprehensive framework for managing recovery efforts within the County. This Lake County Disaster Recovery Plan assigns roles and responsibilities to departments and agencies.

This document is a result of collaborative efforts between the Lake County Office of Emergency Management (OEM) and multiple other county departments and agencies that hold emergency roles and responsibilities. Stakeholders and partner agencies and organizations were invited to give feedback on this plan, and it has been incorporated into this final result. This Lake County Disaster Recovery plan supports Lake County's mission to maintain readiness capabilities in all mission areas of emergency management. This allows Lake County to respond to, and recover from, disasters or large-scale emergencies. It also incorporates the National Incident Management System (NIMS) as the county standard for emergency response operations, as adopted by **Lake County Resolution xxx on xxx**.

The Lake County Disaster Recovery Plan establishes the overall roles and responsibilities for emergency recovery operations, as well as the concept of operations for the County. It is intended to be used in conjunction with established operational procedures, plans and protocols.

Feedback is highly encouraged, and any questions or comments concerning this plan may be directed to:

Lake County Office of Emergency Management
P.O. Box 964, Leadville, CO 80461
cskeen@co.lake.co.us

ACKNOWLEDGEMENTS

Following the principles of whole community planning and inclusion, this Disaster Recovery Plan was created from input and expertise from organizational leadership. Their commitment to creating a disaster-resilient Lake County is applauded and appreciated.

During this process, County, City and Cooperating agencies agreed to:

- Perform the roles and responsibilities identified in this Plan.
- Implement the Lake County Disaster Recovery Plan concepts, processes, and structures when carrying out assigned roles and functional responsibilities.
- Conduct operations in accordance with NIMS and Incident Command System (ICS)
- Provide staffing to the Lake County EOC as necessary.
- Coordinate and provide support for Recovery Coordination Center, Disaster Assistance Center(s), and/or other identified recovery locations when activated and requested.
- Process information through the Joint Information System (JIS)
- Participate in approved drills, tests and exercises.
- Maintain an agency-specific Continuity of Operations Plan (COOP) including identifying lines of succession, alternate site(s), IT recovery, and stand-by contracts as necessary.

- Continue the use of mutual aid agreements to maintain liaison with surrounding municipal, county, and counterparts as appropriate.
- Periodically review all emergency plans, policies, and procedures.

RECORD OF CHANGES AND PROMULGATION

Date	Subject	Pages	Signature

(INSERT FINAL RESOLUTION AFTER APPROVAL HERE)

INTRODUCTION

The Lake County Disaster Recovery Plan provides a flexible framework of how Lake County partners collaborate, plan, and prepare for incidents that risk lives, property, and natural resources. This plan describes the policies, planning assumptions, concept of operations, and recovery operations when a disaster or emergency challenges a local government's ability to create a new normal post-incident. Aspects of recovery begin during a response, and this plan supplements the Comprehensive Emergency Operations Plan. This Recovery plan details the responsibilities of Lake County Government and other cooperating agencies that have significant responsibilities with recovery from disaster.

As a living document, this plan will change and adapt as it is tested through exercise and real-world events to best serve the needs of Lake County. It will be reviewed and updated by all partners every three years. It is a tool to enhance coordination and collaboration among Emergency Management partners, to include federal, state, and local government levels, voluntary organizations active in disaster (VOAD) groups, and the private sector.

As with every plan, the Lake County Disaster Recovery plan should be seen as a flexible framework. Every incident is different, and results in varying impacts and needs. This plan gives direction and guidance, and should be referenced and utilized, but not strictly enforced.

The mission of this collaboration is to enhance public safety, protect lives, property, and the environment, and restore affected communities quickly and efficiently following a disaster.

PURPOSE

This Recovery Plan is a living framework for Lake County Government and partnering stakeholder agencies that have roles in recovery to move through the recovery continuum and process. This plan provides accountability that Lake County is prepared to organize a recovery process effectively and efficiently and does not miss opportunities to rebuild in a fiscally sustainable and resilient manner.

This plan was developed with both long and short-term needs in mind and addresses the transition between the two.

SCOPE

The Lake County Disaster Recovery Plan identifies the core activities as necessary for successfully implementing the recovery process. These core activities align with the FEMA-defined Recovery Support Functions (RSF): Economic, Community Assistance, Housing, Natural and Cultural Resources, Infrastructure, and Health and Social Services. This plan establishes the roles and responsibilities of all stakeholders in the pre- and post-disaster recovery process.

This Recovery Plan is part of a larger system of inter-related plans at the local, state, and federal level. All are founded upon the National Disaster Recovery Framework (NDRF) and the principles of NIMS. It uses an all-hazards approach, allowing for this plan to address a full range of complex and constantly changing guidelines in recovering from major disasters or emergencies. It does not address response operations.

The Recovery Plan, associated Emergency Support Functions (ESF) and Recovery Support Functions (RSF) guide both the County's short and long-term recovery process.

- a. Short-term recovery efforts are initiated during and immediately after the disaster to focus on the restoration of essential services and providing basic human needs (housing, water, food, and emotional/psychological support)
- b. Long-term recovery efforts address cost accounting, reimbursement, and restoring the community to pre-disaster conditions, or a state of normalcy often referred to the "new normal". This includes tracking and resolving citizen unmet needs.

AUTHORITY

The Lake County Disaster Recovery Plan is developed to be in compliance with and consistent with guidelines set forth in the State of Colorado Disaster Emergency Act of 1992, Colorado State Emergency Operations Plan of 2019, the National Response Framework (NRF), National Disaster Recovery Framework (NDRF), and NIMS.

Independently elected officials will strive to support the Disaster Recovery Plan as detailed and consistent with their statutory and constitutional obligations of office.

Individual County departments and agencies will strive to support the Plan as detailed and consistent with the authorities afforded to them under County Policy.

This Lake County Disaster Recovery Plan was adopted by the Lake County Board of County Commissioners and the **City of Leadville** through Resolution and serves as the promulgation letter for this Plan.

Acts, Statutes, Resolutions, and other documents that guide disaster recovery planning include:

- Local
 - Lake County BoCC Resolution 2006-14. A Resolution Adopting the National Incident Management System (NIMS). Dated 6 June 2006.
 - Lake County BoCC Resolution 2011-31. A Resolution authorizing emergency spending in times of a disaster. Dated: 10 October 2011.
 - Lake County BoCC Resolution 2014-10. Resolution Creating the Office of Emergency Management and Adopting the Emergency Operations Plan for the County of Lake, State of Colorado, dated 19 May 2014.
 - Lake County BoCC Resolution 2018-18. A Resolution Adopting the Comprehensive Emergency Operations Plan for the County of Lake, State of Colorado, dated 02 October 2018.
 - Lake County BoCC Resolution 2019-10. A Resolution Adopting the City of Leadville and Lake County, Colorado Natural Hazard Mitigation Plan, as approved by FEMA, as the Jurisdictions Multi-Hazard Mitigation Plan, and resolves to execute the actions in this Plan, dated 09 May 2019

- State
 - Colorado Disaster Emergency Act (Part 7 of Article 33.5, Title 24, of the Colorado Revised Statutes, 2014 as amended)
 - Emergency Management Program Guide for Colorado, 2016
 - Colorado Elected Official's Policy Guide for Disasters and Emergencies, 2012
 - Colorado Emergency Operations and Recovery Plan, 2019

- Federal
 - Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707, 1974 PL 93-288
 - Disaster Mitigation Act of 2000, PL 106-390
 - National Response Framework, 2019
 - FEMA's Comprehensive Preparedness Guide (CPG 101) – Development and Maintaining Emergency Operations Plans, version 3, 2019
 - National Disaster Recovery Framework, 2016

PLANNING ASSUMPTIONS AND CONSIDERATIONS

Colorado Emergency Preparedness Assessment

In 2019, Lake County underwent the Colorado Emergency Preparedness Assessment. This process identified the following hazards that may cause disasters requiring recovery efforts: Wildfire, Active Shooter, Avalanche, Dam Failure, Flooding, Infrastructure Failure, Power Failure, Winter Storm/Extreme Cold Temperatures. This is not an inclusive list. The hazards identified in this assessment were considered in this plan, as they are statistically most likely to affect Lake County.

Overview of Assumptions and Considerations

1. All Lake County department directors and staff understand their respective roles and responsibilities in the Lake County Comprehensive Emergency Operations Plan and their Continuity of Operations Plan, as many roles and responsibilities overlap with this Disaster Recovery Plan.
2. All levels of government share responsibility for working together in preparing for, responding to, and recovering from the effects of an emergency or disaster. This is consistent with the NRF, NDRF, and NIMS.
3. Recovery begins as appropriate in the initial stages of an emergency or disaster. Response actions take place immediately, but recovery activities and planning should be started as soon as it is safe and prudent to do so.
4. All aspects of a community (e.g., volunteer, faith, access and functional needs, local governments, community-based organizations, non-governmental organizations, private sector) may be needed to effectively recover from a major disaster.
5. Emergencies may have lasting psychosocial impacts on the affected population as well as those involved in long-term recovery.
6. Where practicable, mitigation and resilience considerations should be factored into all recovery decisions to reduce the risk to future incidents.
7. Local governments have primary responsibility for managing recovery efforts and preparing strategies to facilitate recovery. State and federal officials look to local government to clearly articulate recovery priorities to optimize the effectiveness of supplemental assistance.
8. Every incident starts and ends at the local level.
9. Disasters that exceed local and state capacity may require federal assistance, which includes public assistance for eligible government, special district and non-profit organizations, and individual assistance to help citizens and small businesses with disaster-related losses.
10. The recovery process may take years, and a “new normal” may be the ultimate recovery goal.
11. Depending on various factors, including the scope and magnitude of the incident, Lake County may not be able to meet all of its responsibilities in this plan.
12. The principles of the National Incident Management System (NIMS) will be utilized in the implementation of this plan.

Critical Infrastructure Related Planning Assumptions and Considerations

The following planning assumptions relate to critical infrastructure. During an incident, there is a high likelihood of critical infrastructure being damaged or disrupted. The restoration of essential public utilities is a key priority of incident recovery.

1. A major disaster or emergency will cause numerous fatalities and injuries, property losses, and disrupt normal life-support systems. It will have an impact on regional economic, governmental, and the physical environment, and social infrastructure in the County.
2. The extent of casualties and damage will reflect factors such as the time of occurrence, severity of impact, weather conditions, population density, building construction, and the possible triggering of secondary events such as fires and floods.
3. Departments and agencies across the County will need to respond on short notice to provide timely and effective assistance.
4. Lake County recognizes that it is vulnerable to human-caused and natural disasters. Potential damage from disasters is increased with any increase in population and housing density.
5. A major emergency or disaster will overwhelm the capabilities of Lake County and the City of Leadville to provide prompt and effective emergency response and recovery. Resources in the County may be unavailable or in short supply.
6. Transportation infrastructure will be damaged and transportation disrupted. Emergency responders may have difficulty reaching victims and evacuation routes may cause traffic backups slowing egress from damaged areas. The movement of emergency supplies may be impeded.
7. Damage to telecommunications facilities may occur, slowing dissemination of information and reporting of persons needing help.
8. Public safety and general public (including cellular service, internet and land-line telephone access) communications may be limited or not available. It is expected that emergency radio communications including responder emergency communications, the Federal Emergency Alert System and amateur radio communications may be limited.
9. Homes, businesses, public buildings, antenna sites, and other critical facilities may be damaged or destroyed. Public utilities will be damaged and either completely or partially inoperable.
10. Emergency response personnel may be victims of the emergency preventing them from performing their assigned emergency duties.
11. Many victims may be forced from their homes and large numbers of dead and injured may exist. Emergency medical services and transport ambulances may be in short supply. Medical and health care facilities that do remain open may be overwhelmed with medical care requests.
12. Vital utility services such as electrical power, water service and petroleum fuels will be severely restricted or may not be available.

13. Restaurants and grocery stores may not be able to supply food. Additionally, basic necessities, such as medicines, may be in short supply.
14. Volunteers may come from other areas to help, causing problems with accountability. Donated goods not presently needed may be dropped off.
15. Businesses in Lake County may have difficulty remaining open or providing paychecks to their employees.
16. Effective emergency and recovery operations require periodic training and exercising of all potentially involved personnel and agencies.

Disability, Access and Functional Needs Populations

Lake County will provide recovery services in consideration of persons with disabilities and access and functional needs [AFN]. In this plan, the terms “disability” and “functional need” are used interchangeably. The term “disability” refers to persons who meet the Americans with Disabilities Act (ADA) definition of disability. These persons with disabilities may have:

- A physical or mental impairment that substantially limits one or more of the major life activities of such an individual.
- A record of such impairment or being regarded as have such impairment.

The Lake County Disaster Recovery Plan is inclusive of individuals with temporary and permanent limitations and those who may function independently without the presence of an emergency situation, but who may need additional assistance during recovery from an incident.

Access and functional needs populations are those populations whose members may have additional needs before, during and after an incident in functional areas. These functional needs include, but are not limited to, the following:

1. **Communication**: Individuals who have limitations that interfere with receiving and responding to information will need information provided in methods they can understand and use. They may not be able to hear verbal announcements, see directional signs, or understand how to get assistance due to hearing, vision, speech, cognitive, or intellectual limitations, and/or limited English proficiency.
2. **Medical Care**: Individuals who are not self-sufficient or who do not have adequate support from caregivers, family, or friends may need assistance with: managing unstable, terminal or contagious conditions that require observation and ongoing treatment; managing intravenous therapy, tube feeding, and vital signs; receiving dialysis, oxygen, and suction administration; managing wounds; and operating power-dependent equipment to sustain life. These individuals require support of trained medical professionals.
3. **Maintaining Independence**: Individuals requiring support to be independent in daily activities may lose this support during an emergency or a disaster. Such support may include consumable medical supplies (diapers, formula, bandages, and other supplies), durable medical equipment wheelchairs, walkers, and scooters, service animals, and/or attendants or caregivers. Supplying needed support to these individuals will enable them to maintain their pre-disaster level of independence.

4. Need for Supervision: Individuals may lose the support of caregivers, family, or friends or may be unable to cope in a new environment (particularly if they have dementia, Alzheimer's or psychiatric conditions such as schizophrenia or intense anxiety). If separated from their caregivers, young children may be unable to identify themselves; and when in danger, they may lack the cognitive ability to assess the situation and react appropriately.
5. Transportation: Individuals who cannot drive or who do not have a vehicle may require transportation support for successful relocation. This support may include accessible vehicles (such as lift-equipped or vehicles suitable for transporting individuals who use oxygen) or information about how and where to access mass transportation during an evacuation, or relocation during the recovery process.

Lake County will be proactive in working with organizations that work with people with AFN needs to connect with our community and the people that are already helping and serving them to address unique needs in recovery.

Service Animals

Service animals owned by individuals with disabilities are permitted to accompany their owners into all County buildings, facilities, and events, and onto the premises of contractors providing County programs, activities and services to the extent that the general public has access to such locations. This includes all County supported emergency shelter sites, disaster, and recovery assistance centers.

- A. A service animal is any dog or miniature horse individually trained to do work or perform tasks for people with disabilities. If an animal meets this definition, then it is considered a service animal under the ADA. Other species of animals are not service animals. Service animal users are not required to carry a service animal license or permit and shelter/recovery center staff may not request to see such documents. If it is not readily apparent, then staff may ask the service animal user whether the animal is a service animal required because of a disability and what tasks the service animal is trained to perform. Service animals are not pets. Animals whose sole function is to provide comfort or emotional support do not qualify as service animals under the ADA and will not qualify as a reasonable modification at County-operated facilities.

Municipalities, Special Districts, and Other Organizations/Institutions

When an incident occurs within the boundaries of a municipality, special district, or on the property of an organization/institution with a current Recovery Plan or similar document, it is expected the municipality/organization/institution will utilize their plan to manage recovery from the incident.

In these situations, as with other emergency plans, if requested by the affected municipality, special district or organization/institution, the Lake County Disaster Recovery Plan should be used in a support role where appropriate.

Similarly, it is assumed that for incidents occurring in Lake County, which necessitate use of the Lake County Disaster Recovery Plan, if requested, the municipality, special district or organization/institution could utilize their Recovery Plan to support the County.

In some cases, organizations may choose to adopt this plan in its entirety. Adoption of this plan does not absolve the organization of its responsibilities to manage their recovery process, nor does it obligate Lake County to manage or assist with that organizations process.

Response and recovery operations are the responsibility of the jurisdiction(s) in which the disaster occurs.

CONCEPT OF OPERATIONS

A successful recovery is based on the ability of businesses, individuals, local governments and whole community to rebound from their losses in a manner that sustains their physical, emotional, social and economic well-being.

During a disaster, the Lake County Emergency Operations Center (EOC) is activated and operational throughout the incident and into the recovery phase. Primary responsibilities and objectives of the EOC are to provide resource support, situational awareness, and Emergency Support Function (ESF) coordination to support response activities. This coordination includes short-term recovery efforts, which is aligned with the National Response Framework (NRF).

As threats to life and property decrease, and incident stabilization occurs, the EOC should be appropriately staffed to support field operations and coordinate emergency support functions established to assist with short-term recovery.

The National Disaster Recovery Framework (NDRF) and best practice strongly recommends that local governments, as part of their recovery planning, appoint a local Long-Term Disaster Recovery Manager whose primary role is to manage and coordinate the redevelopment and rebuilding of the community. For Lake County, this position is appointed by the Board of County Commissioners, or they may delegate this to the County Manager. A Recovery Organization will also be created, which may be staffed by County and City employees, volunteers, temporary staff, or other contracted personnel. The Lake County Policy Group will provide guidance to the recovery operations, as the ultimate responsibility for the response and recovery from an emergency or disaster belongs to elected officials.

Disaster recovery operations may incorporate procedures for integrating resources from a variety of local and state entities, community organizations, volunteer and private agencies, and the federal government.

The Recovery Phases and Continuum

Phases

Short-Term Recovery begins shortly after the incident occurs and may go on for days and/or weeks. This phase of recovery addresses efforts to support basic human needs, Rapid Needs Assessments, initial damage assessments, the restoration of basic infrastructure, and the mobilization of recovery organizations and resources.

Short-Term Recovery activities can include:

- Providing mass care, including sheltering, food, and other essential items for those displaced by the incident.
- Providing disability related assistance/functional needs support services
- Conducting Rapid Needs Assessments, identifying the functional status of Critical Infrastructure, Essential Facilities and Vulnerable/At Risk Facilities, and status/restoration of Community Lifelines.
 - For more information, see the Lake County Rapid Needs Assessment Plan
- Conducting initial damage assessments of homes, businesses, critical infrastructure, and essential services.
- Ensuring that critical infrastructure priorities are identified and incorporated into recovery planning.
- Identifying, anticipating, and mitigating cascading impacts and residual risk.
- Emergency debris removal from County right-of-way.
- Dissemination of emergency instructions and information to the public.
- Establishing case management and behavioral health services to those impacted by the emergency/disaster.
- Implementation of a process for assisting with the coordination of spontaneous, unaffiliated volunteers.
- Implementation of a process for managing undesignated donations, possibly including collection and distribution facilities and a multi-agency warehouse.
- Rescue and emergency care for pets and companion animals.
- Staffing and management of Disaster Assistance Centers (DACs) to provide a single location for people needing information and assistance.
- Reconnecting displaced persons with essential health and social services.

Long-Term Recovery refers to the weeks, months, and years after the incident. This phase of recovery may address such issues as: cost recovery and reimbursement, revitalization of the impacted area, rebuilding damaged or destroyed structures and infrastructure; and a move to self-sufficiency, sustainability, and resilience.

Long-Term Recovery activities can include:

- Forming of a long-term recovery committee that is composed of government, NGOs and community organizations having a role to play in disaster recovery operations.
- Ensuring the right people are included within the Long-Term Recovery Committee and are supported by their home-agency.
- Developing a post-disaster long-term recovery strategy that considers impacts, unmet needs, establishes a vision, identifies goals and metrics, and defines hazard mitigation and resilience priorities.
- Engaging the impacted community in the long-term recovery strategy process to educate and inform and build buy-in and support.
- Repairing major transportation system and roads.
- Hiring/appointing of temporary full-time and part-time positions to support disaster response and recovery needs. This may include specialized positions (subject matter experts), and non-specialized positions to augment county staff.
- Monitoring the health, safety and recovery issues caused by debris and implementing removal or handling strategies as appropriate.
- Planning for long-term and permanent housing solutions.
- Implementing cost accounting procedures for activities and actions relating to the response and recovery of an incident.
- Coordinating project worksheets initiated under FEMA's Public Assistance Program.
- Completing assessments of natural resources and developing plans for long-term environmental resource recovery.
- Addressing recovery needs across all sectors of the economy and community.
- Determining long-term human needs issues and service strategies.
- Continuing to collect information on progress, duration, and impacts to County residents.
- Supporting public, private and community partnerships to strengthen recovery efforts.

Continuum

The recovery process is best described as a sequence of interdependent and often concurrent activities that progressively advance a community to pre-disaster norms, or an agreed upon "new-normal".

Disaster response and recovery do not occur at clear start and stop points, but instead exist in an overlapping continuum of mitigation, preparedness, response, and recovery operations. This plan separates recovery into the above defined short and long term.

Short-term recovery operations begin shortly after the incident begins and are managed through the ESF's. Long-term recovery operations span months and even possibly and are coordinated through the Recovery Support Function (RSF) planning structure. The ESF and RSF functions may overlap for a time as the incident evolves and stabilizes. The leaders of these groups must work together and coordinate effectively.

As the shift to long-term recovery operations happens, the need for a Long-Term Recovery Manager and a Long-Term Recovery Committee may arise. It is imperative that all levels of government, private sector, NGOs, and community organizations coordinate together, as all groups play an important role in recovery.

As a rural community with limited resources and staff, Lake County can be especially challenged in carrying long-term recovery operations. It is encouraged to utilize NGO's, governmental partners, contractors, and other sources as required to accomplish objectives.

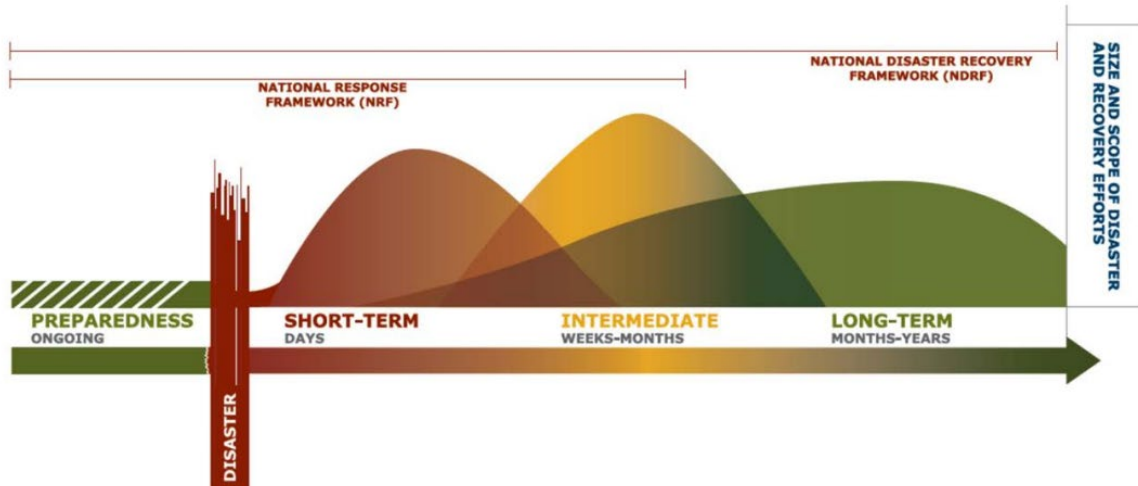


Figure 1 FEMA Recovery Continuum

Recovery Management and Structure, Roles and Responsibilities

Lake County Disaster and Recovery Policy Group

The Disaster and Recovery Policy Group supports incident response and recovery objectives by providing subject matter expertise and evaluating legal ramifications and recommending to the Lake County Board of County Commissioners (BOCC) policies and/or practices to support disaster response and recovery operations. The group coordinates and shares information through briefings and situational reports with the BOCC, EOC and/or Incident Command.

The Disaster and Recovery Policy Group may be assembled from the following, or their designee, dependent on type, scale, and severity of the incident:

- County Manager
- Appropriate elected and appointed officials (including the BOCC)
- County Attorney
- County Department Directors or other key staff, as directed by the County Manager

- Emergency Manager

Long Term Recovery Manager (LTRM)

The BOCC through the County Manager will designate a Long-Term Recovery Manager. This role may be assigned to a current Lake County employee, hired as a full-time position, or contracted, dependent on the needs of recovery and impact of incident. This role will be given consideration to the person's technical skills, expertise, and experience in similar types of disasters and recovery operations. This role should have some, if not all, of the following skills and traits:

- Experience in management of large, complex, inter-departmental projects
- Knowledge and/or experience in disaster recovery
- A solid understanding of emergency operations, ICS, the NRF and NIMS
- Knowledge of Lake County
- Public relations experience
- Political savvy
- Subject-matter expertise relevant to the particular recovery issues faced by the County

Responsibilities of the Long-Term Recovery Manager may include, but are not limited to:

- Reports directly to the County Manager and Emergency Manager
- Coordinates with the County Manager and Emergency Manager in identification and selection of the Long-Term Recovery Committee (LTRC) members.
- Provides leadership and coordination for the LTRC, which is chaired by the LTRM.
- Schedules and facilitates public meetings.
- Coordinates a multi-agency resource center.
- Establishes a Disaster Assistance Center (DAC) in coordination with appropriate County Departments, State/Federal Agencies, and NGO's.
- Coordinates with the BOCC, County Manager and Emergency Manager in the development of long-term recovery strategies for the County and provides disaster budgetary and financial implications information to the policy group.
- Identifies, activates and coordinates with RSFs to support long-term recovery. Each RSF may develop a description of the stakeholders and organizations that will have a role in implementing the specific function.
- Identifies and applies for appropriate grants.
- Develops a public information strategy, ensuring those impacted by the disaster maintain awareness of the different types of assistance available, and the progress of recovery efforts and activities.
- Initiates long-term recovery planning meetings with appropriate community stakeholders and public.

- Ensures all appropriate agencies, and the public, are kept informed of long-term recovery actions and major events.
- Coordinates with the State of Colorado Division of Homeland Security and Emergency Management (DHSEM) and FEMA to obtain public assistance funding, as needed.
- Coordinates with the County Finance, Administration and participating County agencies to ensure that reimbursement for FEMA’s public assistance programs is consistent with FEMA’s reimbursement guidelines.
- Coordinates emergency aid agreements with other involved jurisdictions as permitted by the BOCC or their line of succession directed by the BOCC Continuity of Operations Plan (COOP).
- Serve as the County’s representative in a unified recovery structure if needed.

Disaster recovery actions begin early in an incident and have a cooperative relationship with first response actions. These short-term recovery actions are coordinated by the EOC.

The EOC coordinates short-term recovery through ESFs, while concurrently, the LTRM coordinates RSFs that may be activated as needed. The EOC Manager and LTRM should develop a plan to coordinate information and prioritize staffing needs and capabilities. At the conclusion of the incident, the EOC is demobilized and returns to routine, day-to-day operations, and the remaining long-term recovery efforts function under the LTRM. OEM continues to support the long-term recovery efforts.

Long Term Recovery Committee (LTRC)

The LTRC members shall be appointed by consensus of the LTRM, County Manager and Emergency Manger. When selecting LTRC members, considering should be given to the type of disaster, subject matter expertise, local knowledge, and functional experience. LTRC selection should utilize the whole community model, ensuring that all aspects of the community are represented and have a voice in the recovery process of their community.

Specific examples of members on the LTRC include, but are not limited to:

- A Public Information Officer
- County Attorney or designee
- Lake County Public Works
- Lake County Community Planning and Development
- Lake County Department of Human Services
- Lake County Public Health Agency
- Lake County Regional Housing Authority
- Lake County Parks, Recreation and Open Space
- Applicable City of Leadville Departments, depending on the incident
- Leadville-Lake County Economic Development Corporation
- Visit Leadville-Twin Lakes
- Leadville-Lake County Fire and Rescue
- Lake County Build a Generation

- Lake County Full Circle
- Cloud City Conservation

Responsibilities are dependent on the type of disaster and may be include, but are not limited to:

- Consideration of the mid-to-long range social, behavioral health, economic, environmental, and political impacts of a disaster, coordinating the development and continual update of an impact and needs assessment.
- Identifying and quantifying unmet needs of individuals and families. This should be coordinated with appropriate RSFs.
- Determining funding priorities and making distribution recommendations to partner agencies and RSFs.

LTRC members report directly to the LTRM.

Emergency Support Functions

Emergency Support Functions (ESFs) are planning constructs that support the coordination of response and short-term recovery operations initiated to stabilize an incident. The structures, procedures, roles and responsibilities described within ESFs can be partially or fully implemented in anticipation of a significant event or in response to an incident.

Short-term recovery should be initiated shortly after an incident occurs and overlaps on response operations. Because of this principle, short-term recovery concepts are managed using the ESF construct and are coordinated in the EOC.

Every ESF may support recovery in some ways. Some Lake County departments are not linked to a specific ESF but will have important roles in recovery. Every County department should expect that they will be involved in the recovery process, even if not directly impacted.

ESFs involved in short-term recovery include, but are not limited to:

- Lake County Manager – ESF 14 (Recovery), 15 (External Information)
- Lake County Community Planning and Development – ESF 14, 15
- Lake County Public Works – ESF 1 (Transportation), 3 (Public Works and Engineering), 12 (Energy)
- Lake County Department of Emergency Management – ESF 5 (Emergency Management), 7 (Logistics), 14
- Lake County Department of Human Services – ESF 6 (Mass Care), 8 (Public Health/Medical Services)
- Lake County Finance – ESF 5, 6 and others
- Lake County GIS – Support of ESF 5 and others

This is not a complete list of all ESFs. Refer to Appendix H for full list of Lake County ESFs and the Lake Comprehensive County Emergency Operations Plan for more detail.

Recovery Support Functions (RSF)

Long-term recovery involves key players outside of the typical emergency responder community and includes complexities not typically covered in traditional ESF plans. To meet this broad range of challenges spanning weeks, months and/or years, RSFs are planning constructs that fill the gap and support the coordination by the LTRM. The LTRM activates and coordinates RSFs as needed and dependent on the scope and type of disaster.

Each activated RSF is responsible for understanding federal and state documentation requirements for their activities. Each RSF is responsible for ensuring that all appropriate documents are archive following proper procedure.

Each RSF has a lead designated agency that provides leadership, coordination and oversight for that particular RSF. The lead agency for each activated RSF shall report directly to the LTRM. Depending on the type of incident, the lead agency for an RSF could be local, state or federal.

The National Disaster Recovery Framework identifies six (6) RSFs:

1. Community Planning and Capacity Building
2. Economic Recovery
3. Housing Recovery
4. Health & Social Services
5. Infrastructure Systems
6. Natural & Cultural Resources

The next section will divide these RSFs into smaller groups and assign them to different organizations and agencies.

While each RSF has unique objectives and responsibilities, there are common responsibilities shared across the 6 NDRF designated RSFs:

- Identifying critical areas.
- Prioritizing projects within respective area of responsibility.
- Supporting vulnerable populations.
- Sharing information across RSFs and EOC.
- Maintaining situational awareness across RSFs.
- Tracking and managing assigned resources.
- Providing safety information to assigned resources.
- Data Collection and tracking.
- Maintaining effective internal communication.

Lake County Recovery Support Functions (RSF)

Each Lake County RSF has one or two primary coordinating department(s) or agency(ies). This lead department may be supported by one or several other departments or agencies. It is imperative that all Lake County Departments recognize that they will likely have some role in the recovery process and prepare for that.

RSF	Lead Agency/Department
Economic	Lake County Administration/County Manager, Lake County Community Planning and Development
Community Planning & Capacity Building	Lake County Community Planning & Development, County Administration, Office of Emergency Management
Housing Recovery	Leadville-Lake County Regional Housing Authority, Lake County Community Planning and Development
Health & Social Services	Lake County Department of Human Services and Lake County Public Health Agency
Infrastructure Systems	Lake County Public Works and Road and Bridge
Natural & Cultural Resources	Lake County Parks, Recreation and Open Space, Lake County Public Works

Guides A-F of this Disaster Recovery Plan include details for each RSF and supporting group.

Recovery Organization Functions and Activities

Pre-Disaster

The pre-disaster period is the opportune time to organize the response and recovery mechanisms that will be necessary for a successful disaster response effort. During this time, agencies will learn their respective roles and obligations and the Lake County OEM will promote information sharing and will provide support and coordination.

Immediate Response and Transition to Recovery

The response phase takes place during and immediately after an incident and continues until response goals are met. In this phase, the EOC’s primary focus is to support response, and if necessary, will begin the transition to recovery. This may include activating the appropriate RSFs.

Short-term Recovery

Short-term Recovery accounts for the response to vital-life support systems, critical infrastructure, health and safety needs, assessment of scope and damages, restoration of basic services, and mobilization of recovery organizations and resources. Short-term recovery begins immediately following a disaster, and may last days to weeks. Short-term recovery objectives are incident specific.

Intermediate Recovery

This phase includes returning individuals, families, critical infrastructure, and essential services to a functional state. In this phase that could mean temporary accommodations which could lead

to more permanent measures. Intermediate Recovery can begin within a day or more after a disaster and will continue and overlap into long-term recovery.

Long-term Recovery

The long-term recovery phase is the period when disaster damages are returned to a normal, pre-disaster, or much improved state. This phase includes physical rebuilding; social, economic, natural, and environmental restoration towards self-sufficiency, sustainability, and resilience to future disasters. Long-term recovery can begin once the community is in the position to plan for future sustainability and resiliency and may last for years.

Once it is determined by the Policy Group that the Recovery Organization is no longer needed, recovery will move to a decentralized, long-term process which will be managed by individual agencies/departments. The exact demobilization process of the Recovery Organization will be determined by the LTRM.

Documentation

Documentation is key for recovering emergency response and recovery costs. Damage assessment data is critical in establishing the basis for eligible state and federal disaster assistance programs. For a state or federal disaster declaration, it is the responsibility of the jurisdiction impacted to collect documentation of disaster costs incurred and submit them to the appropriate state or federal agency for processing.

Each RSF is responsible for understanding federal and state documentation requirements for their activities. Each RSF is responsible for ensuring that all appropriate documents are archived.

Attention to be placed on ensuring that information about where work occurred, what equipment was utilized, and how the time and work was related to the disaster event is documented and maintained. This should also include: personnel job classification; pay and benefit rates; identification and location of assignments; number of hours worked by date; by project locations for each worker; the dates, equipment and operator hours and costs for each piece of equipment; material utilized. Pre and post work photographs are considered best practice.

Pre-planning for the use and documentation for volunteers who do recovery work that is eligible for FEMA reimbursement is vital. FEMA assigns a pay rate to volunteer time and will accept properly documents volunteer time that can be used to offset the nonfederal share that is a requirement of the FEMA Public Assistance (PA) Program.

There are several items that may be considered in the development of a damage assessment and the impacts on a community. This translates the impact into FEMA's Public Assistance requirements. See Appendix G in this Disaster Recovery Plan for a list of those items and correlating Lake County departments.

Disaster Assistance Sites and Facilities

Lake County strives daily to provide quality customer service to its residents and visitors. This high standard of service is paramount in recovery operations and will be continued as the County assists its residents and those affected by disaster or emergency.

A piece of accomplishing that goal is the formation of the Disaster Assistance Center. This is a one-stop-shop for residents to receive assistance, referral information, status updates, mental health and other public health support.

Based on the needs of the recovery effort, a Recovery Assistance Center or centers may be established to provide citizens with services and support needed for an expedient and effective return to normalcy. The location(s) of the Recovery Assistance Center will be determined by the Long-Term Recovery Manager and Emergency Manager after consultation with the Policy Group and other jurisdictions that may be involved in the recovery process.

The following services/agencies may be represented at the Disaster Assistance Center as needed:

- Lake County Government
 - Community Planning and Development
 - Human Services
 - Public Health
- Leadville-Lake County Regional Housing Authority
- Lake County Assessor's Office
- Lake County Treasurer's Office
- Lake County Clerk and Recorder
- American Red Cross
- City of Leadville offices/departments as appropriate

The following locations may serve as a Disaster Assistance Center:

- Colorado Mountain College, Timberline Campus
- Lake County High School, Elementary School, and Intermediate School.
- Lake County Library
- Lake County Public Health Agency
- Leadville Elks Lodge #236

State Government

The Colorado Division of Homeland Security and Emergency Management (DHSEM), through the Colorado Emergency Operations Plan acts as a conduit to Lake County Government for key federal recovery assistance programs. In addition to managing federally provided resources, DHSEM may develop programs or secure funding that can help finance and implement recovery projects. Where additional needs exist, DHSEM can reassign existing internal resources to streamline and expedite recovery.

The Colorado Resiliency and Recovery Office (CRRO) was created after the 2013 floods to help coordinate overarching long-term recovery and resiliency activities by collaborating with numerous multi-disciplinary local, state, federal and private partners in setting priorities and leveraging resources. As a part of the Department of Local Affairs (DOLA), the CRRO works with DOLA's regional managers, community development, and housing teams, as well as other state agencies to provide strategic long-term recovery technical assistance and support.

Disaster recovery assistance planning considerations for State government include, but are not limited to:

- Providing technical assistance and training to local governments and NGOs on State plans, programs, and other resources for disaster recovery.
- Supporting local area efforts to conduct immediate damage assessments and share information regarding damages.
- Assessing local government recovery needs and capacities for the specific incident and assisting local governments and communities when identifying recovery resources.
- Providing volunteer and donations management coordination via the Donations and Volunteer Coordination Team (DVCT).

Federal Government

FEMA acts as the federal government's arm to respond to national emergencies and aids states when an emergency or disaster exceeds their resource capability. The roles and responsibilities of Federal resource providers are outlined in the National Response Framework.

The National Disaster Recovery Framework (NDRF) provides guidance that enables effective recovery support to states, tribes and jurisdictions impacted by disaster. It focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural and environmental fabric of a community impacted by a disaster.

Depending on the size and scope of the disaster, other federal agencies may provide recovery support, including but not limited to, the USDA Natural Resources Conservation Service, U.S. Forest Service, Small Business Administration, U.S. Department of Housing and Urban Development and Army Corps of Engineers.

LAKE COUNTY GOVERNMENT ROLES AND RESPONSIBILITIES

Every Lake County Department, regardless of normal operational duties, should expect and plan to be involved in recovery operations and projects, even if the incident does not affect the department.

Overview

Lake County OEM coordinates short-term recovery through the EOC and ESF planning.

As the incident stabilizes, and it is possible to safely pursue recovery functions, priority should be given to the repair/restoration of critical infrastructure, essential facilities, and vulnerable/at risk facilities. A current list and suggested prioritization of these facilities can be found in the Lake County Rapid Needs Assessment Plan.

Lake County Government Roles and Responsibilities

Every County department and organization identified in this plan should develop and maintain internal processes and procedures needed to fulfill their roles and responsibilities as identified. Specifically, those involving human resources, purchasing and finance, to determine if those processes and procedures should be amended to meet the needs of the emergency and ensuring recovery process.

All Lake County Departments are responsible for:

- Understanding their department's roles and responsibilities identified within the Lake County Disaster Recovery Plan and supporting annexes/plans, such as the Lake County Comprehensive Emergency Operations Plan and departmental Continuity of Operations Plan (COOP), as well as assigning personnel to perform those functions.
- Developing and maintaining internal procedures, agreements, and staffing patterns needed to meet their specific roles and responsibilities identified in the Disaster Recovery Plan and its support plans/annexes.
- Considering Access and Functional Needs (AFN) issues so recovery efforts support the needs of people with access and functional needs.
- When appropriate, providing a representative to the EOC to coordinate their assigned ESF.
- Keeping the Long-Term Recovery Manager (LTRM) and EOC updated with key information relating to the recovery of the emergency or disaster situation.
- In conjunction with the lead Public Information officer, providing area expertise needed to support emergency public information.
- Providing personnel to attend EOC Team meetings, training, and exercises as appropriate.
- Identifying and executing opportunities to collaborate with other departments to achieve enhanced recovery and long-term resilience outcomes.
- Maintaining records for all disaster/emergency-related expenses and submitting them to the Finance Department for tracking and disaster cost recovery.
- Maintain all incident related documents and correspondence.

The Lake County Board of County Commissioners and/or their designee

- Provides policy level guidance to the Disaster and Recovery Policy Group and County government engaged in disaster response and recovery efforts.
- Appropriates County resources for disaster response and recovery, as appropriate and as capacity allows.

The Lake County Manager

- Provides representation as part of the Disaster and Recovery Policy Group, as appropriate.
- Directs and controls County departments before, during and after a disaster or emergency.
- Determines additional representation from County departments as part of the Disaster and Recovery Policy Group, as appropriate.

County Communications Director

- Shares information with other involved Public Information Officers (PIO) and coordinate messaging and services for unified communications.
- Provides a central place from which to distribute public information by establishing a coordinating a joint information center for county departments working on the incident.
- Disseminates emergent and pertinent details to the public on evacuations, closures, process, etc. through county public communications channels.
- Communicates to county employees regarding impacts to county government, closures, or special work instructions.
- Responds to recovery specific media requests. Responses to all media requests should be coordinated with the Incident PIO, if that function is filled and still operating.
- Serves as the communications lead for the LTRC to establish a main communication source through all disaster recovery public information will flow.
- During disaster recovery, ensures a single source for information relating to services available to assist those impacted by disaster.

Lake County Department of Public Works, Road & Bridge, and Facility Maintenance

- Provides representation as part of the Disaster and Recovery Policy Group, as appropriate.
- Coordinates office/conference room space for external emergency response team (e.g., Incident Management Team, FEMA, Small Business Administration, disaster assistance centers, etc.)
- Coordinates environmental assessments and remediation efforts for County owned facilities impacted by the incident.
- Coordinates FEMA reimbursement costs for damages sustained to County owned facilities.
- Coordinates the utilization of personnel under its management for emergency response and recovery efforts needing trades expertise (i.e.; mechanical, electrical, plumbing, etc.)

The Assessor's Office

- Provides representation as part of the Disaster and Recovery Policy Group, as appropriate.

- In conjunction with Community Planning and Development, serves as a support agency for the development and implementation of damage assessments.
- Collects damage statistics and losses sustained by businesses and private property following a disaster/emergency.
- Provides equipment, records, documentation, and personnel to participate in the collection of information for damage assessments.

The Clerk and Recorder's Office

- Provides representation as part of the Disaster and Recovery Policy Group, as appropriate.
- Assures the safety and preservation of critical records necessary to maintain government continuity.
- Coordinates a system for citizens to replace lost documentation under the authority of the Clerk and Recorder's Office.
- Maintain emergency plans for voter registration and elections.

The Coroner's Office

- Provides representation as part of the Disaster and Recovery Policy Group, as appropriate.
- Serves as the lead agency for the development and implementation of ESF 8 – Fatalities Management.
- Advises the Disaster and Recovery Policy Group and EOC on matters pertaining to the handling, disposition, and identification of the deceased.
- Establishes morgue facilities and directs the identification of the deceased.
- In a natural disaster, provides public information and notification for next of kin regarding the deceased.

The County Attorney's Office

- Provides representation as part of the Disaster and Recovery Policy Group, as appropriate.
- Provides interpretation of federal, state and local laws and regulations to ensure that Lake County is operating within the law during all phases of disaster planning, response and recovery.
- Provides legal guidance for disaster policies implemented to support response and recovery operations.

The Lake County Airport

- Airport grounds to support disaster recovery operations.
- Temporary storage of debris, as appropriate.

The Lake County Community Development and Planning Department

- Provides representation as part of the Disaster and Recovery Policy Group, as appropriate.
- Serves as the lead agency for the development and implementation of damage assessment, with support from the Assessor's Office.
- Determines the extent and type of building damage, including any use restrictions.
- Coordinates damage assessments of any private septic systems.
- Monitors rebuilding in the recovery phase.
- Provides building permitting guidance and direction.
- Coordinates the inspection of water supplies, wastewater systems, and regulated facilities.
- Provides guidance and direction regarding disaster and post-disaster temporary land use issues:
 - Land Use Codes (floodplain management, wildfire threat management)
 - Land Development (floodplain management, wildfire threat management)
 - Building permitting
 - Debris drop-off sites
 - Temporary administrative permitting process

The Lake County Public Works Department

- Removes debris within Lake County right of way following a disaster/emergency.
- Provides emergency traffic control equipment and traffic control, including the establishment of emergency traffic routes.
- When available, provides heavy equipment for disaster response and recovery operations.
- Communicates with CDOT and municipal streets department to determine the type and level of County Public Works assistance to be provided.
- Provides engineering support in assessing damage, provides emergency repair recommendations and identifies permanent repairs, as needed to County-owned property within the right-of-way.
- Manages public works restoration projects.
- Provides traffic engineering and/or traffic signal operations as part of disaster recovery operations.
- Provides logistical and maintenance support for County owned equipment utilized during emergencies or disasters.
- Utilizes the Lake County Fairgrounds as appropriate to coordinate emergency sheltering of livestock and large animals in conjunction with County MOU's with private land owners.
- Assists with providing facilities for the emergency sheltering of people.

The Lake County Finance Department

- Maintains detailed financial records of relevant incident costs accrued during an emergency or disaster.

- Coordinates the preparation of reports for state and federal reimbursement per State and FEMA requirements.
- Provides County financial information to state and federal governments for emergency and recovery disaster relief.
- Coordinates with the elected officials, appointed officials, and department heads on disaster fiscal procedures, records and expenditures.
- Collects damage assessment data of County-owned property for the purpose of coordinating insurance claims and FEMA's Public Assistance Program eligibility.
- Provides guidance regarding fund usage during emergencies as needed.

The Lake County Information Technology Department

- Assures that County information technology capabilities are maintained during an emergency/disaster and restoring service if the networks are damaged.
- Provides support to the EOC

The Lake County Geographic Information Services Program (GIS)

- Provides maps and mapping services to County Departments and other organizations.

The Lake County Human Resources Department

- Provides messaging to County employees regarding the impacts to County workers.
- Hires temporary full-time and part time positions to support disaster response and recovery needs. This may include specialized positions (subject matter experts) and non-specialized positions to augment County staff. All as needed and directed by the Policy Group.
- Provides direction and guidance for the development and implementation of disaster employment related policies.
- Coordinates workers compensation claims with third party administrator, county departments, and injured employees.

The Lake County Department of Human Services

- Serves as the support agency for the development and implementation of ESF 6 – Mass Care and Human Services.
- When available, provides referral services to assist disaster victims with unmet needs.
- Provides referral services for crisis-oriented mental health services during and after the emergency/disaster.
- In coordination and conjunction with the State Donations and Volunteer Coordination Team (DVCT), assists with disaster donations and volunteer management.
- As appropriate, coordinates Human Services staffing support for disaster assistance centers within Lake County.
- Serves as a liaison to faith-based organizations looking for information on ways to support disaster recovery efforts.
- Coordinates funds to help provide disaster relief assistance as appropriate.

- Coordinate with the Colorado Department of Human Services (CDHS) for disaster and/or emergency assistance funds.
 - Determines grant eligibility for disaster support services available through Human Services.
 - Manages financial reporting needs for Human Services efforts during the incident.
 - Coordinates with non-profits for the referral and provision of temporary housing assistance for disaster victims.

The Lake County Public Health Agency

- Provides representation as part of the Disaster and Recovery Policy Group, as appropriate.
- Serves as the lead agency in the development and implementation of ESF – 8 Public Health.
- Coordinates all County public health services and operations in incident planning, preparedness, response and recovery.
- Advises the BOCC, County Manager, and Board of Health as appropriate on matters relating to public health emergency response.
- Provides public health information and risk communication with other County agencies.
- Provides appropriate assistance to ensure proper management and disposal of hazardous and radiological materials in addition to solid waste, in conjunction with Community Planning and Development
- Conducting epidemiological surveillance and outbreak investigations.
- Coordinating with the Colorado Department of Public Health (CDPHE), as appropriate, for public health emergency response initiatives and guidance.
- Coordinating damage assessments for private septic systems with Community Development and Planning.
- Provides guidance and direction for Public Health safety issues relating to the handling and disposal of debris generated by fires, floods, tornados, and other debris generating incidents.

The Lake County Sheriff's Office

- Provides representation as part of the Disaster and Recovery Policy Group, as appropriate.
- Coordinates reentry activities for evacuated residents.
- Coordinates reunification activities in coordination with Human Services.
- Coordinates the response and recovery actions of small and large animal disaster operations, in coordination with the Leadville-Lake County Animal Shelter.
- Coordinates emergency public information with field operations, the EOC, and elements established within the Joint Information System.

- Coordinates with the EOC and PIO to create unified messaging.
- Coordinates with County Communications Director and Incident PIO (as appropriate) for press safety/

The Lake County Office of Emergency Management

- Serves as the lead agency for the development and implementation of ESF 5 - Emergency Management.
- Ensures the coordination and maintenance of the County CEOP and supporting annexes, including the coordination of the these plans with municipality and special district officials.
- Coordination of the emergency support operations of governmental and support agencies during disaster response and recovery operations.
- Establishes and manages the EOC and operations.
- Apprises the County Manager on the overall preparedness of Lake County’s agencies’ plans to respond to all types of disasters/emergencies.
- Creates situational awareness by informing Lake County officials, neighboring jurisdictions, and key partners of the emergency/disaster situation.
- When required, assists the County in seeking support from state and federal emergency resources to supplement Lake County’s efforts.
- Ensures the appropriate elected officials, department heads, and support agencies are aware of their responsibilities.

The Lake County Treasurer’s Office

- Provides representation as part of the Disaster and Recovery Policy Group, as appropriate.
- Provides guidance or direction regarding tax collection policies and protocol for communities impacted by disaster.

**EXPECTATIONS OF AFFILIATED
AGENCIES/ORGANIZATIONS**

Lake County is grateful for the partnerships between statewide nonprofit disaster response organizations. Due to its size and rural nature, it is understood the resources may not always be available, but it is appreciated when utilized in response and recovery.

The American Red Cross is responsible for:

- Serving as a support agency in the development and implantation of the ESF 6 – Mass Care and Human Services
- Providing support for emergency or disaster support operations.
- Providing specially trained liaisons to work at designated shelters and/or evacuation points, and possibly to the EOC.
- Provides Lake County OEM situational information on Red Cross disaster mass care actions and response activities occurring within the County.
- Maintaining updated lists of available mass care facilities that the Red Cross has shelter agreements with.

Colorado Voluntary Organizations Active in Disaster (COVAD) is responsible for:

- Coordinating VOAD member agencies for the provision of disaster volunteer services.
- Keeping VOAD member agencies informed of disaster situations and possible resource needs.
- Coordinating disaster volunteer information with the State Donations and Volunteer Coordination Team (DVCT).

The CO State Donations and Volunteer Coordination Team (DVCT) is responsible for:

- Facilitating and supporting the coordination of unsolicited donations made from the general public and private sector during and after disasters.
- Assisting with the coordination of spontaneous unaffiliated volunteers.
- Promoting increased collaboration between the EOC, VOAD member agencies engaged in donations and volunteer coordination and private sector partners.
- Providing ESF 15 - External Information with public messaging support.
- When activated, coordinating the www.helpcoloradnow.org website to support disaster recovery efforts

Team Rubicon – WY-CO, West Branch Region is responsible for:

- Providing specially trained liaisons to work at designated shelters and/or evacuation points, and possibly to the EOC.
- Support of response staff to help with the delivery of food, water, and other needs, as appropriate and safely.
- Contracted and agreed upon support between Lake County Government and Team Rubicon to assist with recovery operations and debris removal, as appropriate and safely.

Lake County School District is responsible for:

- When available, providing public transportation through its bus fleet.
- When available, providing use of school facilities for disaster response, sheltering and recovery operations.

Leadville-Lake County Animal Shelter is responsible for:

- Maintaining the safety and well-being of their current animals on premises during an emergency.
- Assisting with sheltering operations for residents evacuating with their pets and coordinating needs for animals.
- Tracking and reunification of animals with owners as appropriate.
- Working with Human Services and the EOC to communicate the status of pets being sheltered.

EXPECTATIONS OF STATE AND FEDERAL AGENCIES

The Colorado Division of Homeland Security and Emergency Management (DHSEM) is responsible for:

- Within their statutory authority (24-33.5-705 C.R.S.), providing assistance and support to local jurisdictions when local resources have exceeded their capability to manage an incident of significance.
- When appropriate, activating the State EOC in support of local jurisdictions and providing access to statewide mobilization resources.
- Interfacing with Federal agencies in the effort to support local goals and objectives.
- Being 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.

Other State of Colorado entities which can provide disaster recovery assistance:

- Department of Local Affairs (DOLA)
- Division of Local Government (DLG)

The Federal Government is responsible for:

- Through FEMA, responding to national emergencies and providing assistance to the states when an emergency or disaster exceeds resource capabilities.
- 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.
- The roles and responsibilities of Federal resources are outlined in the National Response Framework.
- Other Federal Programs of note:
 - USDA Farm Service Agency agricultural disaster grants
 - USA Natural Resources Conservation Service Emergency Watershed Protection Grant

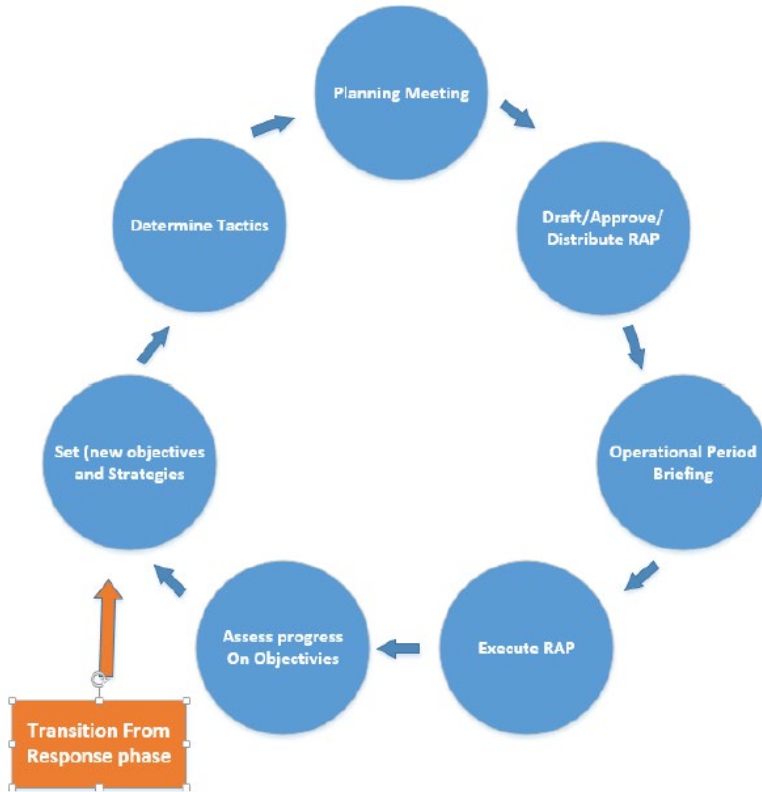
- Department of Commerce – Small Business Administration disaster loan grants
- Federal Highway Administration Disaster Grants.

PLAN ACTIVATION AND IMPLEMENTATION

The transition from Response to Recovery is not based upon a decisive point in time, but rather will occur as a gradual process: as response needs begin to lessen, recovery will increase. The exact timeline for this process will depend on the scope of the disaster. The Lake County Disaster Recovery Plan will be activated by Emergency Management to the appropriate level based on the scale of the disaster. The Emergency Manager, in consultation with the Policy Group, will decide when to transfer operations control to the Long-Term Recovery Manager, Long-Term Recovery Committee, and Recovery Support Functions.

Recovery Action Planning Cycle

The Recovery Action Planning (RAP) cycle is a defined process, structure, and schedule for setting and prioritizing objectives, resource availability, progress, and general functions of the Recovery Organization's goals. Operation periods may last anywhere from days to months based on the discretion of the Long-Term Recovery Manager. The RAP cycle is consistent with the Incident Action Planning Process used during response operations.



1. Transition from Response Phase

As management of the overall incident transitions from Response to Recovery, non-life-safety objectives that were set but not fully accomplished during Response will be transitioned from the responsibility of the Response-phase Incident Command to the Recovery Organization. These unmet needs and other ongoing Response objectives will form the initial basis for setting Recovery objectives.

2. Assess Progress on Objectives and Set New Objectives and Strategies

Whether the Recovery Organization is in its initial operational cycle or conducting ongoing planning, the first step of a new RAP cycle is to report on the status of its objectives, as well as identifying additional needs or new objectives. This will include input from the RSF Branches. This is a very important step and will help to reinforce the development of measurable objectives by ensuring that specific Branch input results in clearly scoped and defined objectives, particularly for objectives that may last over numerous operational periods.

The next step of the RAP cycle is for the Long- Term Recovery Manager to work with his/her staff to identify and prioritize objectives and strategies for the next operational period. These may be ongoing or incomplete objectives from previous operational periods, or they may be new.

As each new RAP is developed, progress made against identified criteria for each objective will be assessed in coordination with the appropriate RSF Branch, and this information will be used to refine and focus objectives in future RAPs. Objectives should always be “SMART” (Specific, Measurable, Action-oriented, Realistic, and Time-sensitive). The objectives and strategies should be cross walked against the Community Planning and Capacity Building Branch’s work to ensure consistency of near-term objectives and strategies with long-term goals.

3. Determine Tactics

Once the next operational period’s objectives and strategies have been set, the Recovery Manager identifies and prioritizes specific tactics that will be used to achieve the objectives and strategies, as well as identifying evaluation criteria and monitoring mechanisms for the tactics. The Recovery Manager then works with the staff, County Attorney, and others as necessary to review and validate the tactics; they may add, remove, or re-prioritize tactics as necessary. The Recovery Manager and his/her staff also assign available resources to the tactics and/or secure additional necessary resources. (ICS form 215 may provide a useful framework for this process.)

4. Planning Meeting

After tactics and resources have been set, this information is shared broadly with the Recovery Organization and lead and supporting agencies at the Planning Meeting. Participants can review and vet the tactics and resource assignments. At this phase, the Community Planning and Capacity Building Branch again reviews plans to ensure consistency of near-term tactics with long-term recovery goals.

5. Draft, Approve, and Distribute the Recovery Action Plan

Following the Planning Meeting, staff drafts and finalizes the RAP for the next operational period. Once it has been approved by the Recovery Manager, the Recovery Action Plan is distributed to the entire Recovery Organization and becomes the new controlling document; this marks the beginning of a new operational period.

6. Operations Briefing (s)

After the Recovery Action Plan is approved and distributed, RSF Branch and Recovery Group mission assignments are officially handed down and started. At this point, Recovery Organization staff and lead and supporting agencies are briefed on the new RAP cycle. Depending on the situation, this briefing may be for the entire Recovery Organization at once, or smaller briefings may take place at the RSF Branch level.

7. Execute Recovery Action Plan

This step comprises the main work of the Recovery Organization, as its mission assignments are implemented.

AFTER-ACTION REPORTING

The Long-Term Recovery Manager or Emergency Manager will facilitate and issue a formal After-Action Report (AAR) for recovery operations following any exercise and/or activations. The AAR will identify and document issues that challenged recovery operations, and it will capture innovative approaches that were introduced during recovery that may be applicable to future incidents.

This concludes the Lake County Disaster Recovery Plan.

APPENDICES

APPENDIX A-COMMUNITY PLANNING & CAPACITY RSF

PURPOSE

The Community Planning and Capacity RSF Branch is responsible for coordination of the County's public, private, and non-profit sector efforts to organize recovery planning after a disastrous event. This RSF Branch will only be activated in the case that recovery activities require special coordination that cannot be accomplished through normal County functioning. If the recovery objectives described below can be accomplished without activation of this RSF Branch, this Branch will not be activated and its staff and assets will be returned to normal operations.

A Lead Agency will be assigned for this RSF Branch and this Lead Agency will staff the Community Planning and Capacity Building RSF Branch Director position. Other agencies identified as potential Lead Agencies in the list will become Supporting Agencies.

ORGANIZATION

The following agencies and organizations may be asked to lead or support this RSF Branch:

- **Lead Agencies:**
 - Lake County Community Planning and Development
 - Lake County Office of Emergency Management

- **Support Agencies – Lake County:**
 - Lake County Human Services
 - Lake County Road & Bridge
 - Lake County Public Works

- **Support Organizations - Private/Non-Profit:**
 - Leadville-Lake County Economic Development Corporation

- **Support Organizations - Regional:**
 - Colorado Volunteer Organizations Active in Disaster (COVOAD)

- **Support Agencies - State of Colorado:**
 - Colorado Division of Homeland Security and Emergency Management
 - Department of Local Affairs (DOLA)

- **Support Agencies – Federal Government**
 - FEMA

Pre-Event and Preparedness Objectives:

The following describes objectives to be addressed by the entities that comprise this RSF Branch with leadership, support, and coordination as necessary from LCOEM.

- Streamline and coordinate regulatory approvals and permitting processes for recovery.
- Promote familiarity with FEMA’s Long Term Community Recovery Planning Process and other recovery planning best practices: Knowledge of federal guidance will ensure that county plans are consistent with federal programs and qualify for federal funds. This consistency will also help to maintain control over the Long-Term Community Recovery Planning Process.
- Promote familiarity with County and regional planning resources; County and regional stakeholder groups; and template post-disaster recovery plans: This familiarity will ensure that the Recovery Group is aware of its capabilities and regulations as well as with other recovery plans so as to allow for picking and choosing of elements that could serve County recovery efforts.

Post-Disaster Recovery Objectives:

- Post-Disaster objectives for this RSF Branch are identified as a process by which Lake County will develop a Community Recovery Plan.
- Assess the need for a Community Recovery Plan: Shortly after the incident, this RSF Branch will assess the long-term impacts of the event on Lake County housing, economy, and infrastructure/environment in order to transition from response to recovery.
- Identify the scope of Community Recovery Planning in the incident: The Recovery Group will include appropriate leadership and community representation among its support agencies. It will also provide a combination of community leadership and subject matter expertise to execute long-term recovery planning activities.
- Identify long-term recovery issues: Long-term recovery issue identification begins with the transition from the response to the recovery phase. It entails recognition of stakeholder concerns with the reconstruction and redevelopment of the impacted area that extend months or years into the future.
- Identify recovery partnerships: The Community Planning and Capacity Building RSF Branch, in coordination with appropriate parties, will ensure community ownership in the Community Recovery Plan by identifying key stakeholder organizations and agencies and by conducting extensive outreach campaign(s) during the planning process. It is important to coordinate with external agencies and organizations to leverage buy-in, ensure ADA compliance for accessibility, and prevent duplication of efforts.
- Set recovery vision and objectives: The Community Planning and Capacity Building Branch will work with the public and stakeholders to set a vision and achievable goals (using “SMART” criteria) that provide a “big picture” vision for intermediate and long-term recovery and help participants and observers in recovery understand how their individual stakeholder component is critical to the recovery operation as a whole.
- Identify, evaluate, and prioritize Community Recovery Projects: Once the vision, goals, and objectives for recovery are set and agreed upon by the stakeholders, projects will be identified as part of the community involvement process. Project considerations include;

the needs of the community, project feasibility, project sustainability, linkages throughout the community, and how it enhances the quality of life in the community.

The FEMA Long Term Recovery Toolbox may be of assistance in this process and can be found at: <https://www.fema.gov/emergency-managers/practitioners/recovery-resources/community-toolkit>

- Draft the Community Recovery Plan: The Community Recovery Plan describes specific strategies and actions, and includes physical improvements, policies, and programs. It should be written in a manner that is easily comprehensible by the public, business, and other stakeholders.
- Prepare a Community Recovery Funding Strategy: Funding is critical in implementing recovery projects that realize the community’s visions and goals. The establishment of a not-for-profit organization outside of the county government that can collect and distribute funds has been used and strongly recommended by other counties which have gone through an extensive recovery effort.

APPENDIX B – ECONOMIC RECOVERY RSF

PURPOSE

The Economic Recovery RSF Branch is responsible for coordinating the County’s public, private and non-profit sector efforts to sustain and/or rebuild businesses and employment and develop economic opportunities that result in a sustainable and economically resilient county after large-scale and catastrophic incidents. If needed, additional sub-sections of the Economic Recovery RSF Branch may be activated based on the needs of the recovery process. These include Supply Chain Recovery, Employment Recovery and Business Restoration Recovery.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be functionally or geographically subdivided as circumstances dictate.

ORGANIZATION

The following agencies and organizations may be asked to lead or support this RSF Branch:

Lead Agencies:

- County Administration
- City of Leadville Administration

Support Agencies—Lake County:

- Lake County Treasurer

Support Organizations--Private/Non-Profit:

- Local large businesses
- Leadville-Lake County Economic Development Corporation

- Local Chamber of Commerce

Support Agencies--State of Colorado:

- DOLA
- Department of Labor and Employment - Colorado Workforce Center, Leadville
- Colorado Department of Agriculture

Support Agencies--Federal Government:

- FEMA

Supply Chain:

A critical part of recovery is the ability for citizens to purchase basic life support needs. The Economic Recovery RSF Branch will work to restore local supply chains. This can include groceries, gas for vehicles, pharmaceutical goods, supplies and hardware to repair homes and business. Once these immediate needs are met, it is important that other retail and business services are re-established.

The Supply Chain Recovery Group will also coordinate local efforts with state and federal recovery programs designed to identify both large and small business resources that will either directly support recovery efforts or otherwise contribute to the overall economic recovery of the community, and to ensure that logistics, transportation, and shipping challenges associated with these are monitored and addressed. This Group will also monitor and address logistics, transportation, and shipping challenges that impact the general economic health and resilience of the county.

This Group is not tasked with acquisition or provision of emergency response supplies or assets during the emergency response phase. This group will ensure that supply chain problems are not impeding big-picture economic recovery.

Short-Term Recovery Objectives:

- Identify market sectors that have been significantly disrupted: The County's recovery efforts must have the capability to identify and prioritize local, damaged market sectors. By identifying these local businesses, the Supply Chain Group will be able to champion the restoration and/or repairs to reestablish the supply chain needs.
- Ensure efforts to address supply chain disruptions, with priority to recovery-essential goods and services: This Group will work with other RSF Branches to address private-sector supply chain concerns and restoration priorities.
- Coordinate transition from emergency provision of commodities: As local, state, and government logistics and distribution of federally-supplied commodities wind down, the local business community should be ready to meet county residents' and companies' needs for those goods and services through normal (retail) business practices.
- Distribute information regarding access to goods and services: Public access to recovery-related goods and services requires accurate and timely public information. This Group will coordinate with the County Communications Direction, applicable Public Information Officer(s), and economic development groups to provide information for

distribution through county public information channels. In this manner, the public and other companies can be kept aware of important locations and supply chain program changes, particularly as provision of such goods and services reverts to normal (retail) business practices.

Employment:

The Employment Recovery Group will coordinate local efforts with state and federal recovery programs designed to sustain local employment during the disaster recovery phase. More specifically, the Employment Group's purpose is to provide or advocate for resources for the employment of workers displaced by the disaster, and to provide mechanisms to match people seeking employment in the disaster area with opportunities for work.

Short-Term Recovery Objectives:

- Provide employment resources and workforce placement: The Employment Recovery Group will coordinate with employers, placement companies, and job training companies etc. to provide resources, information, and placement for area residents.
- Coordinate provision of workforce transportation: If transportation options are inhibited or limited the Recovery Group will coordinate with the Infrastructure Group to provide interim transportation services to and from employers.
- Coordinate provision of workforce housing: As necessary, the Recovery Group will coordinate with other groups to provide other services needed to allow participation in the workforce.

Intermediate and Long-Term Recovery Objectives:

Promote employment of area residents and small businesses in recovery efforts: Jobs and job markets will undergo continuous changes throughout the recovery process. This Recovery Group will work to promote the hiring of residents and small businesses in support of recovery activities.

Business Restoration Recovery:

The purpose of the Business Restoration Recovery Group is to coordinate local efforts with state and federal recovery programs designed to promote the overall resiliency and stability of the private-sector business community through coordination of pre- and post-disaster recovery resources, strategies, and programs. More specifically, this Recovery Group's purpose is to identify and fill needs identified by businesses to assist them to remain in business after a disaster.

Short-Term Recovery Objectives:

- Provide staffing, expertise, and program support to Business Recovery Centers: Direct provision of insurance, financing, workforce, relocation, and other related information will be implemented through the establishment of Business Recovery Centers.
- Prioritize restoration of utility and transportation services to large companies and retailers: This Group will coordinate with the Utility Restoration and Transportation

Recovery to be sure that such employers and distributors are recognized and prioritized appropriately.

- Leverage local businesses with recovery capabilities: As emergency management transitions from response to recovery, the need for goods and services will continue. Although outside (federal) resources may continue to be available, the recovery efforts may be equally well or better served if goods and services can be acquired through normal business processes.
- Communicate recovery plans and priorities: It is essential that local businesses understand the recovery objectives that pertain to their individual recovery needs to ensure that their business restoration and recovery planning takes into consideration realistic planning assumptions for the restoration of public utilities and other essential support systems. This Group will work with the Public Information Officer to communicate economic recovery and business restoration priorities to County residents and businesses.

Intermediate and Long-Term Recovery Objectives:

- Identify and promote opportunities for IT or telecom infrastructure upgrades: This Group will work with the Infrastructure RSF Branch to identify and promote opportunities for IT or telecom infrastructure upgrades as part of disaster reconstruction work.
- Identify and promote opportunities for enhanced private sector resiliency: This Recovery Group will work with private sector businesses, trade groups, and professional associations to promote business resiliency in terms of adequate insurance, continuity planning, IT recovery planning, etc., as well as promoting enhanced efficiency of facilities and operations.

APPENDIX C – HEALTH AND HUMAN SERVICES RSF

PURPOSE

The Health and Human Services RSF Branch is responsible for coordinating the County’s public, private, and non-profit sector efforts to ensure the provision of public health, health care, mental health networks, social, and human services to affected individuals, families, and communities.

ORGANIZATION

The following agencies and organizations may be asked to lead or support this RSF Branch

Lead Agencies

- Lake County Human Services Department
- Lake County Public Health Agency
- Lake County Community Planning and Development

Support Agencies—Lake County

- Lake County Sheriff’s Office-Victims Services
- Parkville Water
- Leadville Sanitation

Support Organizations--Private/Non-Profit

- American Red Cross
- Team Rubicon
- Elks Lodge #236
- Local nonprofits as applicable
- Eagles Lodge No. 91
- St. Vincent's Hospital

Support Organizations--Regional

- Sol Vista Health
- Neighboring Counties

Support Agencies--State Of Colorado

- Colorado Department of Public Health & Environment
- DOLA

Support Agencies--Federal Government

- FEMA

Social And Human Services Recovery Group

The purpose of the Health and Human Services Recovery Group is to coordinate local efforts with state and federal recovery programs designed to sustain the community's social and human services operations (including provision of mental health and spiritual counseling) during disaster recovery.

Short-Term Recovery Objectives

The following objectives must be addressed as quickly as possible after the activation of the Lake County Disaster Recovery Plan and may begin as early as the response phase.

- Provide short-term sheltering and feeding: Short-term sheltering may include emergency shelters, hotel/motel accommodations, or other short-term solutions.
- Coordinate provision of all other non-medical mass-care services and commodities: These may include emergency first-aid, bulk distribution of emergency relief commodities, including: potable water, gasoline, heating oil, diapers, milk/formula, etc.
- Provide family reunification services.
- Maintain and provide other essential social and human services: These may include, but are not limited to--crisis counseling, management of distribution of food stamps, child protection and adoption, care for the elderly, education, nutritional services, childcare services, custodial responsibility of child services and foster care, etc.
- Provide for the safety and well-being of household and service animals.
- Provide public information related to social and human services
- Provide support to staff, contractors, and volunteers.

Long-Term Recovery Objectives

Manage the transition back to normal provision of social and human services; manage the transition back to normal health and medical services.

Health And Medical Services Recovery Group

The purpose of the Health and Medical Recovery Group is to coordinate local efforts with state and federal recovery programs designed to sustain the community's health and medical services and functions— inclusive of emergency and trauma care, other hospital services, community health clinics and private physicians (especially general practitioners), public health services, and pharmacy services – during disaster recovery.

The Group will ensure public health issues are monitored and addressed as necessary. The Lead Agency will coordinate with key health and medical stakeholders to pre-determine resource allocation from regional, state, and federal health and healthcare partners to expedite the process of expanding, if necessary, the County's health service capabilities.

Short-Term Recovery Objectives:

Monitor health hazards: The Health and Medical Recovery Group will monitor health hazards related to or exacerbated by the disaster, including but not limited to:

- Public health threats resulting from animal disease or food supply-chain contamination
- Water system contamination
- Potential failures of public utilities or services such as sewerage or waste removal
- Assessing sanitation conditions to prevent contact with hazardous wastes that result from consequences of the disaster
- Disease transmission resulting from sheltering or other conditions in which populations are in close-quarters
- Other health issues
- Continue to support General Population Shelters as appropriate.

Implement or maintain isolation and quarantine:

In conjunction with the County Attorney and the Safety and Security Group, the Health and Medical Group shall continue to ensure appropriate steps are taken to implement isolation and/or quarantine actions in response to disease outbreaks resulting from or exacerbated by the disaster, per Lake County Public Health Agency protocols and guidelines.

Ensure provision of basic health and medical services and supplies: The Health and Medical Group will continue to ensure provision of health and medical services into the recovery phase, as necessary, in accordance with the Long-Term Recovery Manager.

- Provide health services to staff, contractors, and volunteers.
- Monitor the safety and security of health facilities.

- Approve reopening of Health Department-regulated facilities.
- Provide public information related to social and human services

Intermediate and Long-Term Recovery Objectives:

On-going health and medical unmet needs: In addition to short-term recovery activities described above, the Health and Medical Recovery Group will maintain and restore other recovery-critical health and medical services in coordination with local, regional, state, and federal partners. The Group will participate in the RAP Cycle to develop recovery goals and objectives, and it will monitor and report on the status of recovery issues.

The Health and Medical Group may not be able to meet service expectations and/or normal standards of care, depending on unsafe conditions, a lack of available resources, or other circumstances related to a disaster. Policy recommendations related to altered standards of care will be offered to the Long-Term Recovery Manager in accordance with established Policies and Priorities

Approve reopening of Health Department-regulated facilities: Coordinate post-disaster inspections and approvals for re-opening of restaurants, schools, and other regulated facilities. Manage the transition back to normal health and medical services: Provide management and coordination for the services described above to transition back to normal day-to-day operations.

APPENDIX D – HOUSING RECOVERY RSF

PURPOSE

The Housing RSF Branch is responsible for coordinating the County’s public, private, and non-profit sector efforts to develop and implement programs and policies that provide for rehabilitation and reconstruction of destroyed and damaged housing, and/or the development of new permanent housing options. In the recovery phase this would account for intermediate housing, long-term housing, and transient housing. Since domestic animals are such an important part of our lives, temporary housing must include provisions for service and companion animals.

ORGANIZATION

The following agencies and organizations may be asked to lead or support this RSF Branch:

Lead Agencies:

- Leadville – Lake County Regional Housing Authority

Support Agencies—Lake County:

- Leadville-Lake County Animal Shelter
-

Support Organizations--Private/Non-Profit:

- Applicable Lake County nonprofit organizations
- COVOAD
- PetAid Colorado

Support Organizations--Regional:

- Neighboring Animal Response Teams

Support Agencies--State of Colorado:

- Colorado Housing & Financing Authority, Division of Housing

Support Agencies--Federal Government:

- FEMA

Intermediate Housing Group

The purpose of the Intermediate Housing Recovery Group is to coordinate local efforts with state and federal recovery programs designed to provide intermediate (or “interim”) housing strategies.

Intermediate housing refers to housing that provides an interim “bridge” between short-term sheltering and long-term reconstruction of permanent housing, allowing residents to resume normal life and economic activity until their homes are rebuilt or relocated.

Short-Term Recovery Objectives:

The following objectives must be addressed as quickly as possible after the activation of the Lake County Disaster Recovery Plan and may begin as early as the response phase.

- Assess and communicate intermediate housing needs and costs: Based on an estimate/assessment of the numbers of people displaced, the likelihood and timeline of their residences being able to be reoccupied, and their current sheltering situation.
- Coordinate transition from short-term to intermediate housing strategies: The Intermediate Housing Group will coordinate with the Social and Human Services Group to facilitate an equitable and clearly-understood transition of residents from short-term sheltering into more sustainable, intermediate-term solutions. To the extent possible, communities should be relocated together in order to ensure family support.
- Ensure housing standards and safeguards: The Intermediate Housing Recovery Group will ensure that housing solutions meet safety, accessibility (ADA), building code and environmental health standards as established by the County, state, and federal governments.
- Provide public information in regards to short-term, intermediate, and potential long-term housing opportunities.

Long-Term Recovery Objectives:

The following objectives address intermediate and housing responsibilities of the Recovery Group.

- Implement and maintain intermediate housing solutions until long-term solutions can be implemented.
- Provide continuity for housing affordability: The Recovery Group will also coordinate with the Long-term Housing Reconstruction and Relocation Group to ensure that an adequate supply of affordable housing is provided, consistent with the characteristics of the displaced population, including management of HUD affordable housing waivers, as well as related re-certifications and prevention of affordable housing fraud, and – where appropriate – property management.
- Administer funding for intermediate housing through federal and other funding sources.
- Develop event-specific policies, procedures, and programs to implement housing reconstruction and relocation strategies.

Long-Term Housing Group

The purpose of the Long-Term Housing Recovery is to coordinate local efforts with state and federal recovery programs that promote, incentivize, or directly provide for the permanent rehabilitation and reconstruction of destroyed and damaged housing, whenever feasible, and develop other new accessible, permanent housing options. This Group is responsible for implementing housing solutions that effectively support the needs of the whole community and contribute to its sustainability and future disaster resilience.

Short-Term Recovery Objectives:

The following objectives must be addressed as quickly as possible after the activation of the Lake County Disaster Recovery Plan and may begin as early as the response phase.

- Develop event-specific policies, procedures, and programs to implement housing reconstruction and relocation strategies.
- Assess and communicate intermediate housing needs and costs: Based on an estimate/assessment of the numbers of people displaced, the likelihood and timeline of their residences being able to be reoccupied, and their current sheltering situation.
- Establish and implement consumer-protection reporting and safeguards: The Long-Term Housing Group will offer information to the public regarding consumer protection and potential abuses. The Group will also receive and investigate public complaints related to contractors, and it will compile and distribute lists of contractors receiving verified complaints, and where appropriate refer such complaints to the Office of the County Attorney.

Intermediate and Long-Term Recovery Objectives:

The following intermediate and long-term recovery objectives are characterized by operations that may provide sustained temporary measures to bridge the gap into permanent solutions, return life to normal or an improved state, or otherwise support the objectives of other Recovery Groups.

- Implement programs to facilitate long-term reconstruction and relocation: These may include technical assistance and financial tools related to rebuilding in-place and/or permanent relocation, if necessary.
- Promote site-level resiliency and best practices to mitigate future damage: Provide technical assistance and administer funding associated with physical mitigation of new permanent long-term housing against relevant hazards.
- Monitor insurance issues: The Group will work to monitor insurance premiums and coverage issues.
- Provide public information related to long-term housing: The Long-term Housing Reconstruction and Relocation Group will provide public information related to long-term housing programs and resources, for distribution by the Public Information Officer/County Communications Director.

Transient Housing Group

It is highly possible that persons visiting, or citizens of Lake County that do not have a permanent residence will be affected by the disaster and will need housing assistance. The Transient Housing Group is responsible for working with the evacuation shelters to identify these people, and determine what housing assistance is needed. The Group will work with the Intermediate and Long-term Housing groups to implement housing solutions that effectively support the needs of the transient population within Lake County.

APPENDIX E – INFRASTRUCTURE RECOVERY RSF

PURPOSE

The Infrastructure RSF Branch is responsible for coordinating the County’s public, private, and non-profit sector efforts to facilitate maintenance and restoration of county facilities, critical infrastructure systems, public works operations, road and bridge access, debris management (to include livestock carcass removal), and other related services.

ORGANIZATION

The following agencies and organizations may be asked to lead or support this RSF Branch:

Lead Agencies:

- Lake County Public Works
- Lake County Facilities
- Lake County Road & Bridge Department
- City of Leadville Streets Department as appropriate

Support Agencies--Lake County:

- Lake County E911 Authority
- Lake County Dispatch

- Lake County Coroner’s Office
- Lake County Community Planning and Development/GIS
- Lake County Human Services Department
- Lake County Information and Technology Department
- Lake County School District
- Lake County Sheriff’s Office
- Parkville Water
- Leadville Sanitation

Support Organizations--Private/Non-Profit:

- Cellular Providers
- CenturyLink
- Spectrum
- Private contractors

Support Organizations--Regional:

- Xcel Energy
- Sangre de Cristo Electric Association

Support Agencies--State Of Colorado:

- Colorado Department of Agriculture
- Colorado Department of Transportation
- Colorado Division of Homeland Security and Emergency Management
- Colorado Interstate Gas
- Colorado National Guard
- Colorado State University (CSU) Extension Service
- Colorado Office of Information and Technology

Support Agencies--Federal Government:

- Environmental Protection Agency
- FEMA
- U.S. Army Corp of Engineers
- U.S. Department of Agriculture
- U.S. Department of Energy

Utility Restoration Recovery Group

The purpose of the Utility Restoration Recovery Group is to coordinate local efforts with state and federal recovery programs designed to restore utilities infrastructure and service to pre-disaster or improved condition after a major incident. This includes water, wastewater, telecommunications, electricity, natural gas, and other utilities.

Short-Term Recovery Objectives:

The following objectives must be addressed as quickly as possible after the activation of the Lake County Disaster Recovery Plan and may begin as early as the response phase.

- Coordinate the restoration or interim provision of utility infrastructure and services: The Utility Restoration Recovery Group will work with public and private-sector providers of utility services to coordinate and execute immediate restoration of utility services according to damage assessments. Such restoration will follow prioritization established in pre-disaster planning and be accomplished through the RAP Cycle. It may require requesting the input of the Recovery Policy Group (through chain of command). Basic prioritization will be in accordance with the priorities described previously and will be guided by the critical infrastructure and prioritization established above. The Utility Restoration Group should also give consideration to sites identified for Recovery and Information Centers, short-term or interim housing, as well as major employers, commodities distributors, and other key recovery functions, with a focus on the maintenance of basic lifelines and services.
- Assess and communicate major or long-term utility reconstruction costs.
- Provide public information related to utility service and restoration: The Recovery Group will provide information for distribution to the Public Information Officer Group or JIC.

Intermediate and Long-Term Recovery Objectives:

The following intermediate- and long-term recovery objectives are characterized by operations that may provide sustained temporary measures to bridge the gap into permanent solutions, return life to normal or an improved state, or otherwise support the objectives of other Recovery Groups.

- Coordinate the permanent reconstruction of major critical utilities infrastructure: The Utility Restoration Recovery Group will work with public and private-sector providers of utility services to coordinate and execute the reconstruction of major utilities infrastructure.
- Ensure mitigation measures are considered: The Utility Restoration Recovery Group will coordinate with local, state, and federal partners to identify and implement mitigation opportunities in order to help reduce future risk and enhance community resilience.

Transportation System Recovery Group

The purpose of the Transportation Recovery Group is to coordinate local efforts with state and federal recovery programs designed to provide post-disaster transportation services, and restore transportation infrastructure and service to pre-disaster or improved condition. It is inclusive of roads, railroads, bus, and air travel systems.

The Group will monitor transportation infrastructure and systems and provide coordination with key public, public authority, and private-sector transportation partners to facilitate transportation restoration and infrastructure reconstruction.

Short-Term Recovery Objectives:

The following objectives must be addressed as quickly as possible after the activation of the Lake County Disaster Recovery Plan and may begin as early as the response phase.

Coordinate the restoration or interim provision of critical transportation infrastructure and services: The Transportation Recovery Group will work with public and private-sector providers and managers of transportation infrastructure and services to coordinate and execute immediate restoration of utility services that support public transportation according to damage assessments. Such restoration will follow prioritization established in pre-disaster planning and be accomplished through the RAP Cycle, and it may require requesting the input of the Recovery Policy Group.

Assess and communicate major or long-term transportation reconstruction costs: The Transportation Recovery Group will assess and communicate to the Long-Term Recovery Manager estimated costs associated with major or long-term transportation reconstruction projects.

Provide public information related to transportation service and restoration: The Transportation Recovery Group will provide public information related to transportation and transit service and infrastructure interruptions, interim solutions or service alterations, and restoration, for distribution by the Public Information Officer.

Intermediate and Long-Term Recovery Objectives:

- Coordinate the permanent reconstruction of transportation infrastructure: The Transportation Recovery Group will work with County, public authority, and private-sector providers/managers of transportation infrastructure to execute the reconstruction of transportation infrastructure.
- Ensure mitigation measures are considered: The Utility Restoration Recovery Group will coordinate with local, state, and federal partners to identify and implement mitigation opportunities in order to help reduce future risk and enhance community resilience.

Capital Repairs and Reconstruction Recovery Group

The purpose of the Capital Repairs and Reconstruction Recovery Group is to coordinate local efforts with state and federal recovery programs designed to restore the County's facilities. This includes schools, government offices, and other public facilities, and relates to the return of these facilities to pre-disaster or improved condition during recovery.

Short-Term Recovery Objectives:

The following objectives must be addressed as quickly as possible after the activation of the Lake County Disaster Recovery Plan and may begin as early as the response phase.

- Coordinate with public, private, and regional partners for the interim provision of capital needs and/or for capital restoration and repairs: The Capital Repairs and Reconstruction Group will assess and prioritize the immediate restoration and repair of critical County-owned and/or-operated facilities and transportation systems necessary to support recovery operations and will be accomplished through the RAP Cycle. This may include the acquisition or rental of temporary facilities.

- Assess and communicate major or long-term utility reconstruction costs: The Capital Repairs and Reconstruction Group will assess and communicate to the Recovery Manager estimated costs associated with long-term capital reconstruction projects.
- Provide public information related to community or civic facilities: The Capital Repairs and Reconstruction Group will provide public information related to community or civic facilities status, interim solutions, and restoration, for distribution by the Public Information Officer/County Communications Director.

Intermediate and Long-Term Transportation Recovery Objectives:

- Coordinate the permanent reconstruction of public facilities: The Capital Repairs and Reconstruction Group will coordinate and execute the reconstruction of public facilities (including schools), as needed. Such restoration will follow prioritization established in pre-disaster planning and be accomplished through the RAP Cycle and will be consistent with the Community Recovery Plan developed by the Community Planning and Capacity Building Branch, supporting mitigation, housing, and economic recovery priorities.
- Ensure mitigation measures are considered: The Utility Restoration Recovery Group will coordinate with local, state, and federal partners to identify and implement mitigation opportunities in order to help reduce future risk and enhance community resilience.

Debris Management Recovery Group

Debris removal is typically one of the first major issues that must be addressed in recovery. Large piles of organic and non-organic debris can become public health concerns and once dry, can become a fire threat. The purpose of the Debris Management Recovery Group is to coordinate local efforts with state and federal recovery programs designed to remove, transport, store, and otherwise manage debris on public property or rights-of-way throughout Lake County during disaster recovery. The Group will ensure debris issues are monitored and addressed as necessary.

Short-Term Recovery Objectives:

The following objectives must be addressed as quickly as possible after the activation of the Lake County Disaster Recovery Plan and may begin as early as the response phase.

- Coordinate debris removal and management as necessary: The Debris Group will refer to the Lake County Debris Management Plan for continued guidance regarding debris removal, management, storage, and disposal operations.
- Ensure that all disaster-generated debris is properly and immediately disposed of according to the type of debris being handled, contamination factors, and environmental impacts: The management and removal of Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) contaminated debris will require the development of a separate strategy to be developed in close coordination with the Safety and Security Branch as well as the Health and Medical Group.
- Coordinate the removal of animal and livestock carcasses: In partnership with CSU Extension Service, State Veterinarian's Office, and Lake County Public Health Agency and Community Planning and Development, develop and execute a carcass removal plan.

This may include instructions to the public and the processes to dispose of deceased animals from their property.

- Provide public information related to debris: The Debris Group will provide public information related to debris clearance and management for distribution by the Public Information Officer/County Communications Director. Ensure that records associated with debris removal meet FEMA standards and are coordinated with the Finance Section.

Intermediate and Long-Term Recovery Objectives:

The following long-term objectives are characterized by operations that may provide sustained temporary measures or permanent long-term measures to return life to normal or an improved state.

- Address permanent debris disposal and site-capacity issues: In the case that local or contracted landfill capacity is exceeded, or if materials to be removed are not allowed or cannot be accommodated by local or contracted landfills or other storage facilities, the Debris Group will explore and recommend alternative solutions for storage and disposal of such debris.

APPENDIX F – NATURAL AND CULTURAL RESOURCES RSF

PURPOSE

The Natural and Cultural Resources RSF Branch is responsible for coordinating the County's public, private, and non-profit sector efforts to address long-term environmental and cultural resource recovery needs after large-scale and catastrophic events.

ORGANIZATION

The following agencies and organizations may be asked to lead or support this Recovery Group:

Lead Agency:

- Lake County Community Planning and Development
- Lake County Parks, Recreation and Open Space Department
- Lake County Public Works
- City of Leadville Planning Department, as appropriate

Support Agencies--Lake County:

- Leadville Historic Preservation Committee

Support Organizations--Private/Non-Profit:

- Cloud City Conversation
- Lake County Conservation District
- Lake County Open Space Initiative
- Other Applicable Local Nonprofits

Support Organizations--Regional:

- Homeowners Associations (HOAs)

Support Agencies--State Of Colorado:

- Colorado Office of Archaeology and Historic Preservation
- Colorado Parks and Wildlife

Support Agencies--Federal Government:

- U.S. Department of Agriculture, Forest Service
- U.S. Department of Interior
- FEMA
- Environmental Protection Agency

Natural Resources Group

The purpose of the Natural Resources Recovery Group is to coordinate local efforts with state and federal recovery programs designed to support the return of the community's natural and environmental assets and systems to pre-disaster or improved condition during disaster recovery. The Group will ensure county natural resources are monitored and addressed as necessary – inclusive of parks, reservoir(s), watersheds, and other environmental assets, whether publicly or privately owned/operated.

Short-Term Recovery Objectives:

- Monitor environmental issues: The Recovery Group, in coordination with federal and state agencies, will continuously monitor threats to other identified natural and environmental assets or systems, including forest resources.
- Advocate for recovery actions that conserve, rehabilitate, and restore natural and environmental assets or systems: The Natural Resources Recovery Group in coordination with other local, state, and federal partners, will advocate for actions to assess, conserve, and restore county natural resources in accordance with FEMA's Public Assistance program environmental regulations, other state or federal environmental regulations and standards, County Comprehensive Plan policies, and other environmental initiatives.

Intermediate and Long-Term Objectives:

- Coordinate with public and private partners for the permanent restoration and/or rehabilitation of natural resources: The Natural Resources Recovery Group will work with public and private-sector providers of environmental restoration and rehabilitation services to coordinate and execute the permanent restoration of publicly owned natural resources.
- Monitor CBRNE issues: The Natural Resources Recovery Group will offer expertise, oversight, and advocacy as appropriate for clean-up and restoration of natural areas and systems from a CBRNE event, or other events with immediate or long-term environmental impacts.

Cultural Resources Group

The purpose of the Cultural Resources Recovery Group is to coordinate local efforts with state and federal recovery programs designed to support the return of the community’s cultural and historic assets and structures to pre-disaster or improved condition during disaster recovery. The Group will ensure county cultural and historic assets and structures are monitored and addressed as necessary – inclusive of historical sites, libraries, museums, and other sites of cultural importance, whether publicly or privately owned/operated.

Short-Term Recovery Objectives:

- Monitor threats to environmental and cultural assets: The Cultural Resources Recovery Group, in coordination with support agencies and organizations, will continuously monitor threats to identified natural resources and cultural assets.
- Advocate for resources necessary for rehabilitation and restoration: The Recovery Group responsible for natural and cultural resources will advocate for actions to assess, conserve, and restore county resources and sites in accordance with FEMA’s Public Assistance program and any relevant county initiatives.

Long-Term Recovery Objectives:

- Coordinated restoration of sites: The Cultural Resources Recovery Group will work in coordination to execute the permanent restoration of publicly owned resources and historical sites.
- Prioritize restoration of high-impact assets: The Cultural Resources Recovery Group will coordinate the prioritization of restoration of particular assets that have demonstrated external benefits, including in terms of tourism, public perception, and community confidence.
- Ensure mitigation measures are considered: Mitigation opportunities need to be identified and implemented.

APPENDIX G – DOCUMENTATION CONSIDERATIONS

The following items may be considered in developing a profile of the damage and the impacts on the community, as well as translating the impact into FEMA’s Public Assistance requirements:

- **Debris Removal (Category A), Led by Lake County Public Works**
 - Debris removal and emergency response costs incurred by affected entities should be documented for cost recovery purposes:
 - Type and Volume: Estimate the amount and type of debris (ex: building materials, trees, mud, temporary disposal sites, etc.)
 - Affected Property: Identify types of property affected by debris (ex: farmland, roads, schools, commercial centers, and public/private property)
 - Affected Services: Identify local transportation, communication, water supply, or sewage disposal affected by debris problems.
 - Distribution/Density: Describe the size of the area over which the debris is distributed and its density within the area.
 - Removal Requirements: Identify the requirements for special equipment needed to remove debris. Identify the requirements for and availability of debris disposal sites, both temporary and permanent.

- Local Response: Describe the progress of local debris removal activities. Identify sites of total infrastructure destruction over a widespread area with potential for large-scale demolition and debris removal.
 - Other Considerations
 - Identify a location where disaster debris will be segregated, reduced, and ultimately disposed of
 - Establish priorities for clearance and removal, such as critical roads and facilities.
 - Outline the roles and responsibilities of the various functions in debris removal, processing, and disposal such as Public Works, Finance and Solid Waste Departments, etc.
 - Describe how debris removal contractors will be monitored at pick up sites, debris management sites, temporary debris storage and reduction sites and final disposal.
 - Describe the types of debris operations that will be contracted for. Described the process and procedure for acquiring competitively procured contracted services.
- **Emergency Protective Measures (Category B), Led by Lake County Sheriff and Lake County Public Health Agency**
 - Nature of the Threat: Note the conditions which threaten public health, safety, and property, and describe the threat.
 - Nature of Protective Work: Identify such measures as pumping, sandbagging, vector control and stream clearance, and describe the requirements.
 - Impact: Determine essential services affected by the threatening situation.
 - Local Response: Describe actions by the department and voluntary groups to deal with the problem and the need, if any, for additional resources.
- **Roads/Bridges (Category C), Led by Lake County Road & Bridge / Public Works**
 - Maintenance Responsibility: Identify maintenance responsibility (county, state, municipality, private, federal aid system, or another federal agency)
 - Road/Bridge Description: List name or route number, width, road material, construction material, type of bridge, location, historical significance.
 - Damage Description: Describe the type and extent of damage (erosion, washouts, debris, etc.) Specify damage to culverts or other specialty structures.
 - Impacts: Describe the effect of the damage (alternate routes, length of detours, traffic delays, community isolation, number of days out of service, essential services, social and economic effect on local activities).
 - History: Describe the type, cost and frequency of damage from previous incidents.
- **Building and Equipment (Category E), Led by Lake County Community Planning and Development**
 - Functions of Damaged Building/Equipment: Describe the use of the building/equipment damaged (schools, hospitals, government, commercial, etc.)

- Prevalent Construction Types: Identify the construction material (masonry, steel, glass, brick, and wood) and give dimensions.
- Damage Description: Describe the damage (e.g., windows broken, roof blown off or height of flood water). Indicate if destroyed or extent of damage. Describe the content damage.
- Impact: Report on the availability of alternate facilities. Describe the consequences of interruption of service or activities.
- Insurance Coverage: Estimate the percentage of damaged buildings covered by insurance, along with the extent of coverage.
- Historical Issues: Identify if the structure is recognized with local historical or architectural designation.
- Environmental Consideration: Identify if the structure is in a floodplain or environmentally protected area.
- **Parks, Recreation and Open Space (Category G), Led by the Lake County Parks, Recreation and Open Space Department and Lake County Public Works**
 - Maintenance Responsibility: Identify the organization responsible for maintenance.
 - Facility Description: Identify the type and purpose of the facility.
 - Damage Description: Describe the type and extent of the damage. Was it destroyed or partially damaged?
 - Impact: Describe the impact the loss of the facility has on the community.

APPENDIX H – LIST OF LAKE COUNTY EMERGENCY SUPPORT FUNCTIONS (ESF)

ESF #	Name
1	Transportation
2	Communications
3	Public Works and Engineering
4	Firefighting
5	Emergency Management
6	Mass Care
7	Logistics Management/Resource Support
8	Public Health and Medical Services
9	Search and Rescue
10	Oil and Hazard Materials Response
11	Agriculture and Natural Resources
12	Energy
13	Public Safety and Security
14	Long-Term Community Recovery
15	External Affairs



LAKE COUNTY COMPREHENSIVE EMERGENCY OPERATIONS PLAN

**PROCEEDINGS OF THE BOARD OF COUNTY COMMISSIONERS
COUNTY OF LAKE AND STATE OF COLORADO**

RESOLUTION 2018-18

**RESOLUTUION ADOPTING THE COMPREHENSIVE EMERGENCY OPERATIONS PLAN FOR THE
COUNTY OF LAKE, STATE OF COLORADO**

WHEREAS, pursuant to the requirements of CRS 24-33.5-707(8) each County disaster agency shall prepare and keep current a county disaster emergency plan for its area and;

WHEREAS, the purpose of the Presidential Policy Decision Directive is to enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive national incident management system; and

WHEREAS, the Board desires to reaffirm Lake County’s commitment to use the National Incident Management System and,

WHEREAS, the Lake County Board of County Commissioner’s resolution 2011-31 entitles the Office of Emergency Management to declare a county-wide disaster and authorizes spending authority, the Director of Emergency Management has pre-disaster declaration authorization from the Board of County Commissioners to mobilize resources, request mutual aid, and spend up to \$100,000 to respond to an emergency or disaster situation;

WHEREAS, the Board desires to adopt the updated Comprehensive Emergency Operations Plan (CEOP) and supporting Emergency Management documents.

Now, therefore, be it resolved by the Lake County Board of County Commissioners, Lake County, Colorado:

Section 1. The Comprehensive Emergency Operations Plan for the County of Lake, State of Colorado, attached as exhibit “A” and all supporting documents and annexes referenced are hereby adopted. The supporting documents are included but not limited to, Alert and Warning, Evacuation, EOC Activation, Resource Mobilization, Access and Functional Needs and Debris Management.

Section 2. The Board of County Commissioners finds that approval of the Lake County Emergency Operations Plan is in the best interest of the health, safety and welfare of Lake County residents and visitors.

Section 3. The Board hereby reaffirms Lake County’s commitment to use the National Incident Management system.

Section 4. The Board of County Commissioners approves the Lake County Emergency Operations Plan, which consists of the base plan and fifteen (15) Emergency Support Function annexes and authorizes the Director of Emergency Management to administer and implement the plan for Lake County.

Section 5. The Director of Emergency Management is authorized to make non-substantive changes to the EOP as necessary. Any major changes proposed by the Director of Emergency Management shall be reviewed by the Board of County Commissioners and approved or disapproved by the Board. Any changes approved by the Board shall be adopted by resolution.

Section 6. The Board of County Commissioners delegate to the Lake County Director of Emergency Management the authority and responsibility for coordination, mission tasking implementation and management of emergency and disaster planning and response for Lake County Government and Elected Lake County Offices.

Section 7. The Board of County Commissioners authorize the Director of Emergency Management to facilitate, mission task and coordinate direct assistance by the appropriate and necessary Elected Offices and County Departments to assist in an emergency or disaster before a declaration of emergency or disaster is issued.

Adopted this 1st day of October 2018.

BOARD OF COUNTY COMMISSIONERS
LAKE COUNTY, COLORADO



Mark E. Glenn

Mark E. Glenn, Chair
Sarah Mudge

Sarah Mudge, Commissioner
Dolores M. Semsack

Dolores M. Semsack, Commissioner

ATTEST:

Patricia A. Berger

Patricia A. Berger, Clerk & Recorder
Lake County, Colorado and ex-officio
Clerk to said Board

Introductory Section

Executive Summary

The foundation of all emergency planning is personal preparedness. Disasters such as Super Storm Sandy, the Front Range flooding of 2013, and the Spring Creek and Lake Christine 2018 wild fires illustrate the need to maintain three to four weeks of supplies. In both cases residents were without services up to a month or longer. It is important for the public to be ready for a minimum of three to four weeks without public services, and it is critically important for key and essential Lake County and City of Leadville employees with emergency assignments to maintain their personal preparedness as well as their families'. These personnel must be ready to help others with knowledge that their families are well prepared and self-sufficient. Lake County encourages everyone, including Lake County and City of Leadville employees, to prepare themselves and their families for emergencies.

This plan is organized into a basic comprehensive plan, separate emergency support functions annexes, specialized incident response annexes and discipline specialty annexes in accordance with federal guidance provided in Comprehensive Planning Guidance (CPG) 101 (version 2.0 November 2010). It also refers to the Lake County Resource Mobilization Plan, Lake County Emergency Operations Center (EOC) Activation Annex, the Lake County Hazard Mitigation Plan (FEMA approved March 2014), and the Lake County Hazard Identification and Vulnerability Analysis documents (November 2013). This is a non-exhaustive list of plans, please see Appendix A for a comprehensive list of Lake County Emergency Plans and checklists.

The Lake County Comprehensive Emergency Operations Plan (CEOP) describes the emergency obligations of county government and its capability and capacity to undertake emergency assignments or acquire those resources necessary to support its emergency mission. It refers to the Lake County Continuity of Operations Plan (COOP February 2014, <https://scrcoop.boldplanning.com/>) for specifics related to continuity of essential services provided during emergency operating conditions. The Concept of Operations of the CEOP describes the management of emergencies within the National Incident Management System (NIMS) and details emergency management programmatic efforts to accommodate Americans with Disabilities Act (ADA) standards through the Access and Functional Needs Annex maintained by Lake County Public Health.

Promulgation Statement

Transmitted here is the CEOP for Lake County. The basic plan provides a framework for Emergency Support Functions (ESFs) covering more detailed information for conduct of the county emergency mitigation and preparedness program and the county's response and recovery efforts.

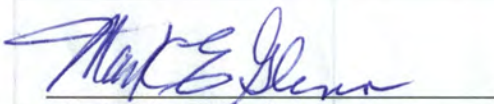
This CEOP was prepared in accordance with guidance from the federal CPG – 101 version 2.0 (November 2010) the National Response Framework version 3.0 (NRF, June 2016), and the National Disaster Recovery Framework version 2.0 (NDRF, June 2016). It is consistent with federal, state, and local standards and has been circulated to Lake County and the City of Leadville government agencies as well as special districts for concurrence and partner agencies

at the state and federal level. This CEOP supersedes any previous CEOP and has been approved by the Lake County Board of County Commissioners and the Leadville City Council. It will be reviewed and re-certified at least every three years as is described in this plan under Plan Development and Maintenance. The Lake County Office of Emergency Management is responsible for the facilitation of regular updates and testing of the CEOP in accordance with the plans maintenance section.

Each participating organization with a role in an emergency shall develop its own emergency operations plan in support of the Lake County CEOP. These annexes and plans will indicate how the agency, department or enterprise will implement its specific support to the Lake County CEOP. Participating agencies shall submit copies of these plans to the Lake County Office of Emergency Management (OEM), which will be appendices to this plan.

Each department and participating organization will train staff members on their responsibilities under the CEOP and ensure they understand how they fit into the overall management of an emergency. See table of distribution. The Lake County OEM will regularly test and review the CEOP. The Lake County Training and Exercise Plan (TEP) covers in detail the entire training and exercise cycle to test and validate the CEOP.

The plan, when used properly and updated annually, will assist local government officials in preparing for, responding to and recovering from the consequences of natural, technological or man-made disasters. This plan and its provisions will become official when it has been signed and dated below by the concurring government officials.



Mark Glenn-Chairman
Lake County Board of County Commissioners

8-27-2018

Date

Record of Changes

The master copy of the Lake County Comprehensive Emergency Operations Plan (CEOP) will annotate all changes. Should changes be significant, updates shall be available to the responsible agencies. If not, the planning team will review all changes and incorporate them into the plan during the next scheduled update.

Date Posted	Summary of Changes	Page/Paragraph /Line	Recommending Agency & Authorizing Agent
31JAN18	Comprehensive Update	All	Lake County OEM, Libby Nelson

Administrative Handling Instructions

All agencies receiving the plan are responsible to safeguard, handle, transmit, and store in accordance with appropriate security directives from the Lake County Office of Emergency Management. Portions of the complete plan are suitable for public distribution according to the Colorado Open Records Act. Portions of this plan, including the annexes, appendices, attachments and implementing procedures associated with this plan that contain sensitive information will be withheld from the public because disclosure would cause a foreseeable harm to an interest protected by one or more Freedom of Information Act (FOIA) exemptions.

Approval and Implementation

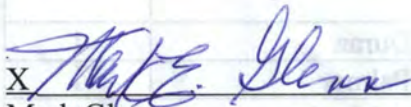
While the Lake County Continuity of Operations Plan (COOP) seeks to manage the continued delivery of critical and essential government services in times of disaster, the CEOP guides the delivery of those emergency services needed specifically under emergency conditions.

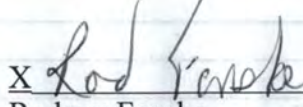
The CEOP has been written to align with Comprehensive Planning Guide version 2.0- 101 (CPG – 101 dated 2010) and National Response Framework (NRF) federal guidelines (NRF, June 2016), National Disaster Recovery Framework (NDRF) and integrates Lake County mitigation, prevention, preparedness, response, and recovery concepts. The Basic CEOP aids maintenance of the plan through use of emergency support functions that align with the CEOP of the State of Colorado and the Federal Response and Recovery Frameworks.


The Comprehensive Emergency Operations Plan (CEOP) describes the mechanism and structure by which Lake County mobilizes resources and conducts activities to address the consequences of any major disaster or emergency to save lives, protect public health, safety and property, alleviate damage and hardship, and reduce future vulnerability. This plan supersedes all previous plans.


All department directors are charged with doing their utmost to prepare their departments to function during and after emergencies and disasters in support of the citizens and partners of Lake County. The Basic Plan, Emergency Support Functions, topic specific, incident response annexes are located at (<https://scrcoop.boldplanning.com/>). All Lake County Line of Succession personnel, Department Directors, and recipients of the CEOP should review this document and become familiar with their obligations and responsibilities. All departments are responsible for updating their portion of the COOP. The Office of Emergency Management will provide annual COOP training and is available to provide directorates with individual help as requested.


By signing this document, governments, districts, and non-governmental organizations commit to; support the concept of operations and carry out the assigned functional responsibilities to ensure the orderly and timely delivery of emergency assistance; cooperate with the Director of the Office of Emergency Management appointed by the Board of County Commissioners to provide effective oversight of disaster operations; make maximum use of existing authorities, organizations, resources, systems, and programs to reduce emergency response costs; form partnerships with counterpart State agencies, voluntary disaster relief organizations and the private sector.

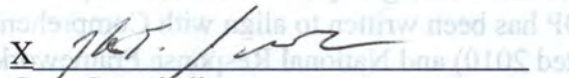
X 
Mark Glenn
Chair, Lake County Board
of County Commissioners

X 
Rodney Fenske
Lake County Sheriff

X 
Greg Labbe
Mayor, City of Leadville

X 
Robert Glenny
Chief, Leadville Police Department

X 
Dan Dailey
Chief, Leadville and Lake County Fire
and Rescue

X 
Gary Campbell
CEO, St. Vincent General Hospital District

X 
Wendy Wyman
Superintendent, Lake County School District

Record of Distribution

The following table of individuals and organizations constitute the multi-agency coordination (MAC) group, which has had input in the development of the plan and conducted a detailed review of the document prior to approval by the Lake County Board of County Commissioners and the City of Leadville Mayor and City Council.

Department/Agency	Contact Person	Number of Copies
American Red Cross	Sally Broomfield	1
Bright Start	Colleen Nielsen	1
Central Mountains Regional Emergency Medical Trauma Advisory Council	Anne Montera	1
City of Leadville Administrative Services Manager	Sarah Dallas	2
City of Leadville Attorney	Linda Michow	1
City of Leadville Council Members	Shoshanah Beck	8
City of Leadville Police Department	Rob Glenny	1
Climax Mine	P. Michael Rodriguez	1
Colorado Division of Homeland Security and Emergency Management	Mark Boley	1
Colorado State Patrol	Rich Duran	1
Lake County Airport	Brad Palmer	1
Lake County Assessor's Office	Miguel Martinez	1
Lake County Attorney	Lindsey Parlin	1
Lake County Build a Generation	Katie Baldassar	1
Lake County Building Department	Paul Clarkson	1
Lake County Clerk and Recorder	Patty Berger	2
Lake County Commissioners	Mark Glenn	3
Lake County Coroner	Shannon Kent	1

Lake County Information Technology	Johnny Aird	1
Lake County Landfill	Michael Irwin	1
Lake County Library	Brena Smith	3
Lake County Maintenance	Roger Lopez	1
Lake County Public Health	Colleen Nielson	1
Lake County Public Information Office	Betty Benson	1
Lake County Public Works	Brad Palmer	2
Lake County Recreation Department	Amber Magee	1
Lake County School District, R-1	Wendy Wyman	1
Lake County Search and Rescue	Chris Yeager	1
Lake County Sheriff's Office	Rodney Fenske	4
Lake County Treasurer	Padraic Smith	1
Leadville Animal Shelter	Debbie Ruma	1
Leadville and Lake County Fire and Rescue	Dan Dailey	2
Leadville Race Series	Paul Anderson	1
Leadville Sanitation District	Scott Marcella	1
Parkville Water District	Greg Teter	1
Regional Explosives Unit	Chris Arseneau	1
Safeway (Grocery & Pharmacy)	David A. Montoya	1
St. George Episcopal Church & Community Meals	Rev. Ali Lufkin	1
St. Vincent General Hospital District [SVGHD]	Gary Campbell	2
SVGHD Emergency Medical Services	Tom Schwander	3
The Salvation Army	Jeff Williams	1
Solvista Mental Health	Mandy Kaisner	1
South Central Health Care Coalition	Lisa Powell	1
South Central Region VOAD	Doug Rouse	1
Xcel Energy	Debbie Watts	1

Contents

Introductory Section.....	i
Executive Summary	i
Promulgation Statement	i
Record of Changes	iii
Administrative Handling Instructions	iii
Approval and Implementation.....	iv
Record of Distribution.....	v
Purpose, Objectives, Scope, and Assumptions	1
Purpose Statement.....	1
Goals and Objectives.....	2
Scope.....	2
Assumptions	3
Situation	3
Geography	3
Demographics	3
Climate.....	4
Hazard and Threat Analysis Summary	4
Hazard Description	5
Threat and Hazard Identification and Risk Assessment (THIRA)	9
Limitations.....	9
Capacity	9
Assessor	9
Animal Shelter.....	9
Attorney	10
Building and Land Use.....	10
Coroner	10
County Commissioners	10
County Manager	10
Clerk and Recorder.....	10
Emergency Management.....	11
Finance	13
Fire Department.....	13

Health Department and County Board of Health	13
Human Services.....	14
Information Technology.....	14
Public Works	14
Lake County Airport	15
Recreation Department	15
Landfill.....	15
Sheriff.....	15
Search and Rescue	15
Treasurer.....	16
Outside Entities with Emergency Management Involvement	16
Water	16
Sewer	16
Leadville Police Department	16
Climax Mine	16
Planning Assumptions.....	17
Concept of Operations	18
General	18
Organization and Assignment of Responsibilities	19
ESF Responsibility Overview	19
Incident Command (IC)/Emergency Operations Center (EOC) Interface	23
Incident Command.....	23
Emergency Operations Center.....	23
Emergency Operations Roles and Responsibilities	24
Lake County Board of County Commissioners	25
Elected Official Responsibilities Before an Incident	25
Elected Official Responsibilities During an Incident	25
Proclamation of Emergency	26
Lake County Office of Emergency Management	26
Department Heads	27
General: Lead and Supporting Agencies	28
Animal Shelter.....	29

Director, Building and Land Use.....	29
Director, Facilities	29
Director, Finance	29
Director, Human Resources.....	30
Director, Human Services.....	30
Director, Library	31
Director, Public Health	31
Director, Public Works	32
Director, Recreation Department.....	33
Leadville / Lake County Fire Rescue	33
Leadville Police Department	33
Leadville Street Department.....	34
Separately Elected Officials.....	34
Lake County Assessor	34
Geographic Information Services.....	34
Lake County Clerk and Recorder	34
Lake County Coroner	34
Lake County Sheriff	34
Lake County Treasurer	35
Non-Governmental Organizations	35
American Red Cross	35
St. Vincent General Hospital District.....	35
Solvista Mental Health	35
State Government.....	36
Federal Government.....	36
Direction, Control, and Coordination.....	36
Tactics versus Strategic Direction	36
Coordination versus control.....	36
Local Emergency Authorities	37
Multi-jurisdictional Coordination.....	37
Decision Making.....	38
Continuity of Government.....	38

Incident Types	38
Recovery Operations	41
Information Collection, Analysis, and Dissemination	42
Situational Awareness and Common Operational Picture	43
Decision quality information	43
What do we need to know?.....	44
Data Collection Plan	44
Verification of Information	44
Analysis of Information.....	45
Who Receives Information?	45
Information Dissemination Plan.....	45
Communications	46
Introduction.....	46
Infrastructure	46
Equipment and maintenance	46
Dispatch Center.....	46
Available Modes of Communication	47
Joint Information Center	49
Administration, Finance, and Logistics	49
Plan Development and Maintenance	50
Exercise and testing of the Plan	50
Training, Exercise and Planning Workshop.....	50
Authorities and References	51
Succession of Authority	51
Continuity of Government	51
Federal.....	51
State.....	52
Local.....	52
Glossary of Terms.....	54
Access and Functional Needs	54
American Red Cross.....	54
Capabilities-based Planning	54
Checklist or Joblist.....	54
Citizen Corps.....	55

Community.....	55
Damage Assessment.....	55
Disability	55
Disaster.....	55
Emergency.....	56
Emergency Assistance.....	56
Emergency Medical Services (EMS)	56
Emergency Operations Center (EOC)	56
Emergency Operations Plan (EOP)	56
Emergency Support Function (ESF)	56
Evacuation.....	57
Evacuees.....	57
Governor’s Authorized Representative	57
Hazard	57
Hazardous Material	57
Household Pet/Companion Animal.....	57
Incident.....	58
Incident Command System (ICS).....	58
Incident Management Team (IMT)	58
Joint Information Center (JIC)	58
Jurisdiction	58
Limited English Proficiency.....	58
Mass Care	59
Mitigation.....	59
National Incident Management System (NIMS)	59
National Disaster Recovery Framework (NDRF).....	59
National Response Framework.....	59
Non-governmental Organization (NGO).....	59
Planning Assumptions.....	59
Preparedness.....	60
Prevention	60
Recovery	60
Resource Management	60
Resilience	60
Response	60

Risk	61
Risk Assessment.....	61
Risk Management.....	61
Senior Official	61
Service Animal	61
Standard Operating Procedure/Guideline.....	61
Terrorism.....	61
Vulnerability	61
Warning.....	62
Legal Authorities and References	63
Appendix A Intelligence and Information Sharing.....	68
Appendix B Sample Disaster Declaration and Declaration Process.....	76
RESOLUTION NO. 2018 -XXXX.....	77
BOARD OF COUNTY COMMISSIONERS	77
Appendix C List of Supporting Plans	80
Appendix D: Disaster Delegation Sample	81
FEMA Public Assistance Process.....	88
General.....	88
Eligibility Requirements	90
• Emergency Work	91
• Permanent Work.....	91
Contracts and Procurements	92
Contract Types.....	92
Identifying and Reporting Damage	92
PW Program Issue Questions	93
Environmental and Historic Preservation Considerations.....	93
Documenting Disbursement and Accounting Records.....	93

[St.v](#)



Purpose, Objectives, Scope, and Assumptions

Purpose Statement

The purpose of the Lake County Comprehensive Emergency Operations Plan (CEOP) is to provide the framework under which Lake County government will address the consequences of emergencies where the people, animals, economy, or environment of the county may have been adversely impacted by a natural, technological or manmade disaster. This plan considers the time-phased evolution of emergency efforts including preparedness, protection, prevention, mitigation, response, and recovery efforts. It identifies the primary programmatic obligations of Lake County and the City of Leadville governments before, during, and after emergencies and considers the complimentary roles of the private sector, non-profit service groups, volunteers, local, state, and federal government agencies.

The CEOP focuses on Lake County response and recovery efforts and directs the reader to the Hazard Mitigation Plan, Continuity of Operations Plan (COOP), and Recovery Framework planning documents for details on the operation and management of those emergency obligations. These plans consider emergency authorities, direction and coordination of efforts, and resource and information management under conditions where proclamation of an emergency is necessary.

Furthermore, the purpose of the Lake County CEOP is to:

- Outline the local approach and framework to emergency operations, and is applicable to Lake County, Colorado and the municipalities and townships within its boundaries.
- Provide general guidance for emergency management activities and an overview of our methods of prevention, protection, mitigation, preparedness, response, and recovery with the priorities for incident management being:
 1. Life safety,
 2. Incident stabilization and
 3. Property protection.
- Describe functions of the Lake County Office of Emergency Management (OEM) and assign responsibilities for various emergency tasks.
- Present a framework for more specific Emergency Support Function annexes that describe in more detail the lead and supporting agencies and explain the roles and responsibilities of each.
- Provide references to supporting and incident response annexes, which detail specific response expectations and activities for local response personnel.



The CEOP applies to all county officials, departments, and agencies. The primary audience for the document includes all chief elected officials, other elected officials, the OEM, county department and agency heads and their senior staff members, leaders of local agencies that support emergency operations and others who may participate in Lake County emergency prevention, protection, mitigation, preparedness, response, and recovery efforts.

Goals and Objectives

The goals and objectives of the Lake County Office of Emergency Management program are to protect public health and safety and preserve public and private property. The CEOP is the general plan for managing incidents and describes the framework and processes used during emergencies in Lake County and the City of Leadville. Plans used by other agencies also provide details on authorities, response protocols, and technical guidance for incident response and management.

Scope

The Scope of this plan identifies when and under what conditions the application or activation of this plan is necessary.

The plan establishes fundamental policies, strategies, and assumptions for a countywide Emergency Operations Plan Program guided by the principles of the National Incident Management System.

- The CEOP addresses the various types of emergencies that are likely to occur and the populations that are expected to be affected
- The CEOP establishes a Concept of Operations spanning the direction and control of an emergency from initial monitoring through post disaster response, recovery, and mitigation
- The CEOP defines inter-agency and inter-government coordination mechanisms to facilitate delivery of immediate response and recovery assistance
- The CEOP assigns specific functions to appropriate county agencies and organizations as well as outlines methods to coordinate with municipalities, the private sector, volunteer organizations, citizens and state and federal counterparts
- The CEOP identifies actions that county response and recovery organizations will take in coordination with municipal, state, and federal counterparts as appropriate, regardless of the magnitude of the disaster

The CEOP applies to the legal jurisdiction of Lake County and all unincorporated areas in Lake County (approximately 376.5 square miles). Elected officials in Lake County include the Board of County Commissioners, the Sheriff, the Clerk and Recorder, the Treasurer, the Assessor, and the Coroner. Each of these offices is independently elected and stands alone. Departments that report to each elected official(s) are accountable solely to that official(s).



This CEOP applies to all legal jurisdictions of the City of Leadville (approximately 1 square mile) as defined in the City of Leadville Municipal Code. Elected officials in the City of Leadville include the Mayor, City Council Members, the City Clerk, and the City Treasurer. Departments that report to each elected official(s) are accountable solely to that official(s). Unless the City of Leadville appoints a local disaster agency, and adopts an emergency operations plan, this plan will include the City of Leadville when only “Lake County” is referenced in the text, C.R.S. 24-33.5-707.

The CEOP applies to all special districts in Leadville and Lake County to include: St. Vincent Hospital District, Lake County School District, Sylvan Lakes Metro District, Brooklyn Heights Metro District, Leadville Sanitation District, and the Parkville Water District. Departments that report to each special district are accountable solely to that special district. The local and known HOAs with water authorities that are included in the CEOP (not all are active) are Turquoise Lake Estates, Matchless Estates, Mountain Pines, Homestake, Silverhills, Grand West, Elk Trail, Beaver Lakes, Mt. Massive Lakes, Homestake Trout Club, Ross Subdivision and Pan-Ark.

There are numerous plans that support and work in conjunction with the Lake County Emergency Operations Plan. A list of supporting plans can be found in Appendix C.

Assumptions

Lake County, the City of Leadville and the Town of Twin Lakes are at risk to many hazards, all of which have the potential for disrupting the community, causing casualties, and damaging or destroying public or private property.

This section provides a summary of Lake County’s demographics and the most likely hazards to which the County are vulnerable.

Situation

Geography

Lake County was founded in 1861 as one of the original 17 counties in Colorado and was named for Twin Lakes. The City of Leadville, or the Two-Mile-High City, is the county seat of Lake County. At an elevation of 10,152 feet, it is the highest incorporated city in the United States. Unincorporated areas of Lake County include Climax, Leadville North, Stringtown, Oro City, and Twin Lakes.

Located in Central Colorado, Lake County is one of the 64 counties within the State of Colorado in the United States. The highest natural point in Colorado and the entire Rocky Mountains is the summit of Mount Elbert in Lake County at 14,440 feet (4401.2 meters) elevation. The county seat and the only municipality in the county is the City of Leadville (more *Geographic and Historical* information is available in the December 2013 HIRA).

Demographics



The U.S. Census estimated the County's population to be 7,778 in 2017 with 19.4 people per square mile. Approximately 21.1% of the County's population is under 18 years of age and 13.4% is over 65 years of age. The racial distribution in the County is made up of 93.3% white, 0.8% Black or African American, 2.6% American Indian or Alaska Native, 0.7% Asian, 0.1% Native Hawaiian or other Pacific Islander, and 2.4% two or more races. Of these races, 36.2% reported being of Hispanic or Latino origin (more Geographic and Historical information is available in the December 2016 THIRA). Noteworthy is the fact that approximately 29% of current home are listed as vacant, most being second homeowners. Based on a recent formal housing assessment from EPS on Leadville and Lake County, we know that the local household AMI (Average Median Income) is \$47,000 but there is a shortage of affordable rental housing at 30-60% of the AMI. The study also revealed that there is a shortage of for sale homes in the 80-110% AMI, making most of the county population unable to rent or buy homes. Lake County School District is the only district in the county and the demographics represent our county more accurately than the Census. In 2017-2018 the enrollment racial distribution was 70.6% Hispanic, 26.6% white, and all others under 2%. More than half of the enrollment is on free or reduced lunch at 64.1%.

Climate

Lake County is considered a high mountain climate. The average mean temperature in the winter is 18°F, 31.3°F in the spring, 53.4°F in the summer and 37.4°F in the fall. Annually, the County and City of Leadville receives 15.69 inches of rain and 117.5 inches of snowfall.¹

The National Weather Service (NWS) office serving Lake County and the surrounding area is located in Pueblo, Colorado. The Pueblo office provides forecasts, warnings and other meteorological information to the general public, media, emergency management and law enforcement officials, the aviation community and other customers. Serving as the nerve center for official government weather services across much of Southern Colorado, the staff at the NWS in Pueblo ensures the delivery of timely information on critical weather.²

Hazard and Threat Analysis Summary

Identified hazards in Lake County, addressed in this plan, are included in the Lake County Hazard Mitigation Plan approved by FEMA March 2014. As of January 2018, a grant has been submitted to update the current Hazard Mitigation Plan. The hazard specific appendices in this plan include only the hazards rated at High in Significance in Lake County, which does not preclude other types of hazards or incidents, and include drought, landslide, pandemic, severe winter storm, wildfire, and windstorm. The severity and impact of these hazards are dependent upon the population density around the incident and the location of the incident. Protection of Critical Infrastructure and Key Resources (CI/KR) is a priority of all response agencies. The rapid needs assessment annex describes this priority in detail. The Lake County CEOP hazard analysis used the FEMA Publication 386-2 assessment tool.

¹ Western Regional Climate Center. Leadville, Colorado (054884). <http://www.wrcc.dri.edu/cgi-bin/cliMAIN.pl?colead>

² Lake County EPG 2011



Hazard	Dataset	Source
Winter Storms including extreme cold	NWS snowfall statistics NCDC Storm Events for Winter Storm and extreme cold Power Outages 2007-2012	NCDC Storm Events Database Xcel Energy
Subsidence including abandoned mines	USGS Landslide Incidence and Susceptibility	USGS National Landslide Hazard Program via National Atlas CGS – extent of coal mining along Front Range
Wildland/Grassland Fire	Incident Reports 1/1/2002 – 7/1/2012	LLCFR
Avalanche	Avalanche Paths Avalanche Road Paths	CAIC-CDOT
Flooding including dam failure	Digital Flood Insurance Rate Maps (DFIRMs) NFIP Policy & Claims Repetitive & Severe Repetitive Loss Properties Online database of dams Dam Inundation	FEMA FEMA NFIP NCDC Storm Events Database FEMA HAZUS-MH US Army Corps of Engineers National Inventory of Dams Database
Severe Storm including thunderstorm, wind, lightning and hail	NCDC Storm Events Power Outages 2007-2012	NCDC Storm Events Database SVRGIS BCA probability Xcel Energy
Drought with extreme heat	U.S. Drought Monitor NCDC Storm Events for Drought	NCDC Storm Events Database U.S. Drought Monitor
Tornado	NCDC tornado frequency statistics NCDC Storm Events for Tornado Tornado Tracks and Touchdowns	NCDC Storm Events Database SVRGIS BCA probability
Earthquake	Significant US Earthquakes Peak Ground Acceleration Annualized Loss Estimates	USGS Earthquake Hazard Program via National Atlas Colorado Geological Survey FEMA HAZUS-MH

Table 1 Lake County Hazards

Hazard Description

Avalanche-The winter snow pack presents the danger of avalanche, particularly in the backcountry mountainous areas. They present a significant threat around ski resort areas. The



increasingly heavy usage of the backcountry during the winter months has heightened this winter danger.

Dam failure-Dam failure is a technological threat facing many communities. In the last 100 years, at least 130 of the more than 2,000 dams in the State have failed. The failure of any of these dams has the potential of causing extensive property damage and possibly the loss of life.

Earthquake-the United States Geologic Survey National Earthquake Hazard Maps classify Colorado as having low to moderate earthquake risk.

Flooding-Flooding (flash and riverine) is a significant potential hazard to property in Lake County. Riverine, gully, and small stream flooding, caused by rapid snowmelt, can occur in May and June. Flash flooding, usually caused by heavy, stationary thunderstorms, most often occurs in the spring and early summer months and are possible in the fall months. Areas in and below land burned by wildfire would have an increased risk of flooding.

Hazardous materials-Hazardous materials used in agriculture, industry, and in the home pose a daily hazard to people and the environment. Citizens in Lake County are vulnerable to the adverse effects of accidental leakage of hazardous materials or a deliberate act using these materials. The steady growth in the use of chemicals has resulted in an increased need to transport these materials. Hazardous materials are transported over many roadways throughout Lake County.

Hostage/Shooting/Terrorism- Lake County is at risk for hostage and/or shooting incidents. These incidents could take the form of threats and hoaxes, domestic violence or from people not affiliated with Lake County. Public safety officials take all threats of violence seriously.

Landslide-Landslides may occur by themselves or in conjunction with another natural event such as wildfire, severe winter snowmelt, or heavy rains. In recent years, multiple landslides have occurred along the western side of Lake County (vicinity of Hagerman road and the south side of Turquoise Lake).

Pandemic (Biological)- An epidemic/pandemic may come in waves and could last for months. At least 30% of the resident population may succumb to the epidemic/pandemic, which includes those responsible for response. Staffing shortages will be a problem

Severe winter storm/severe weather-Winter storms in Lake County are occasionally severe enough to overwhelm snow removal efforts, transportation, utilities, livestock management, and business and commercial activities. All of Lake County is vulnerable to storms of disaster proportions. Municipal areas, with Lake County's larger populations, may be more vulnerable because of more complex, and interdependent services and utilities. Additionally, strong winds in Lake County may cause infrastructure problems and may possibly interrupt utilities.

Wildfires-Wildfire, both natural and human-caused, is a risk to which the entire county and State is susceptible. Prevention of this hazard is key. This proactive approach has been successful and includes; subdivision pre-attack wildfire plans, public awareness campaigns including FireWise



materials, hazard fuel reduction, slash collection and grinding. This does not preclude a wildfire from occurring in Lake County.



Hazard	Probability	Severity = (Magnitude – Mitigation)						Relative Risk = Probability * Severity
		Human Impact	Property Impact	Business Impact	Preparedness	County Response	External Response	
	Likelihood this will occur	Possibility of death or injury	Physical losses & damages	Interruption of services	Preplanning	Time, effectiveness, resources	Community/ Mutual Aid Staff & supplies	
Severe Winter Storms	High	Low	Low	High	Moderate	Moderate	Moderate	High
Temperature Extremes	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	
Land Subsidence	Moderate	High	Moderate	Moderate	Low	Low	Low	High
Flood	Moderate	Low	Moderate	Moderate	Moderate	Moderate	High	Medium
Dam Failure	Low	High	High	High	Low	Low	Low	
Wildland Fire	High	Low	Low	Moderate	Moderate	High	High	Medium
Avalanche	Moderate	Moderate	Low	Low	Moderate	Moderate	Moderate	Medium
Severe Thunderstorm	Moderate	Low	Moderate	Low	Moderate	Moderate	Moderate	Medium
Windstorm	Moderate	Low	Low	Low	Moderate	Moderate	Moderate	
Hailstorm	Low	Low	Low	Low	Moderate	Moderate	Moderate	
Drought	Low	Low	Moderate	Moderate	Low	Low	Low	Medium
Temperature Extremes	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	
Tornado	Low	Low	Low	Low	Low	Moderate	Moderate	Low
Earthquake	Low	Low	Low	Low	Moderate	Moderate	Moderate	Low
Landslides	Low	Moderate	Low	Low	Low	Moderate	Moderate	Low

Table 2 Lake County Vulnerability Analysis results



Threat and Hazard Identification and Risk Assessment (THIRA)

As of 2 February 2017, the Lake County THIRA was approved and vetted via a public forum. The THIRA allowed Lake County to identify needed resources based on the hazards listed above. Additional information may be found in the THIRA, located on the file section of <https://scrcoop.boldplanning.com/>.

Limitations

Lake County requires a high degree of emergency services self-reliance and organic capacity due to the geographic isolation of Lake County and the likelihood of either a winter storm cutting off the jurisdiction or similar incidents occurring in surrounding jurisdiction (2012 Wildfire season with Waldo Canyon starting the same day as the Treasure Fire in Lake County).

Lake County exercises and trains with the neighboring jurisdictions, regional resources [South Central All-Hazards Region and North West All-Hazard Region], and State of Colorado agencies as well as federal partners. These relationships enhance the capabilities of a small jurisdiction with limited response capabilities by facilitating rapid response and additional resources through practiced procedures.

Capacity

This section presents Lake County's existing departments (in alphabetical order) that are instrumental in hazard mitigation. Each department's responsibilities and their importance to hazard mitigation are described in the following paragraphs. All information is compiled from Lake County's website and interviews with staff, unless otherwise noted.

Based on recent hazard events, existing departments and protocol were noted as capability strengths. This includes communications, emergency and public information and warning systems, planning, incident command, mass care, and community preparedness and participation.

Assessor

The County Assessor is elected by the citizens of Lake County with the primary responsibility of providing assessments, or appraisals, of Lake County property. This position impacts hazard mitigation through the assessing of property values for the purposes of property taxes. Property taxes can be used to implement hazard mitigation actions and strategies.

Animal Shelter

Lake County operates an animal shelter that provides shelter and adoption services for unwanted and lost pets. During an emergency, the animal shelter will assist the Office of Emergency Management (OEM) and the fire department to coordinate the evacuation and short-term shelter of animals. The Lake County Animal Shelter has space to house small animals with additional space available adjacent to the American Red Cross established shelter during a disaster (if technically feasible). Lake County does not maintain vehicles to evacuate large animals and has an agreement with Summit County for these services. Lake County has identified the Fairgrounds on W 6th St and McWethy as the location where large animals would be sheltered.



The Manager of the Animal Shelter indicated that there are not many large animals in Lake County and most large animals are in open areas and would most likely not require evacuation.

Attorney

The county does not maintain an attorney on staff and instead contracts these services out. The county and its departments use the contract services to review official documents that could include but are not limited to: disaster declarations, emergency contracting documents, and delegations. The attorney may also advise on any legal matter impacting the county or its departments.

Building and Land Use

The Building and Land Use Department is responsible for accepting, reviewing, and approving construction plans and issuing permits for a variety of needs. Permits are required for building, plumbing, mechanical, driveway, septic, and debris burns. The Building and Land Use Department is instrumental in hazard mitigation by developing and enforcing building codes that include hazard mitigation actions. Codes adopted by the County that are applicable to hazard mitigation are listed in Section 1.1.5 Relevant Plans, Policies, and Ordinances.

Coroner

The County Coroner is elected by the citizens of Lake County, ensures that statutory responsibilities are followed by objectively and thoroughly investigating the cause and manner of death through professional operating guidelines. In the event of an emergency that involves a loss of life, the coroner would be called in to examine bodies to confirm the cause and manner of death and operate the morgue. The coroner would also warn the public if the cause of death indicates a hazard to the general public.

County Commissioners

The Board of County Commissioners (BOCC), elected by the citizens of Lake County, represents its constituency through leadership, decision making, and communication. The BOCC consists of three board members. The BOCC is the governing body that sets policies and budgets that are instrumental in the implementation of hazard mitigation actions.

County Manager

Lake County does not currently employ a County Manager, nor does it have an opening for this position.

Clerk and Recorder

The County Clerk and Recorder is elected by the citizens of Lake County to serve statutorily as the Clerk to the Board of County Commissioners, recorder of deeds, and as an agent for the Secretary of State of Colorado for voter registration and administration of elections. This office also handles motor vehicle titles, registrations, driver licenses, liquor licenses, sales taxes for the Colorado Department of Revenue and recording of documents. Some of the revenue collected by the clerk and recorder can be used to implement hazard mitigation strategies and actions.



Emergency Management

Emergency Management Program Organization

The Lake County Office of Emergency Management serves as the Emergency Management authority for Lake County, due to Leadville not employing an Emergency Manager, the Lake County Emergency Manager also serves with city limits. The Office of Emergency Management personnel include two full time employees (the director and deputy) and employs one part time (30%) position that servers as the emergency services coordinator. The office also relies heavily on volunteers to fill critical roles that are often paid positions in larger jurisdictions. A documented emergency management program shall be established to include executive policies, roles and responsibilities, program goals and objectives, plans and procedures, budget and schedule of activities, and records management procedures.

The Director of Lake County Emergency Management reports directly to the Lake County Board of County Commissioners. The Office of Emergency Management has a robust programmatic component that includes, but is not limited to the following reoccurring activities:

Annual

- EMPG application
- Preparedness Month [September], Career Fair, L/LCFR Open House
- CEMA Conference
- LEPC Conference
- IAPs [LT100, Boom Days, Ski Joring, etc.]
- Career Fair
- Operating Plan (AOP)-Wildfire fighting [February], Community Wildfire Protection Plan 2015
- Wildfire table top with federal, state, and mutual aid partners
- Full Scale Exercise
- Training & Exercise Planning Workshop
- COOP training and updating [February]
- Exercises with private industry, non-profits, and government partners [Climax, School district, BOR, ARC,etc.]
- Communications Drills (Semi-annual)

Quarterly

- EMPG Report
- E911 board meetings [or as required]
- School District Safety Meeting
- Work plan and Financial report to the state
- South Central Healthcare Coalition (SCHCC) voting member
- Faith-based and Volunteer Organizations Active in Disaster [VOAD] meetings

Bi-Monthly

- Elected Officials/Directors' Meeting
- Emergency Services Council/ LEPC



- Report to BOCC
- South Central All-Hazards Region meetings [capability working groups]

Monthly

- Monthly report to County
- Fire Planning Board [OEM input as required]
- Emergency Operations Center training
- Status and upcoming training report

Opportunistic

- Use/Event Permits
- Training with partners
- Grant Audits
- Training/travel reimbursements
- Service Clubs: Lions, Elks
- Community Forums [Mt. View West, FOTL]

The Lake County Office of Emergency Management (LCOEM) is responsible for providing mitigation, prevention, protection, preparedness, response, recovery and coordination for large-scale emergencies and disasters to the citizens of Lake County for the purpose of saving lives and preventing property damage. The LCOEM proactively plans for hazards, works to reduce threats and prepares Lake County's citizens to respond to and recover from a disaster. The LCOEM serves Lake County and its citizens through the following activities³:

- Mitigate and plan for large-scale all-hazards emergencies and disasters.
- Develop and maintain the County's Emergency Operations Plan and Emergency Operations Center.
- Serve as liaison to local, county, state, and federal agencies and departments.
- Coordinate multi-jurisdictional all-hazards exercises.
- Manage resources needed to assist first responders and partner agencies.
- Educate the public about preparedness and community hazards through Citizen Emergency Response Training, community events and presentations.
- Administer federal and state grant funding to aid and increase preparedness and response capabilities throughout the community.

The website for the LCOEM (<http://www.lakecountyco.com/emergencymanagement/>) includes an abundance of information about the types of disasters that are likely in Lake County and how to prepare for them. Lake County has developed several documents to provide guidance during an emergency including those listed below. These plans are described in more detail in Section 4.6 Relevant Plans, Policies, and Ordinances.

- Lake County Community Preparedness Handbook
- Lake County Wildfire Annual Operating Plan (AOP)
- Community Wildfire Protection Plan

³Lake County Community Preparedness Handbook. 2011.



The Lake County Director of the Office of Emergency Management charged with overseeing the LCOEM and is the Chair of the Local Emergency Planning Council (LEPC). The LEPC includes partners from various organizations with the goal of being prepared before, during, and after an emergency. The local partners include individuals from many Lake County departments, special districts, the school superintendent, US and Colorado Forest Service, Lake County BOCC, local hospitals, the Lake County Airport, and the coroner. The local partners meet monthly to discuss emergency preparedness, upcoming events that the LEPC should be aware of, and performing table-top preparedness exercises to maintain skills.

Finance

The Lake County Finance Department is responsible for county accounting and budget services, including but not limited to, procurement and contracting (standard and emergency), tracking disaster spending and burn rates, disaster reimbursement, financial records retention, employee pay, etc. Finance policies and procedures can be found in the Lake County Finance Policy, Procurement Policy and Employee Handbook and in the event of an EOC activation, finance checklists can be found in the EOC Activation Plan.

Fire Department

Leadville/Lake County Fire-Rescue (LLCFR) provides fire protection and emergency response to the City of Leadville and Lake County as a consolidated fire and rescue service. This department is vital to hazard mitigation and reducing community risk through the following:

- Public education
- Code enforcement
- Planning and prevention
- Emergency response
- Various disaster recovery efforts

During an emergency or disaster, the LLCFR will serve as the ESF Coordinator for ESF 4 (Firefighting), ESF4a (Wildfire) and ESF 10 (Hazardous Materials). The Fire Chief will serve as the incident commander coordinating firefighting activities, life-saving assistance and coordinating HazMat operations.

Health Department and County Board of Health

The responsibility of the Lake County Public Health Agency (LCPHA) is to prevent disease and promote healthy behaviors within a healthy environment. General services include family planning, immunizations, blood lead testing, nutritional education, emergency preparedness, environmental health and consumer protection.

In the event of an emergency, the primary role of the LCPHA is to support the EOC and the County Board of Health. The LCPHA is the ESF coordinator for ESF 8 (Public Health and Medical Services) and provides support for ESF 6 (Mass Care, Emergency Assistance, Disaster Housing, Human Services). The LCPHA maintains a call-up list of volunteers, all of whom are of RN and EMT status, assist in coordinating operations, and distribution of medications.



The LCPHA staff includes a Director and an Emergency Preparedness Response Coordinator (EPRC). Both individuals are registered nurses with ICS training and participate in the EOC monthly meetings. The EPRC serves as the official backup to the LCOEM if the LCOEM is not available. Additionally, the Director of the LCPHA has CERC (Crisis Emergency Risk Communication) and PIO (Public Information Officer) training.

County Board of Health (CBH) - The County Board of Health consists of the BOCC and the medical officer for the county. The responsibility of the CBH is to respond to the medical events in the county that impact public health and safety.

Human Services

Lake County Department of Human Services provides services that will enrich the quality of life for members of our community by building on strengths, and empowering individuals and families to improve their well-being and self-sufficiency. During an emergency, the Director of Human Services reports directly to the EOC and is responsible for ESF designation 6 (Mass Care, Emergency Assistance, Housing, and Human Services) which includes feeding and shelter of people and animals. They work closely with the Red Cross and the animal shelter and have agreements with local food banks and shelters (CMC, Lake County School District, and Lake County Recreation). They are also responsible for ESF 14 (Long-Term Community Recovery) which includes providing emergency food to people impacted by a disaster, this office will also set up evacuation centers for travelers passing through the area when roads are closed.

Information Technology

Connectivity is essential to the success of the Emergency Operations Center. The IT Department is responsible for overseeing the installation and maintenance of computers and network systems, which includes internet access redundancy to include automatic fail-over, back-up and recovery, within the county including within the EOC during emergencies and day-to-day activities. The IT director is responsible for ensuring proper function of connectivity at all times.

Public Works

Public Works is responsible for Road and Bridge, the Landfill, and the Lake County Airport. Public Works has responsibilities that are vital to the County's ability to handle a disaster.

The ESF is responsible for working with the LCOEM to determine the severity of an emergency, how many people will be needed to handle the emergency and obtaining emergency equipment. Public Works maintains a computer database of all agencies that would be needed as well as a complete list of equipment and whether it is available for use or is out of service for maintenance. Agencies that might be contacted include those that have agreed to provide shelter, food, and transportation.

The facilities for which Public Works is responsible are listed below with a brief description of how these facilities are used during a disaster or for hazard mitigation efforts.

Public Works maintains approximately 360 lane miles of county roads. Major roadways include US Highway 24, Colorado Highways 91 and 82. Winter maintenance includes snowplowing,



grading, sanding, and snow removal. Paving and patchwork is performed in the summer and fall. Well maintained roads and bridges are vital during disaster relief efforts.

Lake County Airport

The airport is vital during a disaster to allow for air transport of people and supplies if needed. According to their website, the Lake County Airport (or Leadville Airport), is a county-owned, public use airport located two miles southwest of the central business district of Leadville. At 9,927 feet in elevation, it is the highest airport in North America and third highest airport in the world. The airport maintains an all-season paved and illuminated runway for general aviation use. The airport has been used by the Armed Forces for high altitude training.

Recreation Department

The Recreation Department is responsible for maintaining and protecting the County's parks. These parks can enhance hazard mitigation when parks and open spaces are created in less vulnerable areas. Additionally, the Recreation Department is responsible for all recreation facilities, i.e. the 6th Street Gym and Senior Center. The 6th Street Gym is primary evacuation point in most disaster scenarios.

Landfill

The Landfill operations include recycling, non-hazardous waste disposal and slash (yard waste). Depending on the type of disaster that might occur, landfill operations staff could be called to the landfill to inspect the facility and ensure that the infrastructure has not been compromised in a way that could impact public health.

Sheriff

One of many responsibilities of the Sheriff is to protect the citizens of Lake County and protect against natural disasters as well as assisting in disaster preparedness. During a disaster, the Sheriff will support the LCOEM and is responsible for ESF13 (Public Safety and Security) which includes facility and resource security, security planning and technical resource assistance, public safety and security support and support to access, traffic and crowd control. In Colorado statutes, the Sheriff also serves officially as the Fire Marshall. As of 1 February 2018, the Lake County Sheriff has delegated this duty to the Leadville/Lake County Fire Chief, the delegation document can be found on the COOP website file archive. However, since the Sheriff is statutorily responsible for fire, all resource procurement must go through the Sheriff Office.

Search and Rescue

The Lake County Search and Rescue (LCSAR) group falls under the jurisdiction of the Lake County Sheriff Office and is a volunteer organization responsible for mountain search and rescue operations. During an emergency, the LCSAR will provide support as needed. The LCSAR functions are incident driven and past support has included assisting stranded drivers during major snowstorms and bringing them to shelters, bringing food and supplies to special needs individuals who may be stranded in their homes and assisting with evacuation operations by going to door to door to inform people of impending danger.



Treasurer

The citizens of Lake County elect the Treasurer. The Treasurer's main responsibility relating to hazard mitigation includes working with the County's budget. Typical responsibilities of a treasurer include preparing financial reports, collecting and safeguarding public funds, and monitoring annual operating expenses including those used for hazard mitigation.

Outside Entities with Emergency Management Involvement

The following entities are not under Lake County Jurisdiction but could be involved in an emergency.

Water

According to the Lake County Comprehensive Plan (Lake County, 2015) the Parkville Water District is the principal supplier of potable water for public use. The District supplies potable water to Leadville and the surrounding area. Outside of these areas, potable water is supplied by wells and alternate storage systems. Some communities within Lake County, including all trailer parks, have their own water system which have limited storage capacity.

Several water storage and diversion facilities are located in Lake County including two reservoirs (Turquoise Lake and Twin Lakes) and five major trans-mountain diversion tunnels (Homestake, Boustead, Carlton, Twin Lakes Reservoir and Canal Company Tunnel No. 1), the Mt. Elbert Conduit, and the Otero pipeline and pumping station. These facilities provide raw water for urban and agricultural users along the Colorado Front Range.

During an emergency, the operators of these facilities would be contacted to inspect water pipelines and treatment facilities to ensure that the systems have not been compromised and make repairs as necessary to ensure public safety.

Sewer

Central sewage collection and treatment is provided in the Leadville area by the Leadville Sanitation District. Additional private wastewater treatment facilities are located at the Climax mining site, the ASARCO mining site, and a variety of mobile home and subdivision sites. All other areas are on septic systems.

During an emergency, the operators of these facilities would be contacted to inspect the facilities to determine if infrastructure has been compromised which could contaminate local water supplies and make repairs as needed.

Leadville Police Department

The Chief of Police for the Leadville Police Department is responsible for the City of Leadville and would support the LCOEM, Sheriff and Fire Chief during an emergency or disaster. The Chief of Police has ICS training and would be primarily responsible for items such as crowd control and evacuations.

Climax Mine



The Climax Mine mines molybdenum ore from the mountains located on Freemont Pass east of Leadville and serves as a partner and resource to the OEM. During an emergency that involved the Climax Mine, the Health and Safety Manger would be contacted to ensure that key infrastructure is protected at all costs and assist with evacuations if necessary. As an example of this, the Treasure Fire (June 2012) ignited as a result of sparks from the tourist train on its way up the mountain. The train was unable to return on the track and the passengers had to be evacuated. The Climax Mine has set up Standard Emergency Protocol as well as protocol for specific events such as avalanche, major snowstorm, and wildland fires.

Mutual Aid

Lake County relies heavily on Mutual Aid resources due to the remote location and lack of existing resources in county. The collaboration of Lake County, DFPC, and Federal Land Management agencies can be found in the LCOEM Annual Operating Plan (AOP) on the COOP file archives.

Planning Assumptions

Execution of the CEOP will assist local, regional, state, and federal responders and recovery actions in the preservation of life and reduction of damage. It is essential that elected officials and administrators, as well as local response agencies are familiar with the CEOP and individuals and organizations will appropriately execute their assigned responsibilities as defined in the CEOP.

Lake County bases the CEOP on an all-hazard approach to emergency planning. It addresses general functions performed during any emergency and relies on Emergency Support Annexes as well as incident specific annexes. Lake County has specific incident response annexes to address the most likely disaster scenarios identified in the Hazard Identification and Vulnerability Analysis [HIRA] and the Threat and Hazard Identification and Risk Assessment (THIRA).

The CEOP is based on the planning assumptions and considerations presented in this section:

- Incidents are typically managed at the lowest possible geographic, organizational, resource and jurisdictional level.
- All Lake County Incident management activities will be initiated and conducted using the principles contained in the NIMS and follow the ICS framework.
- A disaster incident will require the Lake County Office of Emergency Management to coordinate Lake County government's response and/or resources, and may:
 - Occur at any time with little or no warning in the context of a general or specific threat or hazard;
 - Span the spectrum of incident management to include mitigation/prevention, preparedness, response, and recovery;
 - Result in casualties, fatalities, displaced people, property loss, disruption of normal life support systems, essential public services, and basic infrastructure, and significant damage to the environment;
 - Impact critical infrastructure across sectors;



- Overwhelm capabilities of state and local governments, and private-sector infrastructure owners and operators;
- Require extremely short-notice County asset coordination and response timelines;
- Special purpose jurisdictions (Lake County School District R-1, Parkville Water and Leadville Sanitation, St. Vincent Hospital District) will develop mitigation, preparedness, protection, response and recovery planning, and capabilities for their own jurisdictions.
- Lake County uses a mix of landline and cellular telephone systems as well as several radio systems (including the Countywide 800 MHz trunked radio system and VHF repeated radio system) to meet its primary communications needs. These systems may suffer physical disruption or may become loaded beyond their designed capacities.
- Emergency plans and procedures have been prepared by those emergency response agencies having primary operational responsibilities and should be routinely evaluated and updated.
- Some emergencies or disasters will occur with enough warning that appropriate notification will be achieved to ensure some level of preparation. Other situations will occur with no advanced warning.
- Lake County government may be unable to satisfy all emergency resource requests during a major emergency or disaster.
- Lake County residents and businesses will have to use their own resources and be self-sufficient following a disaster or incident for a *minimum* of three days, and most likely much longer.
- Due to geographic and possibly weather induced isolation, disaster response services and supporting resources will be those locally available for the initial three days or more after the occurrence.

In addition, Lake County will make every effort to include plans for all populations, including children, people with disabilities, limited English proficiency and others with access and functional needs, taking into consideration the essential needs of household pets, as defined by FEMA, and service animals.

Concept of Operations

General

Activation of the Emergency Operations Center is covered in detail in the EOC activation and operations plan, which can be found on the COOP website file archive.

The Lake County CEOP is based on the premise that the capabilities and resources (including those of mutual aid) of the local jurisdiction may be exceeded by an emergency or disaster event and will require the assistance of State or Federal governmental agencies. Such assistance, provided by State agencies, operates as part of an effort coordinated by the Division of Homeland Security and Emergency Management and on behalf of the Governor. The Governor may request assistance from the Federal government upon exceeding the capabilities and resources of both local and State governments. In order to request such assistance a Disaster Declaration, as described in C.R.S. 24-33.5-709, will be completed and authorized by the senior



elected official of Lake County. A sample Lake County Disaster Declaration for Lake County may be found in Appendix B of this document.

The activation of the Lake County Emergency Operations Center (EOC) establishes coordination between the Lake County OEM, local and mutual-aid agreement response agencies, governments, private businesses, and non-governmental organizations. Mutual aid agreements include individual agreements between Lake County and single entities and the South Central Region Mutual Aid agreement which covers multiple entities.

Organization and Assignment of Responsibilities

This plan is based upon the concept that emergency functions that must be performed by many departments or agencies and generally parallel normal day-to-day functions. During emergencies, to the extent possible, the county will need the same personnel and material resources used for day-to-day activities. Because personnel and equipment resources are limited, suspension of some routine functions that do not contribute directly to the emergency may occur for the duration of an emergency.

The chairperson of the Lake County Board of County Commissioners, or his or her designee, will redirect the personnel, equipment, and supplies that would normally be required for those functions to emergency tasks. Additionally, the senior elected official, or his or her designee, may suspend normal processes for equipment, supply, and personnel procurement during an emergency. Lake County has organized the Emergency Operations Center by Emergency Support Functions. The identified Lead and Supporting Agencies, county departments, and other local agencies tasked in this plan will develop and keep current standard operating procedures that describe how to perform emergency tasks. Identified ESF Lead and Supporting Agencies, county departments, and other local agencies are responsible for ensuring the training and equipment necessary for an appropriate response are in place.

ESF Responsibility Overview

Each ESF has a particular function and set of responsibilities in the EOC. The following list outlines the functions and main responsibilities of each ESF. Lists do not outline all responsibilities of each ESF, rather merely provide a general outline. More information can be found in individual ESF checklists, which are in the Lake County EOC Management Plan. Lead and supporting agencies for each ESF can be found in the table below.

ESF #1 Transportation: Airspace management and control, transportation safety, transportation infrastructure, movement restrictions and damage/ impact assessment.

ESF #2 Communications: communications within the response and EOC structure, development and dissemination of ICS 205.

ESF #3 Public Works and Engineering: Infrastructure protection, emergency repair, restoration, engineering and construction management, emergency contracting support for life saving and life sustaining operations.



ESF #4 Firefighting: Coordination of firefighting activities, support to wildland, rural, and urban firefighting operations.

ESF #5: Emergency Management: Conducts planning activities during emergencies, collects, analyzes, process, and disseminates information about an incident.

ESF #6: Mass Care: Conducts sheltering operations, reunifications, mass care (feeding and other coordination of necessary resources to support citizens affected).

ESF #7 Logistics Management: Resource support, logistics ordering, planning, management, and sustainment, and contracting.

ESF #8 Public Health and Medical Services: Public health support, hospital and EMS support, mental health support, and fatality management.

ESF #9 Search and Rescue: Search and rescue operations and lifesaving assistance.

ESF #10 Oil and Hazardous Materials Response: Chemical, biological, and radiological response, short and long term clean up.

ESF #11 Agriculture and Natural Resources: Natural and cultural resources and historic properties protection.

ESF #12 Utilities: Utilities infrastructure assessment, repair, and restoration and industry coordination.

ESF #13 Public Safety and Security: Facility and resource security, security planning, technical resource assistance, law enforcement needs.

ESF #14 Recovery: Community recovery coordination.

ESF #15 External Affairs: Public Information and warning, media and community relations, joint information center.

ESF #16 Schools: Coordinate available school resources with emergency management to enhance safety within the school system and the community as a whole.



Lake County CEOP 2018v2
Basic Plan

L= Lead Agency S=Supporting Agency	ESF #1 Transportation	ESF #2 Communications	ESF #3 Public Works and Engineering	ESF #4 Firefighting	ESF #4a Wildland Firefighting	ESF #5 Emergency Management	ESF #6 Mass Care Emergency Assistance Housing, and Human Services	ESF #7 Resource Support	ESF #8 Public Health and Medical Services	ESF #9 Search and Rescue	ESF #10 Hazardous Materials	ESF #11 Agriculture and Natural Resources	ESF #12 Utilities	ESF #13 Public Safety	ESF #14 Long-Term Community Recovery	ESF #15 External Affairs	ESF #16 Schools
American Red Cross		S		S	S		S		S						S		
City of Leadville Administration		S					S	S							S	S	
City of Leadville Police Department								S			S			L			
City of Leadville Street Department	S		S					S			S						
Colorado Department of Human Services							S										
Colorado Department of Local Affairs							S								S		
Colorado Department of Public Health and Environment							S		S		S						
Colorado Department of Transportation	S		S								S						
Colorado Division of Fire Prevention and Control					S												
Colorado Mountain College Leadville																	S
Colorado Division of Homeland Security and Emergency Management	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	
Colorado Parks and Wildlife														S	S		
Colorado Public Utilities Commission													L		S		
Colorado Search and Rescue Board										S							
Colorado State Forest Service					S												
Colorado State Patrol	S	S	S					S			S			S			
Fifth Judicial District Attorney's Office														S			
Lake County IT		S													S	S	
Lake County Airport	S																
Lake County Assessor						S									S		
Lake County Attorney						S									S		
Lake County BOCC, Finance and Administration						S	S	S							L		
Lake County Building and Land Use Department							S								S		



Lake County CEOP 2018v2
Basic Plan

	ESF #1 Transportation	ESF #2 Communications	ESF #3 Public Works and Engineering	ESF #4 Firefighting	ESF #4a Wildland Firefighting	ESF #5 Emergency Management	ESF #6 Mass Care Emergency Assistance Housing, and Human Services	ESF #7 Resource Support	ESF #8 Public Health and Medical Services	ESF #9 Search and Rescue	ESF #10 Hazardous Materials	ESF #11 Agriculture and Natural Resources	ESF #12 Utilities	ESF #13 Public Safety	ESF #14 Long-Term Community Recovery	ESF #15 External Affairs	ESF #16 Schools
L= Lead Agency S=Supporting Agency																	
Lake County Coroner									L								
Lake County Environmental Health			S						S		S						
Lake County Public Health			S				S	S	L		S				S		
Lake County Human Services							L	S	S						S		
Lake County Landfill	S		S					S							S		
Lake County OEM	S	S	S	S	S	L	S	L	S	S	S		S		S	S	
Lake County Public Works	L		L			S		L/S			S				S		
Lake County Rodeo Grounds [staging]								S									
Lake County School District R-1	S						S	S		S							L
Lake County Search and Rescue										L							
Lake County Sheriff's Office	S		S	S	S		S	S	S	L/S	S		S	L		S	
Lake County Sheriff's Office-Communications Center [Dispatch]		L															
Lake County Treasurer															S		
Private Sector, local businesses								S				S			S		
Pueblo Interagency Dispatch		S															
Salvation Army							TDB										
South Central All-Hazards Region						S		S			S						
US Forest Service					S												
Solvista Mental Health							S		S								

Incident Command (IC)/Emergency Operations Center (EOC) Interface

For major emergencies, disasters, and large planned events Lake County OEM will activate the Lake County Emergency Operations Center (EOC), located at 700 East 10th Street, Leadville, CO. Upon activation of the Lake County EOC, it is essential to establish a division of responsibilities between the incident command post and the EOC. An outline of general division of responsibilities is included below. It is essential that a precise division of responsibilities be determined for specific emergency operations.

Incident Command

The Incident Commander is responsible for field operations and tactical decisions, including, but not limited to:

- Isolating the scene
- Directing and controlling the on-scene response to the emergency and managing the emergency resources committed there using ICS and NIMS standards
- Warning the population in the area of the incident and providing emergency instructions to them
- Determining and implementing protective measures (evacuation or in-place sheltering) for the population in the immediate area of the incident and for emergency responders at the scene
- Implementing traffic control arrangements in and around the incident scene
- Requesting additional resources from the Lake County EOC logistic section chief.

Emergency Operations Center

The EOC provides a central location from which government at any level ***can provide interagency coordination and executive decision making in support of incident response***. EOCs coordinate with on-scene incident managers to:

- Acquire, allocate, and ***track resources*** to provide resource support for the incident command operations
- ***Manage and share information***—Collecting, analyzing, and interpreting information from various resources
- ***Establish response priorities***—ensuring that response systems are interconnected and complementary, reinforcing interoperability among the various system components, making response more efficient and effective by coordinating available resources, and making decisions based on agreed-upon policies and procedures
- Provide ***legal and financial*** support
- Act as a liaison with other jurisdictions and levels of government. A ***nexus*** of government, private, and NGOs
- Ensuring response systems are interconnected and complementary, supporting interoperability between various agencies and stakeholders
- Establishing interoperable communications among all agencies and others as needed for the response. Use of the SCR Tactical Interoperability Plan (TIC) assists in accomplishing this.

- Coordinating the information flow and resources for complex incidents or incidents that occur simultaneously
- Issuing community-wide warning, issuing instructions, and providing information to the public
- Organizing and implementing large-scale evacuation including shelter arrangements for evacuees. This includes the evacuation and sheltering of children, people with disabilities or other access and functional needs. It also includes the essential needs of household pets, as defined by FEMA (domesticated animal, such as a dog, cat, bird, rabbit, rodent, or turtle).
- Coordinating traffic control for large-scale evacuations
- Requesting assistance from the State and other external sources

Some incidents may initiate in a jurisdiction or area that has an emergency operations center, or department operations center. In this event, the responsibilities of the initial emergency operations center will take precedence up to the point of activation of the Lake County EOC. Once activated, the Lake County EOC will conduct all resource management. Additionally, the Lake County EOC will accept the responsibilities identified in the previous section and the other EOC's will assign personnel to the Lake County EOC.

In some large-scale emergencies or disasters, emergency operations with different objectives may occur at geographically separated scenes. In such situations, more than one incident command operation may be established. If this situation occurs, a transition to an Area Command or a Unified Area Command is desirable, and the allocation of resources to specific field operations will be coordinated through the Lake County EOC.

The Lake County EOC will activate at the discretion of the Lake County OEM, on-scene Incident Commander, or senior elected official, based on the incident type. The Direction, Control, and Coordination section defines incident types and defines each term. Factors for activation include Type IV and V incidents that go beyond one operational period, critical infrastructure and key resources affected, large population centers, and local response capabilities. Incidents that are Type III, II, and I will typically prompt EOC activation, but the final decision will be at the discretion of those listed above.

Emergency Operations Roles and Responsibilities

All participating agencies, departments and enterprises with responsibilities identified in the Lake County CEOP are responsible for developing internal operating procedures and continuity of operations plans for carrying out assigned primary and support functions. The functions of the Emergency Operations Center should support at least one of the five mission areas outlined by the National Preparedness Goal:

Prevention. Prevent, avoid or stop an imminent, threatened or actual act of terrorism.

Protection. Protect our citizens, residents, visitors and assets against the greatest threats and hazards in a manner that allows our interests, aspirations and way of life to thrive.

Mitigation. Reduce the loss of life and property by lessening the impact of future disasters.

Response. Respond quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.

Recovery. Recover through a focus on the timely restoration, strengthening and revitalization of infrastructure, housing and a sustainable economy, as well as the health, social, cultural, historic and environmental fabric of communities affected by a catastrophic incident.

Lake County Board of County Commissioners

A local disaster may be declared only by the principal executive officer of a political subdivision. It shall not be continued or renewed for a period more than seven days except by or with the consent of the governing board of the political subdivision. Any order or proclamation declaring, continuing, or terminating a local disaster emergency shall be given prompt and general publicity and shall be filed promptly with the county clerk and recorder, city clerk, or other authorized record-keeping agency.

The effect of a declaration of a local disaster emergency is to activate the response and recovery aspects of any and all applicable local and inter-jurisdictional disaster emergency plans and to authorize the furnishing of aid and assistance under such plans.

No inter-jurisdictional disaster agency or official thereof may declare a local disaster emergency unless expressly authorized by the agreement pursuant to which the agency functions. An inter-jurisdictional disaster agency shall provide aid and services in accordance with the agreement pursuant to which it functions.

Elected Official Responsibilities Before an Incident

- Implement a broad-based public awareness, education and information program designed to reach all citizens of the county, including those needing special media formats, who are non-English speaking (including persons who do not use English as their first language), and those with hearing impairment or loss.
- Develop and maintain a comprehensive emergency management plan subject to state and federal criteria.
- Maintain an emergency management program at the county level involving all organizations which have responsibilities under the comprehensive emergency management system within the county.
- Ensure documents and resolutions are in place to smoothly implement the emergency powers of local government.
- Develop and maintain procedures to receive and shelter persons evacuating within their political jurisdiction [both Evacuation Points and multiple American Red Cross Shelters].

Elected Official Responsibilities During an Incident

- Provide leadership and work with the Public Information Officer; play a key role in communicating to the public disaster event information and directions.

- Formulate major policy decisions.
- Preserve the continuity of the executive branch of county government.
- Inform the public through the use of the Public Information Officers, Joint Information Center and media.
- Lead continuity and coordination conference calls or meetings.
- Make emergency proclamations when needed [County and/or City of Leadville Disaster Declaration].
- If necessary, request Federal assistance through the Governor of the State and federal officials when the jurisdiction's capabilities have been exceeded or exhausted.
- Direct the implementation of emergency response and recovery plans.

Proclamation of Emergency

The Lake County Board of County Commissioners Chairman, or in his/her absence the senior most line of succession designee, may proclaim a state of emergency.

Proclamation of an emergency authorizes the use of as many emergency powers as are necessary to respond to the emergency and are included in the proclamation or county/ city resolution. These may include, but are not limited to:

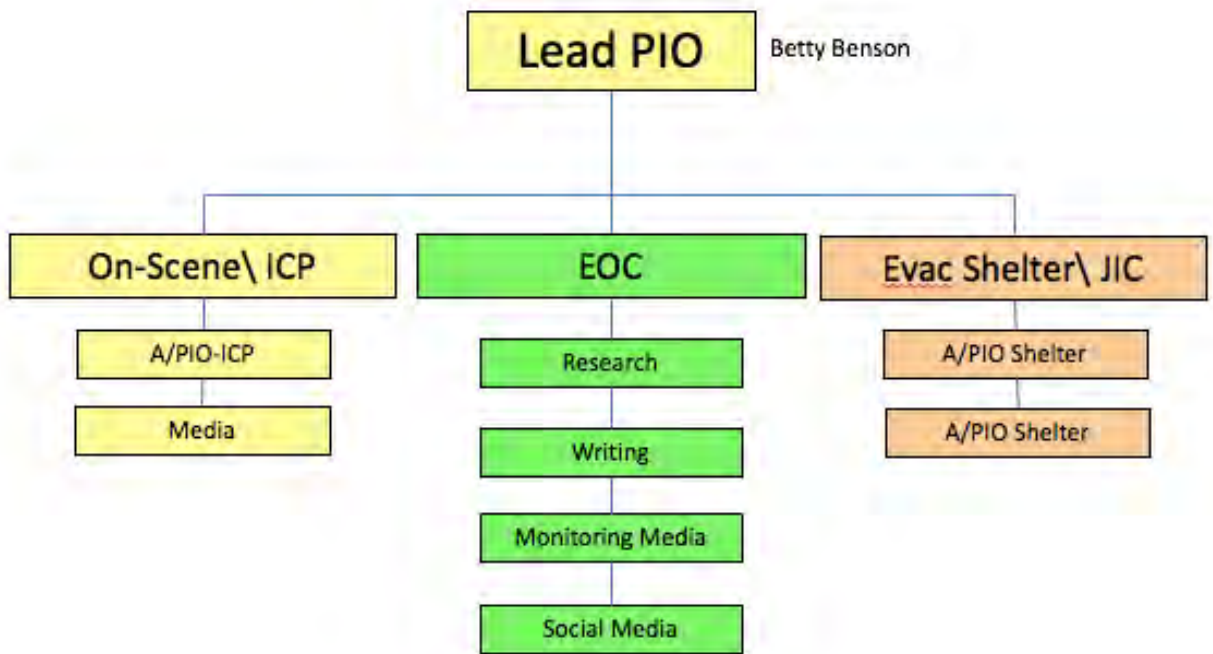
- Recalling Lake County employees from vacation, leave days, or selected employees from retirement
- Waiving requirements of several purchasing, contracting, and bid processes [see emergency spending authority in a disaster resolution stored in the COOP File Archive]
- Directing evacuation and debris cleanup
- Ordering of a curfew
- Closing of businesses
- Discontinuing sale of alcohol
- Discontinuing sale of gasoline or other flammables
- Closing of public places
- Ordering a prohibition of carrying or possessing firearms, or other implements capable of harm
- Ordering suspension of the county permitting process
- Such other orders as are imminently necessary for the protection of life and property

The proclamation enables the governor to provide assistance from state resources and supports the state's request for federal assistance or EMAC (Emergency Management Assistance Compact) mutual aid as the incident may warrant.

Lake County Office of Emergency Management

- Manage, organize and coordinate emergency and non-emergency operations of the EOC in the event of a disaster or emergency.
- Prepare and maintain the Lake County CEOP.
- Ensure implementation of ICS and NIMS for operations in the field and EOC.
- Coordinate disasters, emergencies and incidents of significance.
- Assist local government, public and private sector organizations in the development and maintenance of EOPs, procedures and checklists.

- Make recommendations to the Lake County Policy Group on matters pertaining to an incident of significance, major emergency or disaster, or the threat thereof, and ongoing incident response and recovery activities.
- Coordinate mutual aid assistance.
- Determine the need for evacuation and relocation and establish sites in coordination with other agencies.
- Provide recommendations to the Policy Group relating to emergency or disaster declarations, travel restrictions, and curfews.
- Issue formal requests to the Governor's Office through the Colorado Division of Homeland Security and Emergency Management for the declaration of a state emergency for the purpose of obtaining state and/or federal assistance.
- Prepare emergency or disaster declarations when necessary.
- Collect, record, and disseminate information in the EOC.
- Schedule and conduct training programs and exercises.
- Maintain liaison with city, town, county, state and federal agencies
- Coordinate disaster recovery functions
- Since Lake County has no paid Public Information Officer(s), the volunteer PIO is housed under Emergency Management. If an event required a Joint Information Center, the PIO would establish the JIC. A sample JIC organization chart is seen below.



Department Heads

Each department and organization has certain specific responsibilities that are required prior to incident, large-scale event or emergency operation:

- Identify a specific chain of command and ensure all personnel understand their level of responsibility within the organization.

- Identify functions to be performed during/after an emergency or disaster and assign responsibility for performing those functions to personnel in appropriate departments.
- Identify valuable records that are essential for the operation of your department or organization if emergency evacuation is necessary [identify ***Vital Records*** in the COOP module].
- Plan how to implement post-disaster responsibilities.
- Establish redundant record systems for critical documents.
- Establish continuity of operations plans and activate the plans, as needed to ensure continuity of government.
- Ensure NIMS compliance within the county departments and establish a policy as well as a mechanism to track Incident Command System [ICS] course completion.
- Prepare plans and organize assigned departments to meet natural, technological and manmade/adversarial disasters which might occur in the county, and ensure continuity of governmental operations during an incident
- Identify functions to be performed during an incident and assign responsibility for performing those functions to an Emergency Support Function (ESF) group representative.
- Provide representatives to the EOC to coordinate emergency response functions with other agencies represented.
- Ensure that the EOC is informed during an incident by reporting events and activities to the EOC in a timely fashion
- Maintain complete and accurate records of all incident costs and expenditures to include personnel qualification, time, overtime, vehicle mileage, goods, physical location in the performance of their duties during an emergency, machine hours and emergency disbursements.
- Provide complete and current resource lists and on-call personnel lists to Lake County OEM on a timely basis to assist in providing resources and personnel for large-scale incidents.

General: Lead and Supporting Agencies

Primary and supporting agencies are responsible for providing resources and other support during an incident. Operations conducted during an incident will be coordinated through the Lake County EOC. A department designated as a primary agency in an ESF Annex has “ownership” of that function. Participants in the Lake County CEOP, both lead and supporting agencies, must:

- Establish Continuity of Operations Plans (COOP) and activate the plans, as needed. All County COOP documents are located on line at: <https://scrcoop.boldplanning.com/> . COOP plans should reflect FEMA’s COOP planning Template which states that a COOP plan should “ensure its operations are performed efficiently with minimal disruption, especially during an emergency.”
- Operate using the Incident Command System established in NIMS.
- Participate in mitigation and preparedness planning and activities.
- Supply coordinators to the EOC. This person may be from their department or from a supporting agency but must be a decision maker with spending authority.
- Coordinate activities and maintain communication with the Lake County OEM or the EOC, if activated, during all emergency operations.
- Provide information and coordinate any public announcement, statement or press release through the Lake County OEM or the EOC and Joint Information Center, if activated.
- Provide program assistance and expertise as appropriate and in coordination with other agencies.
- Establish emergency operations supplies including food, water, blankets, electrical generators, communications, etc. to provide continued operations and shelter for employees as necessary.

- Provide all requested information prior to, during and following any incident to the Lake County OEM.
- Keep their respective ESF Annexes current.

Animal Shelter

Lead agency under the direction of the animal shelter director for establishing and maintaining the small pet sheltering facility adjacent to the American Red Cross shelter. Additional duties include but are not limited to:

- Develop, exercise and maintain the Lake County Pet Sheltering Plan
- Develop, exercise and maintain a large animal evacuation and sheltering plan

Director, Building and Land Use

- Through appropriate zoning, building inspections, and code enforcement, develop and maintain a system for disaster prevention and mitigation.
- Maintain files of all flood plans and flood inundation maps following FEMA regulations and guidance.
- Provide Primary Damage Assessment [PDA] reports for county/city officials (done in conjunction with finance, public works, and assessor).
- Coordinate engineering support for assessment of damaged building for first responder and public safety.
- Condemn damaged buildings.
- Monitor rebuilding during recovery phases.

Director, Facilities

The Director of Facilities will work with the EOC staff to ensure facility requirements are met in time of a disaster. Additional duties include but are not limited to:

- Assist in the establishment of shelters [evacuation points—6th Street gym, public meeting points, public information meetings [establishment of a Joint Information Center and/ or town hall meeting location], etc.
- Assist with setting up relief stations, dining halls, shelters, surge hospitals, sanitation facilities, etc.

Director, Finance

The Director of Finance is the chief financial representative for the county in the Emergency Operations Center and is charged with establishing financial and accounting controls during an incident to properly capture the costs associated with responding and recovering from an incident. Additional duties include but are not limited to:

- Prepare emergency purchase orders, contracts and requisitions as requested.
- Maintain detailed financial records of all disaster expenditures for local records as well as for future state and federal reimbursement.

- Maintain provisions for an emergency financial support fund.
- Manage disaster-related insurance claims for government facilities, infrastructure and land.
- Establish disaster cost codes and financial controls for disaster operations.
- Review the Delegation of Authority for county financial implications and obligations.
- Review and advise the Incident Commander and elected officials on Cost Share agreements
- Review and advise the elected officials and/or agency representation [Mayor or Senior BoCC member] on the financial aspects and implications of a disaster declaration

Director, Human Resources

The Director of Human Resources will assist with emergency staffing, recall process and time accounting procedures as well as assist the finance and logistics section chiefs. The Human Resource Director serves as the Americans with Disabilities Act (ADA) coordinator for the county and reviews plans and procedures with Access and Functional Need population considerations in-mind. This includes but not limited to individuals with disabilities and others with Access and Functional Needs as well as those individuals with limited or no English-speaking proficiency. The Director of Human Resources will work with the Director of Human Services and Public Health to ensure shelters and evacuation points have interrupters and that important communication materials are translated into Spanish or other required languages through all five mission areas: prevention, protection, mitigate, response, and recovery.

Director, Human Services

The Director of Human Service is the lead agency for Emergency Support Function #6 Mass Care, Emergency Assistance, Housing, and Human Services. The following list provides an overview of the roles and responsibilities of Human Services. Detailed descriptions of services and functions are contained in the specific ESF#6 Annex. Additional duties include but are not limited to:

- Identify, open, and staff emergency shelters, including temporarily using evacuation points [for example the Evacuation Point at the 6th Street Gym for Leadville and Northern Lake County] while waiting for shelters to open officially.
- Human Services is the lead agency for coordinating the establishment of temporary shelters with assistance provided by the American Red Cross, Lake County Public Works and Lake County Health Department.
- Provide essential care (e.g., food, water) to promote the well-being of evacuees throughout the entire process (including household pets and service animals).
- In conjunction with the Leadville Police Department Animal Control Officer, provide care for the owner of household pet through the establishment of a pet sheltering facility.
- Ensure shelters, with the support of ESF 8, are able to accommodate the needs of access and functional needs populations (e.g., medical and prescription support, personal assistance services, durable medical equipment, consumable medical supplies, childcare, transportation [including accessible transportation], foreign language interpreters), including their caregivers.
- Ensure physical and programmatic accessibility of shelter facilities, effective communication using multiple methods, full access to emergency services, and reasonable modification of programs or policies where needed.

- Ensure that the Americans with Disabilities Act Accessibility Guidelines govern shelter site selection and operation.
- Ensure adequate shelter space allocation is provided for children, as well as individuals with access and functional needs who may need additional space for assistive devices (e.g., wheelchairs, walkers).
- Provide alternate shelter accommodations for evacuees from domestic violence shelters.

Director, Library

The Lake County Library is a county community meeting and information center. The library typically serves between 4,500-5,500 visitors per month from citizens and guests of Lake County. The library is an alternative to the City of Leadville Town Hall as a formal meeting space.

Before a disaster the library serves as a major dissemination center dispensing emergency preparedness information, and a gathering place for groups and individual citizens for education and general awareness.

During and following a disaster, whether related to a technological event, human/ adversarial or a natural disaster, locals must have access to information. When power is out, books and print materials can be circulated manually informing the public of appropriate responses to the incidents. Posters convey community information, and library staff will organize and prepare/disseminate hand written notices as required. The citizens of Lake County can visit the library to learn where to go, what to do, who to see, and how to do it during a disaster.

Director, Public Health

Additional duties include but are not limited to:

- Coordinate and provide emergency health services including communicable disease control, medication dispensing, immunizations, and quarantine procedures.
- Provide a mechanism to effectively identify children and families who will need additional assistance, as well as individuals with disabilities and others with access and functional needs, with their specific health-related needs in advance of, during, and following an emergency.
- Provide a method to secure medical records to enable children with disabilities and/or other special health care needs, as well as individuals with disabilities and others with access and functional needs, to receive health care and sustained rehabilitation in advance of, during, and following an emergency.
- Coordinate for assessing and providing mental health services for the general public (including individuals with disabilities and others with access and functional needs) impacted by the disaster.
- Support healthcare facilities with implementing medical surge capacity as needed, including planning for the activation of Alternate Care Facilities.
- Acquire, prioritize and distribute medical supplies and medications, as needed, to healthcare providers.
- Investigate possible food and water borne illness and zoonotic disease outbreaks.
- Provide staff and resources as the lead agency in Lake County for all hazards planning, response, recovery, and mitigation of **public health consequences**.
- Coordinate and provide environmental health services including:

- Assist in assessing potable water, water disposal issues and water contamination and food
- Provide alternate sources for human waste disposal (e.g., arrange portable latrines, encourage sharing with those who have their own septic systems)
- Food safety
- Vector control
- Inspections of designated shelters
- Schools for proper sanitation
- Temporary site inspections for Temporary Debris Staging and Reduction Sites (TDSRS)
- Disposal of disaster related solid waste
- Coordinate the response of veterinarian services and animal care groups, in partnership with Lake County Animal Care and Control, as appropriate.
- Assist emergency medical service providers (fire department, paramedic providers, and private ambulance companies) with logistic coordination of basic and advanced life support services.
- Coordinate with Coroner to provide mortuary services, including investigating causes of sudden unexpected, non- natural deaths, body identification and disposition.
- Provide coordination of Family Assistance Center(s) to provide information and assistance to families of the missing and deceased; handling mass deaths and burials.
- Coordinate health and medical public information, including release of information regarding identification and confirmation of deceased disaster victims.
- Coordinate, provide or contract for Critical Incident Stress Management services for emergency responders.
- Conduct public information and education programs on emergency health treatment, prevention, and control of infectious diseases.
- Maintain vital records, including collection and recording of environmental health, public health, and death data and information for required operational reports.

Director, Public Works

Public Works has responsibilities that are vital to the County's ability to handle a disaster. Public Works includes ESF coordinators with the following designations:

- ESF #1 - Transportation
- ESF #3 - Public Works and Engineering
- ESF #5 - Emergency Management
- ESF #7 - Logistics Management and Resource Support
- ESF # 14 - Long-Term Community Recovery

The ESF is responsible for working with the LCOEM to determine the severity of an emergency, how many people will be needed to handle the emergency and obtaining emergency equipment. Additional duties include but are not limited to:

- Transportation coordination:
 - Resources inventory, mutual aid, tracking and requests [land and air]
 - Infrastructure routes\ re-routes and restrictions
- Manpower for Evacuation Point set-up and evacuation assistance
- Fuel reserves/transport, and generators

- Survey disaster areas and evaluate in terms of preliminary damage assessment [*with assistance of the Building and Land Use Department*]
- Repair EOC facilities and equipment as necessary
- Clear roads, construct temporary repairs, coordinate and provide assistance for restoring water supply and sewage systems in conjunction with Leadville Sanitation and Parkville Water [as required basis]
- Assist in providing potable water and sanitary facilities as needed in conjunction with Leadville Sanitation, Parkville Water and Lake County Public Health [environment]
- Coordinate with the ESF #2 [Com], and ESF #15 [PIO] to provide road information/alternative routes for the general public. PIO will provide this information to the 6th Street Gym (distribution site) as well as using the Variable Message Boards to provide information

Director, Recreation Department

The Director of Recreation will assist with schedule and use issues arising from using recreational facilities and spaces during times of a disaster.

Leadville / Lake County Fire Rescue

The Leadville / Lake County Fire Rescue is the lead agency for ESF4 (Structural fire), ESF4a (Wildfire) and ESF10 (Hazardous Material-HazMat) response and recovery. Additional duties include but are not limited to:

- Suppression of structure fires / wildfires in respective jurisdictions or as mutual aid agreements stipulate.
- Provide fire causation and arson investigation services.
- Conduct Hazardous Material (HazMat) response and decontamination
- Provide triage, extrication, and medical treatment to affected persons.
- Establish priorities for debris removal.
- Assist in warning of the public and evacuation operations, as requested by law enforcement.
- Enforcement of fire code.

Leadville Police Department

The Police Department is the lead agency for ESF#13 (Public Safety and Security) with the City of Leadville and is responsible for ESF#13 tasks within the city limits as well as supporting the EOC and County during an emergency. Additional duties include but are not limited to:

- Maintain law enforcement functions throughout the city.
- Conduct traffic and pedestrian control.
- Warn the population of an emergency when necessary.
- Provide law enforcement assistance to the EOC as required.
- Provide law enforcement assistance to American Red Cross shelters as required.
- Prepare for and conduct evacuation of areas when necessary.
- Develop, designate, secure and advise the public of evacuation routes.

Leadville Street Department

Similar to Public Works, Leadville Street Department performs ESF#3 functions in times of a disaster or emergency for the City of Leadville.

Separately Elected Officials

Lake County Assessor

- Rapidly determine property ownership for the purposes of a cost share agreement in the case of a wildfire.
- Maintain and make available accurate property records that are accessible in the event of a disaster.
- Assist with presentation of information (such as estimate of property damage) needed for county requests for state and federal assistance when appropriate. Provide estimates of values at risk for the State Fire Management Officer (FMO).

Geographic Information Services

- Assure the protection of information and communication capabilities against cyber terrorism.
- Develop and implement an emergency relocation plan for GIS.
- Provide mapping services as needed during a disaster.

Lake County Clerk and Recorder

- Maintain and make available accurate public records that would be accessible in the event of a disaster.
- Send representatives to the EOC to function in support roles as requested.

Lake County Coroner

- Develop, maintain and test the Lake County Mass Fatality Plan.
- Establish morgue and direct recovery, identification and burial of the deceased.
- Provide advice to executive bodies on matters pertaining to the disposition, handling and identification of the deceased.
- Provide information concerning the deceased to the appropriate agencies.
- Work with the Lake County PIO to provide information to the public concerning the deceased.

Lake County Sheriff

The Lake County Sheriff is statutorily the Designated Emergency Response Authority for Lake County.

“It is the duty of the sheriff, undersheriffs, and deputies, in case of any forest or prairie fire, to assume charge thereof or to assist other governmental authorities in such emergencies for controlling or extinguishing such fires, and, for assisting in so doing, they may call to their aid such person as they may deem necessary.”⁴

Additional duties include but are not limited to:

⁴ <http://csfs.colostate.edu/pdfs/30-10-513.pdf>

- Develop plans, procedures and organizational structures needed to ensure the continuation and coordination of law enforcement and security of County/City resources during an incident.
- Provide an ESF#13 representative to the EOC, as requested [or practical]
- Confirm and report the level, severity and extent of the incident
- Coordinate with the public information officer [PIO] to communicate emergency public information and external communications
- Coordinate with law enforcement personnel in maintenance of security of facilities and supplies [incident scene control, Mobile Command, and EOC]
- Provide shelter security: Evacuation Point and American Red Cross shelters
- Conduct evacuations as required \exercise evacuation procedures
- Establish emergency traffic routes in coordination with CDOT, Public Works, CSP, Leadville Street and other agencies. Initiate traffic control if needed

Lake County Treasurer

Receive and properly account for state and federal Public Assistant funds.

Non-Governmental Organizations

Several non-governmental organizations that provide assistance to meet essential needs during an incident exist within Lake County. Some organizations with existing memorandums of understanding, memorandums of agreement or mutual aid agreements with Lake County have supporting roles to specific emergency support functions.

American Red Cross

The American Red Cross (ARC) mission is to prevent and alleviate human suffering in the face of emergencies. The American Red Cross provides a vital service by providing mass care services to include establishing and operating shelters or evacuation points, feeding operations, emergency first aid stations, health and mental health services, disaster assessment, community recovery, and victim location and information services (such as the Safe and Well Registry and communications between victims and family) and bulk distribution at the request of the Incident Commander. The ARC will also supply a liaison to the EOC upon request.

St. Vincent General Hospital District

- Implement ICS at scene
- Assume responsibility for care, treatment and transportation of sick and injured patients
- Responsible for transport of patients to appropriate medical facilities outside of county
- Responsible for training and exercising Mass Casualty Incident (MCI) protocols
- Responsible for the development, training and exercising of the Medical Surge Plan
- Responsible for identifying an alternate care facility (ACF) should the primary facility not be viable

Solvista Mental Health

Solvista Mental Health provides mental services and counseling for evacuation points and shelters during an incident or exercise.

State Government

The Colorado Division of Homeland Security and Emergency Management is responsible (C.R.S. 24-33.5-700 series) to provide assistance and support to local jurisdictions when local resources are unable to cope with an incident of significance. These agencies are responsible for implementing assigned Colorado State Emergency Functions during implementation of the State EOP. A description of the operations role, responsibilities and intra-organizational relationships of state departments are detailed in the assigned State Emergency Function Annexes.

Federal Government

The Federal government has responsibilities to respond to national emergencies and to provide assistance to states when an emergency or disaster exceeds their resource capability. 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. The National Response Framework and National Disaster Recovery Framework (NDRF) outlines the roles and responsibilities of federal resource providers.

Direction, Control, and Coordination

Lake County has adopted NIMS and ICS in accordance with the President's Homeland Security Directive (HSPD)-5 *Management of Domestic Incidents*⁵. The adoption of NIMS provides a consistent approach to the effective management of situations involving natural, technological or human caused disasters.

Tactics versus Strategic Direction

- The County EOC is predominantly in a strategic or coordination role.
- Tactical command and control of first responders at the scene remains with the police, fire, or EMS command structure as prescribed by the Incident Command System (ICS) and the National Incident Management System [NIMS].
- Daily operations are initiated by Lake County Dispatch and are resolved at the lowest level possible.
- The Incident Commander [IC] makes all tactical decisions.
- Incidents are governed by the National Incident Management System [NIMS] and ICS.
- Lake County government may act in support of first responders by acquiring resources through the logistics section [ESF#7 Resources] of the EOC when it has been staffed/ activated/ transferred to the EOC [See Lake County Resource Mobilization Annex]
- Lake County employees and volunteers trained in operational procedures will manage the incident in support of first responders and in support of the incident consequences or impacts to the general public.
- Operational or tactical emergency response by the County is restricted to consequence management that may manage sheltering and similar efforts described in detail in the ESF annexes.

Coordination versus control

⁵ <http://www.gpo.gov/fdsys/pkg/PPP-2003-book1/pdf/PPP-2003-book1-doc-pg229.pdf>

- Incidents are typically managed at the lowest possible geographic, organizational, jurisdictional and resource level.
- The Incident Commander [IC] controls and directs tasks/ activities on-scene.
- Legal basis for the control and direction [DERA, C.R.S. 30-10-513]
- County coordinates activities in support of the incident or at the request of the IC.
- The EOC is primarily focused on consequence management.
- Coordination is usually through a liaison [American Red Cross, The Salvation Army, etc....]
- County control over activity or assets during an emergency is restricted to the personnel, equipment, and systems held by the county unless a specific delegation is made.
- The goal of the Office of Emergency Management is to reduce the likelihood and consequence components of risk as much as possible given economic, political, social, and other constraints. There always remains the possibility that a hazard event will occur, resulting in a situation for which a wide range of response resources are required.
- The EOC is activated to support the Incident Commander and does not manage the incident.
- The EOC's function is to assist with resource requests, provide technical support, gather intelligence/information, maintain situational awareness, anticipate the needs of the Incident Commander, and to coordinate fully with the Incident Command Staff.
- The EOC may be activated for emergencies that do not result in local disaster declarations.

Local Emergency Authorities

Lake County BoCC Resolution 2006-14. A Resolution Adopting the National Incident Management System (NIMS). Dated 6 June 2006.

Lake County BoCC Resolution 2011-31. A Resolution authorizing emergency spending in times of a disaster. Dated: 10 October 2011.

Lake County BoCC Resolution 2014-10. Resolution Creating the Office of Emergency Management and Adopting the Emergency Operations Plan for the County of Lake, State of Colorado, dated 19 May 2014.

There are no local school district authorities and public health authorities that are applicable to this plan

Multi-jurisdictional Coordination

The Lake County EOC serves as the focal point for multi-jurisdictional coordination with single point resource ordering through ESF7 and the logistic section chief and coordination of mutual aid resources from responding jurisdictions. This includes but is not limited to coordinating mutual aid, non-governmental organizations, faith-based and Volunteer Organizations Active in Disasters [VOADs] to provide resources to properly respond to the incident.

The Lake County EOC staff will prioritize resource acquisition in order to provide and achieve the following services:

- Provide warning and support evacuations
- Support dissemination of emergency public information

- Reestablish communications to assist response actions
- Reestablish access to impacted areas & facilities
- Support search & rescue operations, transport of victims, and medical care
- Support Mass Care operations including food, water, shelters
- Assist with the restoration of critical infrastructure
- Protection of public property and the environment
- Initiation of short and long-term recovery programs

The Lake County EOC may direct the establishment of a Joint Information Center (JIC) where public information officers can collaborate on information communicated to the public during an emergency. The JIC may be part of the larger effort to warn the public of an imminent threat to their safety or property.

Decision Making

Policy decisions affecting county government are made by the Lake County Board of County Commissioners [BoCC] or designee, who may work from the EOC or a location of their choice, maintaining close contact with EOC management. The BoCC may choose to convene a group of advisors or may make decisions based on information gathered by others. Priorities affecting county government services may be established by the BoCC in consultation with his/her department directors.

Continuity of Government

If the BoCC is unavailable or the Chairperson of the County Commissioners is unavailable to fulfill his/her emergency duties during an emergency, the line of succession document [<https://scrcoop.boldplanning.com/Orders of Succession>] identifies a list of designated senior staff that may assume those responsibilities until the Chairperson or senior County Commissioner can reassume duties or a permanent successor can be named.

Directors of all county departments have designated successors to ensure continuity of leadership and operations within their department and agencies. A line of succession at least three deep has been established for each department [<https://scrcoop.boldplanning.com/Orders of Succession>]. Successors will be able to assume the roles and responsibilities for their department. A copy of each department's line of succession is maintained in the Lake County Continuity of Operations Plan on-line and is part of the overall Lake County Continuity of Operations Plan, February 2014.

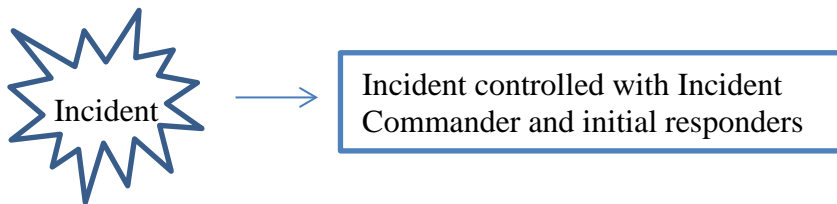
Delegations of authority are also covered in the Lake County COOP. The difference between delegations of authority and succession is with succession the replacement assumes the responsibilities of the office that it is succeeding, and delegations of authority do not transfer the responsibilities of the office as a whole. Delegations provide temporary opportunities to ensure continued operation of departments and agencies without the removal of the original responsibility of that head office.

Incident Types

Incident typing is a process that lets local responders, government officials, and the public gauge the intensity, resource requirements, and severity of an emergency incident. Incidents are typed from V to I increasing in severity and complexity. EOC activations will mirror the incident typing and are detailed in the Lake County EOC Activation document.

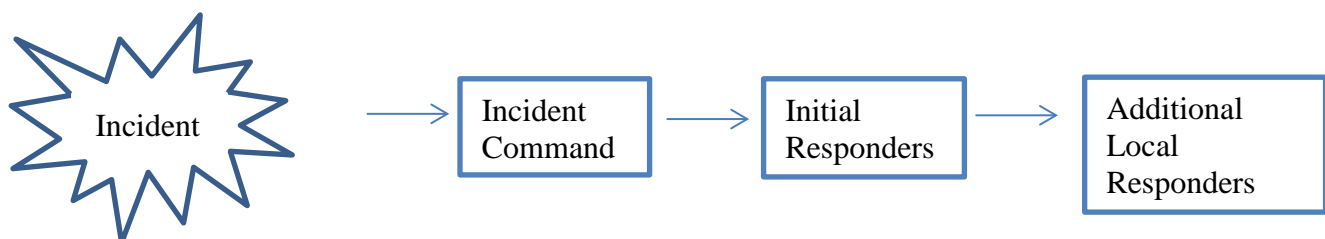
Type V

- One or two single resources with up to six personnel are required to mitigate the incident
- Command and general staff positions (other than the Incident Commander) are not activated
- A written Incident Action Plan (IAP) is not required
- The incident can be contained within the first operational period, often within a few hours after resources arrive on scene
- Examples include a vehicle fire, routine medical call, isolated power outage or a law - enforcement traffic stop



Type IV

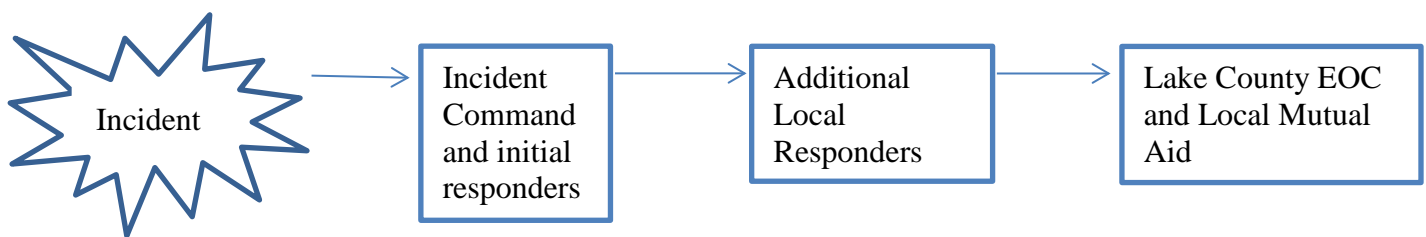
- Command and general staff functions are activated only if needed
- Several resources are required to mitigate the incident
- The incident is usually limited to one operational period in the control phase
- A written IAP is not required, but a documented operational briefing will be completed for all incoming resources
- The agency administrator may have briefings and ensure the complexity analysis and delegations of authority are updated
- The role of the agency administrator includes operational plans including objectives and priorities
- Examples include a multi-vehicle accident, small grass fire, or a search and rescue operation



Type III

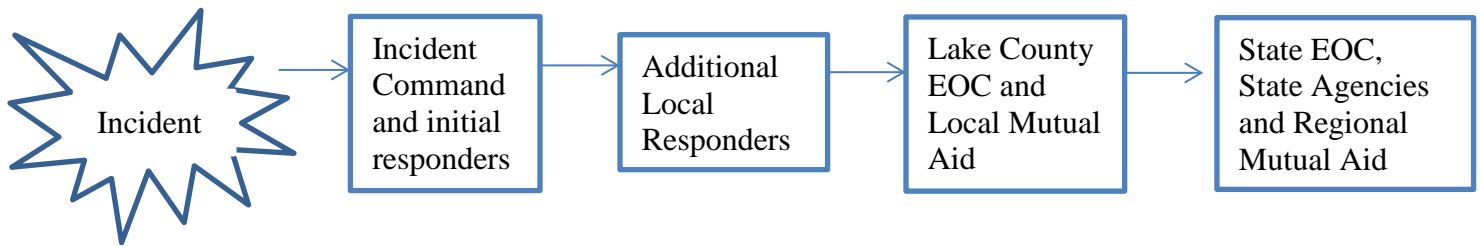
- Capability requirements exceed initial occurrence and multiple agencies become involved
- The situation may be an incident of significance (community impact)
- Incident Command System positions will be added to match the complexity of the incident
- Some or all of the command and general staff, division or group supervisors and unit leader positions may be activated

- A Type III Incident Management Team or incident command organization through initial actions with a significant number of resources, an extended attack until containment or control is achieved, or as an expanding incident manages incident response until the transition to a Type II Incident Management Team
- The Lake County EOC may be activated
- A Joint Information Center may be established
- The incident may extend into multiple operational periods
- Mutual aid or state assistance will be required
- A written IAP is required for each operational period
- Examples include a school hostage situation, large structure or wildfire fire, blizzard or widespread and extended utility outage



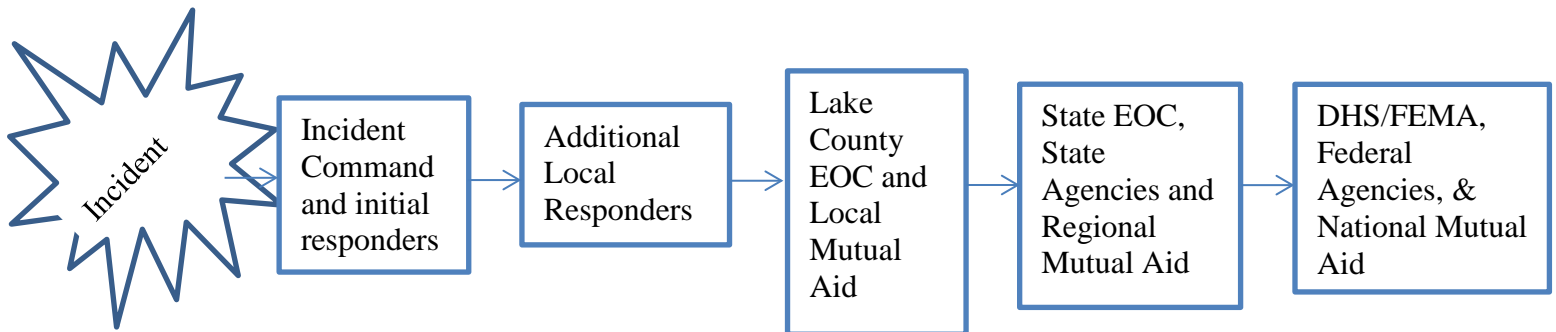
Type II

- This type of incident extends beyond the capabilities for local controls and is expected to go into multiple operational periods
- This is an incident of significance and may be a declared emergency or disaster
- This type of incident may require assistance from multi-jurisdictional, regional, state, and/or federal resources to effectively manage the operations, command, and general staffing
- Most or all of the command and general staff positions are filled
- The incident may be transferred to an Incident Management Team
- The Lake County EOC will be activated
- The State EOC may be activated
- A Joint Information Center is established
- A written IAP is required for each operational period
- Many of the functional units are staffed
- The LCOEM is responsible for the incident complexity analysis (may be assisted by the state Fire Management Officer (FMO))
- The EOC Policy Group has overall oversight of the incident, County management briefings, and the written delegations of authority
- Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only)
- Examples include large wildfire or sustained power outage where a significant number of citizens are affected, or a significant amount of property damage has or is expected to occur



Type I

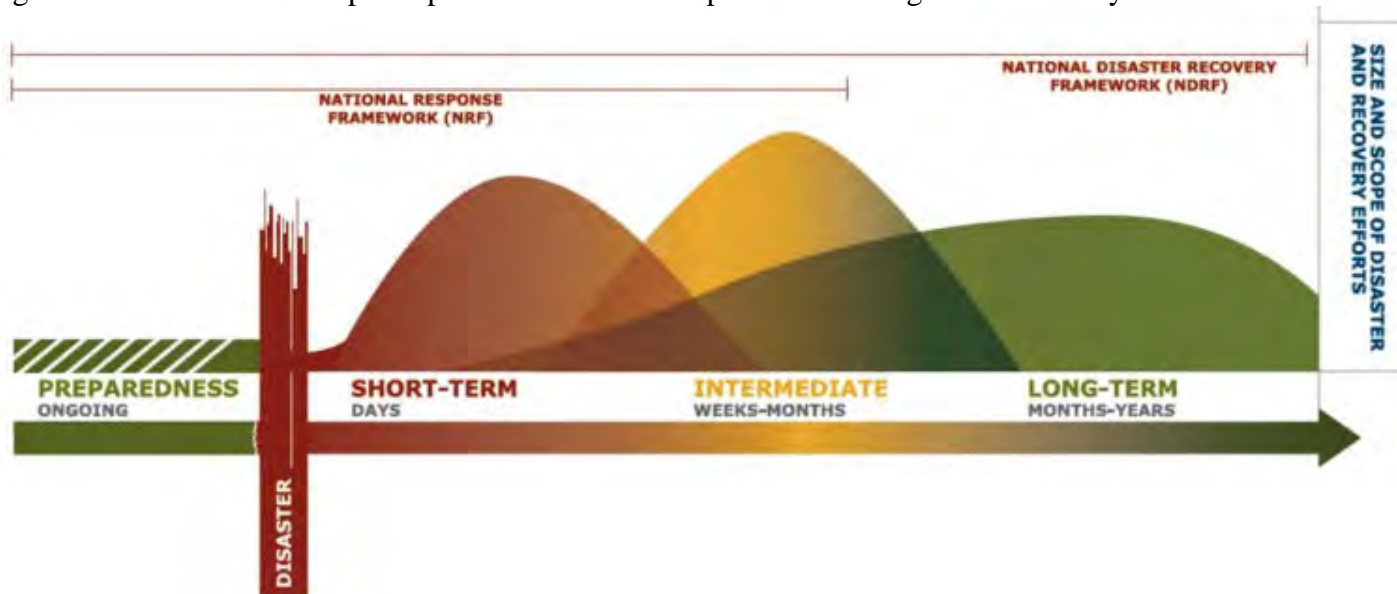
- This type of incident is the most complex, requiring federal resources to safely and effectively manage and operate
- The incident will be transferred to an Incident Management Team
- The Lake County EOC and State EOC are activated
- A Joint Information Center is established
- All command and general staff positions are activated
- Branches are established
- The LCOEM, working with on-scene Incident Command, is responsible for the incident complexity analysis, overall situational awareness of the incident, county management briefings, and working with the Policy Group for the delegation of authority
- The incident has significant impact on Lake County. Additional staff for administrative and support functions may be required
- Operational personnel often exceed 500 per operational period and total personnel will usually exceed 1,000
- Examples include a major wildfire involving multiple structures or a pandemic



Recovery Operations

“The Recovery mission area defines capabilities necessary for communities affected or threatened by any incident to rebuild infrastructure systems, provide adequate, accessible interim and long-term housing that meets the needs of all survivors, revitalize health systems (including behavioral health) and social and community services, promote economic development, and restore natural and cultural resources. The ability to manage recovery effectively begins with pre-disaster preparedness and requires support and resources focused on recovery at the immediate onset of an incident. National Disaster

Recovery Framework Incident progression is often depicted using the recovery continuum, seen below. This continuum illustrates that discrete phases do not exist within incident response, rather phases blend together. This creates a complex operation with various phases occurring simultaneously.



Within the long-term recovery phase, ESFs are not a part of the recovery process, though Recovery Support Functions (RSFs) help create the structure for recovery. The RSFs are structured as follows:

RSF Community Planning and Capacity Building: unifies and coordinates expertise and assistance programs from across the government and non-governmental agencies to aid in building capabilities to plan and manage recovery.

RSF Economic Recovery: assist in returning economic and business activities to a state of health and develop new economic opportunities that result in a sustainable and economically viable community.

RSF Health and Social Services: leads recovery efforts to address public health, health care facilities, and essential social services like those provided by the department of human services.

RSF Housing: coordinates and facilitates the delivery of resources to implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.

RSF Infrastructure Systems: works to efficiently facilitate the restoration of infrastructure systems and services to support a viable, sustainable community and improves resilience to and protection from future hazards.

RSF Natural and Cultural Resources: facilitates the protection of natural and cultural resources and historic properties through appropriate response and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and in compliance with applicable environmental and historical preservation laws and executive orders.

Information Collection, Analysis, and Dissemination

Collecting, analyzing and disseminating information is a critical function of the EOC. The information aspects of a disaster or large-scale event are performed by a combination of personnel in the EOC to rapidly build and maintain situational awareness. Specifically, the primary positions that develop and disseminate information to first responders, the incident commander and the public include, but are not limited to: Situation Unit, Resource Unit, EOC dispatcher(s), and the Public Information Officers. Each ESF lead has information to contribute to the overall Common Operational Picture [COP] and is responsible for providing timely updates to the Situational Unit Leader.

Information is needed to form decisions, establish priorities and timelines, request or provide resources to incident commanders or mutual aid partners, provide warning to the public, coordinate protective actions, restore services, or stand down response operations. Ultimately, the goal of the information management function is to establish and maintain situational awareness and a common operational picture.

Key elements of information management include:

- Determining necessary information [developing priority information requirements]
- Information collection plan [update\ modify the existing collection plan]
- Verification and validation of information
- Analysis of the information received
- Determining who needs the information
- Packaging and distributing to information users
- Recording or filing information for later use
- Timelines or reoccurring information cycles

Situational Awareness and Common Operational Picture

Situational Awareness⁶ is the ability to identify, process, and comprehend the critical elements of information about what is happening with the response team with regard to the incident. More simply, it's knowing what is going on around you and how that will affect response and recovery operations down the road. In other words, it's the "big picture" of our operation.

A Common Operating Picture (COP) is a standard [shared] overview of an incident. It provides incident information that enables the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions. See Appendix A for tools used in the EOC for COP development, including the Incident Situation Report, Essential Elements of Information with checklist, and sample Lake County Consequence Management/Situation Report.

Decision quality information

A critical component of the information management cycle is filtering and developing raw data into decision quality information from which incident commanders, elected officials and EOC directors can

⁶ **Situation awareness** has been formally defined as "the perception of elements in the environment within a volume of time and space, the comprehension of their meaning, and the projection of their status in the near future." (Endsley, 1988, 1995b, 2000) In other words, how well the perception matches the reality.

make evidence-based decisions. Examples of decision quality information include: accurate numbers of patients, damaged infrastructure, fatalities, weather, resources status [required, ordered, traveling, staging, assigned, out of services...] as well as critical services: medical, water, electricity, sewage, useable transportation routes, shelter, food, FAN, etc.... [life line services]

What do we need to know?

The Situational Unit Leader in conjunction with the EOC Director will develop and establish Priority Information Requirements which include the following elements:

- Define the operational environment
- IC requirements [decision quality information]
- Accurate and specific instructions for the public [what do you want them to do]
- Life safety issues
- Time sensitive
- Protective actions for people, property and the environment
- Essential services

Sources for information: on-scene responders, ICS 214- Activity Logs, county/ city departments, state/ federal agencies and non-governmental organization partners, television, radio, and print media, social media, victims of the emergency or the general public [crowd sourcing], subject matter experts

Data Collection Plan

The Situational Unit Leader will update and modify as required the current data collection plan to meet the current incident needs:

- 911/ Dispatch calls
- National Weather Service [current/ predicted]
- GIS/Geospatial
- Notification systems [EAS/ IPAWS/Reverse 911]
- Government databases
- Social Networking (Twitter, Facebook)
- Smart phone pictures, video, and text
- Verbal-First responder “wind shield survey”

Recording the source of the information and any contact information for the source is critical to follow-on steps in the information management cycle.

Verification of Information

Changing raw data from collection sources into useable decision quality data requires the Situational Unit Leader and Public Information Officer to validate and verify collected information. The validation process is not extended to all collected data, but verification should be extended to these classes of information:

- Decision quality for IC and elected officials
- Public statements
- Press releases
- Other public communications

Consult Subject Matter Experts for validation of selected information.

Analysis of Information

Information gatherers need to distill the raw collected data to relevant and actionable information by:

- Searching for relationships and connections
- Connecting or recognizing the relationship between information from different sources—developing the “big picture”
- Gap analysis and additional requirements
- Determining *what and who* to share the information

Who Receives Information?

The Situational Unit Leader should pre-determine information distribution lists and defined methods based on exercises and similar incidents:

- Incident Command / Unified Command
- All Emergency Support Function’s
- Non-Governmental Organizations
- Elected Officials

Information Dissemination Plan

The Situational Unit Leader should develop a dissemination plan prior to any exercise or incident in addition to the pre-incident data collection plan. Possible information recipients include, but are not limited to:

- Decision quality for IC/ IMT
 - Elected officials
 - Policy Group
 - Executive talking points—town hall meeting/ news conferences
- State/ Federal partners
 - WebEOC: Situation report [SitRep]
 - Internal synchronization: MS Word event/time/source
- Public facing
 - Social media\ print media
 - Press releases
 - News conferences/ town hall meetings

Communications

Introduction

Before, during and after an emergency event, the timely and accurate distribution of information is essential in protecting and assisting the citizens of Lake County. People need to understand what is happening, what actions they should take, how urgent their actions are and what to expect. In Lake County, there are a variety of ways that emergency communications are provided to citizens, including the Emergency Notification System (Reverse 911), the National Weather Service internet site, local television (access Channel 10), and print media.⁷ The South Central Regional Tactical Interoperable Communications Plan (TIC), located in the Lake County Coop file archive contains information concerning communications with partner jurisdictions.

Infrastructure

The state as well as Lake County uses the Digital Trunked Radio System (DTRS) as the primary command and control radio system for daily operations as well as disasters.

The infrastructure currently consists of 212 active radio sites operating on four Zone Controllers and provides mobile radio coverage to approximately 95% of the state highways. The system utilizes frequencies in both the 700 MHz and 800 MHz bands. There are over 1000 state, local, county, federal and tribal agencies and over 70,000 subscriber radios using DTRS. Approximately one-third of the users are state agencies while two-thirds of the users are local and federal government agencies. The system averaged more than 9,000 hours of talk time each month and handled over 99 million calls in 2012⁸.

Lake County has a VHF radio system for redundant communications for first responders and sustained emergency responses. The VHF radio system has repeaters in the south, central and north Lake County to provide adequate coverage. The EOC maintains a Ham radio system and supports a Ham repeater co-located at the Quail Mountain VHF repeater site. The Ham radio provides a third communication system for further redundancy should the state DTRS and county VHF be overwhelmed by the number of users generated from a disaster.

Equipment and maintenance

The VHF Repeater fund is used by county entities and special districts (SVGHD) to repair and maintain the VHF infrastructure for redundant communications. Each organization contributes to maintain a constant fund balance.

Dispatch Center

The dispatch center serves as the hub of communications for Lake County. The dispatch centers responsibilities include activating notifications for appropriate first responders and altering public with important messages (i.e. evacuation notifications), maintaining communication with the IC, conducting

⁷ Lake County EPG 2011.

⁸ <http://www.colorado.gov/cs/Satellite/OIT-ServicesApps/CBON/1251575060697>

single point ordering through dispatch until ordering responsibilities are moved to the EOC, relaying critical information to responders, developing and revising incident specific ICS205s, facilitating communications with mutual aid and other dispatch centers, and additional communications needs as required.

Available Modes of Communication

WebEOC: [<http://webeoc.colorado.gov/eoc7/default.aspx?organizationname=>] WebEOC is Lake County's and the State of Colorado's web-enabled crisis information management system and provides secure real-time information sharing to help first responders, city and county managers make sound decisions quickly. Each department and agency responsible for emergency response and or awareness will receive an email describing the event and prompting log-in to the system for further information and real-time situational awareness.

VHF/ UHF Radio Communication: The county's VHF radio system will be used to provide first responder and county-wide coordinated responses as a secondary communication mode to any emergency.

DTRS: Digital Trunk Radio System: <http://www.colorado.gov/cs/Satellite/OIT-ServicesApps/CBON/1251575060697> DTRS [800MHz] is the primary method of radio communications for emergency response in Lake County.

MARS: The Military Affiliate Radio System (MARS) is a Department of Defense sponsored program, established as separately managed and operated programs by the Army, Navy-Marine Corps and Air Force. MARS members are volunteer licensed amateur radio operators who are interested in providing auxiliary or emergency communications to local, national and international emergency and safety organizations, as an adjunct to normal communications. The primary concept of MARS is to meet the requirements of training for any communications emergency. To this end, organization, methods and facilities must be adequate to meet any emergency requirements and must be flexible in order to provide for rapid expansion. Normal methods must be such that only minor changes will be required when shifting to an emergency status.

ARES: The Amateur Radio Emergency Service consists of licensed amateurs who have voluntarily registered their qualifications and equipment for communications duty in the public service when disaster strikes. Lake County will use ARES personnel to communicate if the State Digital Trunk Radio [DTSR] and VHF radio systems are incapacitated and/or overwhelmed. Amateur Radio Emergency Service (ARES) is a corps of trained amateur radio operator volunteers organized to assist in public service and emergency communications. It is organized and sponsored by the American Radio Relay League (ARRL) and the Radio Amateurs of Canada.

RACES: Radio Amateur Civil Emergency Service is a protocol created by the Federal Emergency Management Agency (FEMA) and the Federal Communications Commission (FCC Part 97, Section 407). Lake County will use ARES personnel using the RACES protocol for communications when conventional VHF/UFH communications are not sufficient.

GETS: The Government Emergency Telecommunications Service (GETS) is a White House-directed emergency phone service provided by the National Communications System (NCS) in the Office of

Cybersecurity and Communications Division, National Protection and Programs Directorate, Department of Homeland Security. Lake County has a GETS account which provides official emergency telephone calls precedence over routine telephone traffic. Lake County has an active GETS account which can be used during an emergency. GETS (Government Emergency Telecommunications Service) 2013 – <http://www.dhs.gov/government-emergency-telecommunications-service-gets> GETS is a Federal program that provides emergency access to overloaded landlines or wireless (cell) phone systems for emergency communications.

Variable Message Boards: The variable message boards are self-contained portable boards. Approximately 3 lines of text can be displayed to provide public awareness and direction to further information.

Emergency Notification System (Reverse 911): Officials can notify the entire county or specific locations within Lake County using the public telephone system and using cellular service if subscribed to *Lake County Alerts*. The targeted area receives a pre-recorded message. The system uses a database of telephone numbers and associated addresses, which, when tied into geographic information systems (GIS), can be used to deliver recorded emergency notifications to a selected set of people by telephone.

Cell phone and land line: Alert the organization and department personnel using up-to-date call down trees

Lake County Emergency Management site: <http://www.lakecountyco.com/emergencymanagement/>
Contains emergency information and contact numbers for emergency services. The Lake County Emergency Management site will be updated as appropriate for current emergency situations.

Lake County Office of Emergency Management Facebook Page:
<https://www.facebook.com/LCOEM>

Lake County Office of Emergency Management on Twitter: <https://twitter.com/LakeCountyOEM>

Lake County Office of Emergency Management Blog: <http://lakecountyoem.blogspot.com/>

Radio Stations: There are no radio stations in Lake County; however, there are stations in Chaffee and Eagle County that can broadcast to most of the county.

NOAA National Weather Service Alerting Service (Radio): None. There are no NOAA stations in the Arkansas Valley and NOAA has indicated they do not intend to place stations in Chaffee and Lake Counties.

Emergency Alert System (EAS): None. No access points in Lake County. The closest access point is via Summit County OEM.

School District Phone Alert: Similar to Reverse 911, the School District Phone alert system can dial all student homes and broadcast a pre-recorded message. This system could be used to augment the existing County Reverse 911 and reinforce messages to the community.

Cell on wheels (COW): A cell on wheels, usually referred to as a COW, is a mobile cell site that consists of a cellular antenna tower and electronic radio transceiver equipment on a truck or trailer,

designed to be part of a cellular network. COWs are used to provide expanded cellular network coverage and/or capacity at special events such as major sporting events (Super Bowl, World Series, Rose Bowl), major conventions, or in disaster areas where cellular coverage either was never present (e.g., in a wilderness area where firefighters have set up a command center during a major forest fire) or was compromised by the disaster (e.g., in the Gulf Coast after Hurricane Katrina). Following the September 11 attacks on New York City in 2001, 36 cellular COWs were deployed by September 14, 2001 in Lower Manhattan to support the U.S. Federal Emergency Management Agency (FEMA) and provide critical phone service to rescue and recovery workers. COWs provided cellular service in Southwest Florida the aftermath of Hurricane Charley in 2004 with most of the area's stationary cell towers destroyed.[2] 26 Cell on Wheels towers were put in place in Washington, D.C. for the inauguration of Barack Obama in January 2009 to handle the millions of extra people and calls in the city, especially on and near the National Mall.

IPAWS: Integrated Public Alert and Warning System: June 2013 – <http://www.fema.gov/integrated-public-alert-warning-system> “During an emergency, alert and warning officials need to provide the public with life-saving information quickly. The Integrated Public Alert and Warning System (IPAWS) is a modernization and integration of the nation’s alert and warning infrastructure and will save time when time matters most, protecting life and property.” IPAWS can be implemented through ESF #2 at the EOC or in Lake County Dispatch, both through the Everbridge system.

Joint Information Center

To ensure coordination of public information during incidents that involve multiple agencies and/or jurisdictions, the IC/UC may use a JIC to support the gathering, verification, coordination, and dissemination of accurate, accessible, and timely information. The JIC is a central location that facilitates operation of the Joint Information System (JIS). In the early stages of response to an incident, the PIO shall consult with the IC/UC and/or EOC director regarding the opening of a JIC. See ESF#15 for detail discussion and organizational charts for establishing a JIC.

Administration, Finance, and Logistics

During response activities, Incident Command will initiate documentation according to NIMS standards by the creation of an Incident Action Plan (IAP) and After-Action Report (AAR) and Improvement Plan (IP) for those incidents that require a plan (see incident typing for IAP requirements). This documentation should also include rapid needs assessments and preliminary damage assessments.

Lake County will assist local jurisdictions [special districts, Town of Twin Lakes and the City of Leadville] and the public with cost recovery through various state and federal programs to include FEMA, Small Business Administration, and the Public Assistance Program as examples. The finance section in the Lake County EOC will assist with tracking costs incurred such as personnel, overtime, equipment costs, volunteer labor, and eligible donations (Also see the Lake County Resource Mobilization Annex for financial guidance)

Only those authorized by the Lake County Board of County Commissioners will have spending authority during incidents that activate the Lake County EOC or CEOP unless the Disaster Spending Authority document is appropriately signed (document available in the COOP).

Colorado Revised Statutes 24-32-2109 provides that the chief elected official of Lake County may request assistance of the State DHSEM upon exceeding its resources and mutual aid partners. If additional resources are required beyond adjacent jurisdiction mutual aid Lake County will request through the EOC, specifically ESF#7 and the logistics section:

- Request resources available consistent with mutual aid agreements with adjacent jurisdictions (Chaffee, Summit, Pitkin, Park and Eagle)
- Summon emergency service resources that have been contracted for in advance with private businesses (See the COOP for specific MOUs with private Lake County vendors).
- Request assistance from volunteer groups active in disasters (VOAD).
- Request assistance from industry or individuals who have resources needed to deal with the emergency
- When external agencies respond to an emergency within the jurisdiction, they are expected to conform to the guidance and direction provided by the incident commander, which will be in accordance with the NIMS
- Upon the approval of the Lake County Board of County Commissioners during times of emergency, disaster, or catastrophic incidents, possibly suspend ordinary and approved procurement systems for the management of the event
- Upon exhaustion of local and mutual aid resources, or when the incident exceeds the capabilities, Lake County may initiate a disaster declaration as provided in Colorado Revised Statutes 24-32-2104 and using documentation included the COOP.

Plan Development and Maintenance

The Lake County CEOP will be reviewed, by December 31st of each year, by Lake County Office of Emergency Management and with input from local ESF leads and supporting agencies. A formal update to the EOP will occur every three years. The ongoing planning process includes the identification of resource and training needs based on AARs produced from local exercises and events. The Lake County Office of Emergency Management is responsible for the consideration of EOP updates after major incidents, exercises and planned events.

Exercise and testing of the Plan

Departments, offices, and other organizations with responsibilities identified in the CEOP are responsible for ensuring that their staff is familiar with the provisions of the plan and adequately trained to carry out emergency assignments. Staff participation in periodic exercises and monthly EOC training provides the best opportunities for refining plans and procedures in preparation for an actual disaster and emergency event.

Training, Exercise and Planning Workshop

The Lake County Office of Emergency Management will host an annual Training, Exercise and Planning Workshop [TEPW] as a preparatory step for the annual Full Scale Exercise [FSE] for the county, City of Leadville and special districts. The TEWP will focus on the identified training shortfalls in the AAR/IP of the preceding FSE and table top exercises conducted throughout the year as well as

actual incidents and pre-planned events. See the Lake County Training and Exercise Plan for the complete approach to training and exercise.

Authorities and References

Succession of Authority

Succession of Authority for the board of county commissioners, emergency management, and other county departments is located on the COOP website. <https://scrcoop.boldplanning.com/>

Continuity of Government

The Lake County Continuity of Operations Plans provides the framework to establish the continuity of government. The purpose of continuity of operations includes the capability of maintaining the core operations and essential functions/ services of Lake County organizations during emergency conditions. Departments and organizations accomplish this through the development of plans, procedures, and provisions for leadership succession, essential functions, alternative facilities, personnel, resources, interoperable communications, and vital records and databases.

Lake County Office of Emergency Management encourages tabletop discussions of direction and control, information management, annexes and ESFs especially logistics and record keeping within the departments and agencies have primary and support responsibilities outlined in the plan. Homeland Security Exercise Evaluation Program (HSEEP) standards will be used in exercise development by County departments and directors.

Federal

1. Americans with Disabilities Act of 1990 (ADA)
2. Comprehensive Preparedness Guide (CPG) 101 Version 2.0, November 2010
3. Comprehensive Preparedness Guide (CPG) 201 Version 3.0, May 2018
4. Federal Continuity Directive (FCD) 1 and 2
5. Code of Federal Regulations, Title 44, Chapter 1, Federal Emergency Management Agency, October 1, 2009.
6. Continuity Guidance Circular (CGC) 1 and 2
7. Homeland Security Act Of 2002 Public Law 107–296
8. Robert T. Stafford Disaster Relief & Emergency Assistance Act, (as amended), 42 U.S.C. 512-5207
9. National Continuity Policy (NSPD 51/HSPD 20)
10. National Response Framework, June 2016
11. National Disaster Recovery Framework, June 2016
12. Pets Evacuation and Transportation Standards Act of 2006, Public Law 109-308.
13. Plain Writing Act of 2010 Public Law 111–274—Oct. 13, 2010
14. Post-Katrina Emergency Management Reform Act of 2006
15. Presidential (Policy) Decision Directive 5 (2003) as amended:
<http://www.fas.org/irp/offdocs/nspd/hspd-5.html>
16. Presidential (Policy) Decision Directive 7 (2003) as amended: Critical Infrastructure Identification, Prioritization, and Protection

17. Presidential (Policy) Decision Directive 8 (2015) as amended:
<http://www.dhs.gov/presidential-policy-directive-8-national-preparedness>

State

1. Colorado Disaster Emergency Act, C.R.S. 24-33.5-700 series
2. Colorado Revised Statutes (Title 25, Article 11, Part 101 et. Seq., Radiation Control Act
3. Colorado Revised Statutes 29-22-101, et seq., Hazardous Substance Incidents
4. Colorado Revised Statute 30-10-513.5, Sheriff Authority for Forest fires
5. Constitution of the State of Colorado Article IV, Executive Department
6. State of Colorado Emergency Operations Plan, April 2013

Local

1. County Resolution number 2014-32 establishing the Office of Emergency Management and designating the position of emergency manager dated **June 16, 2014**
2. County Resolution for NIMS Implementation dated **October 2006**
3. Mutual Aid Agreements, Automatic Aid Agreement & Private Sector Contracts [See the Continuity of Operations Plan file archive for electronic copies]
4. County Resolution number 2014-06, adopting the Lake County Local Emergency Operations Plan

The Lake County CEOP uses the foundation provided by the Homeland Security Act, HSPD #5, PPD #8, the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), and the Colorado Disaster Emergency Act of 1992 to provide a comprehensive, all hazards approach to incident management. Nothing in this plan alters the existing authorities of individual departments and agencies. This plan establishes the coordinating structures and processes required to integrate the specific statutory and policy authorities of various departments and agencies in a collective framework.

END OF BASIC PLAN

Page intentionally left blank

Glossary of Terms

Access and Functional Needs

Those actions, services, accommodations, and programmatic, architectural, and communication modifications that a covered entity must undertake or provide to afford individuals with disabilities a full and equal opportunity to use and enjoy programs, services, activities, goods, facilities, privileges, advantages, and accommodations in the most integrated setting. These actions are in light of the exigent circumstances of the emergency and the legal obligation to undertake advance planning and prepare to meet the disability-related needs of individuals who have disabilities as defined by the Americans with Disabilities Act Amendments Act of 2008, P.L. 110-325, and those associated with them.

Access and functional needs may include modifications to programs, policies, procedures, architecture, equipment, services, supplies, and communication methods. Examples of “access and functional needs” services may include a reasonable modification of a policy, practice, or procedure or the provision of auxiliary aids and services to achieve effective communication, including but not limited to:

- An exception for service animals in an emergency shelter where there is a no-pets policy
- The provision of way-finding assistance to someone who is blind to orient to new surroundings
- The transferring and provision of toileting assistance to an individual with a mobility disability
- The provision of an interpreter to someone who is deaf and seeks to fill out paperwork for public benefits

American Red Cross

A nongovernmental humanitarian organization led by volunteers that provides relief to victims of disasters and helps people prevent, prepare for, respond to, and recover from emergencies. The American Red Cross accomplishes this through services that are consistent with its Congressional Charter and the Principles of the International Red Cross Movement.

Capabilities-based Planning

Planning, under uncertainty, to provide capabilities suitable for a wide range of threats and hazards while working within an economic framework that necessitates prioritization and choice. Capabilities-based planning addresses uncertainty by analyzing a wide range of scenarios to identify required capabilities.

Checklist or Joblist

Written (or computerized) enumeration of actions to be taken by an individual or organization meant to aid memory rather than provide detailed instruction.

Citizen Corps

A community-based program, administered by FEMA, which includes Citizen Corps councils and other programs that bring government and nongovernmental entities together to conduct all-hazards emergency preparedness and operations. Through its network of state, territorial, tribal and local councils, Citizen Corps increases community preparedness and response capabilities through collaborative planning, public education, outreach, training, and volunteer service. Additionally, programs like the Community Emergency Response Team Program train members of the public in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations.

Community

Community has more than one definition. Each use depends on the context:

- A political or geographical entity that has the authority to adopt and enforce laws and ordinances for the area under its jurisdiction. In most cases, the community is an incorporated town, city, township, village, or unincorporated area of a county. However, each state defines its own political subdivisions and forms of government.
- A group of individuals (community of interest) who have a religion, a lifestyle, activity interests, an interest in volunteer organizations, or other characteristics in common. These communities may belong to more than one geographic community. Examples include: faith-based and social organizations; nongovernmental and volunteer organizations; private service providers; critical infrastructure operators; and local and regional corporations.

Damage Assessment

The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and status of key facilities and services (e.g., hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, utilities, transportation networks) resulting from a human-caused or natural disaster.

Disability

According to the Americans with Disabilities Act, the term “individual with a disability” refers to “a person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such impairment, or a person who is regarded by others as having such impairment.” See <http://www.ada.gov/pubs/ada.htm> for the definition and specific changes to the text of the Americans with Disabilities Act. State laws and local ordinances may also include individuals outside the Federal definition.

Disaster

An occurrence of a natural catastrophe, technological accident, or human-caused incident that has resulted in severe property damage, deaths, and/or multiple injuries. As used in this Guide, a “large-scale disaster” is one that exceeds the response capability of the local jurisdiction and requires state, and potentially Federal, involvement. As used in the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), a “major disaster” is “any natural catastrophe [...] or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under [the] Act to

supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby” (Stafford Act, Sec. 102(2), 42 U.S.C. 5122(2)).

Emergency

Any incident, whether natural or human-caused, that requires responsive action to protect life or property. Under the Stafford 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” (Stafford Act, Sec. 102(1), 42 U.S.C. 5122(1)).

Emergency Assistance

According to the National Response Framework, emergency assistance is “[a]ssistance required by individuals, families, and their communities to ensure that immediate needs beyond the scope of the traditional ‘mass care’ services provided at the local level are addressed. These services include support to evacuations (including registration and tracking of evacuees); reunification of families; provision of aid and services to special needs populations; evacuation, sheltering, and other emergency services for household pets and services animals; coordination of donated goods and services; and coordination of voluntary agency assistance.”

Emergency Medical Services (EMS)

Services, including personnel, facilities, and equipment, required to ensure proper medical care for the sick and injured from the time of injury to the time of final disposition (which includes medical disposition within a hospital, temporary medical facility, or special care facility; release from the site; or being declared dead). Further, emergency medical services specifically include those services immediately required to ensure proper medical care and specialized treatment for patients in a hospital and coordination of related hospital services.

Emergency Operations Center (EOC)

The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place.

Emergency Operations Plan (EOP)

The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards. It describes how people and property will be protected; details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and other resources available; and outlines how all actions will be coordinated. Also known at the local governmental level as a CEOP.

Emergency Support Function (ESF)

Used by the Federal Government, many state governments and local governments as the primary mechanism at the operational level to organize and provide assistance. Emergency Support Functions align categories of resources and provide strategic objectives for their use. Emergency Support

Functions use standardized resource management concepts such as typing, inventorying, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during, and after an incident.

Evacuation

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

- A ***spontaneous evacuation*** occurs when residents or citizens in the threatened areas observe an incident or receive unofficial word of an actual or perceived threat and, without receiving instructions to do so, elect to evacuate the area. Their movement, means, and direction of travel are unorganized and unsupervised.
- A ***voluntary evacuation*** is a warning to persons within a designated area that a threat to life and property exists or is likely to exist in the immediate future. Individuals issued this type of warning or order are *not required* to evacuate; however, it would be to their advantage to do so.
- A ***mandatory or directed evacuation*** is a warning to persons within the designated area that an imminent threat to life and property exists and individuals *must* evacuate in accordance with the instructions of local officials.

Evacuees

All persons removed or moving from areas threatened or struck by a disaster.

Governor's Authorized Representative

An individual empowered by a Governor to: (1) execute all necessary documents for disaster assistance on behalf of the state, including certification of applications for public assistance; (2) represent the Governor of the impacted state in the Unified Coordination Group, when required; (3) coordinate and supervise the state disaster assistance program to include serving as its grant administrator; and (4) identify, in coordination with the State Coordinating Officer, the state's critical information needs for incorporation into a list of Essential Elements of Information.

Hazard

A natural, technological, or human-caused source or cause of harm or difficulty.

Hazardous Material

Any substance or material that, when involved in an accident and released in sufficient quantities, poses a risk to people's health, safety, and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins, and corrosive materials.

Household Pet/Companion Animal

According to FEMA Disaster Assistance Policy 9253.19, "[a] domesticated animal, such as a dog, cat, bird, rabbit, rodent, or turtle, that is traditionally kept in the home for pleasure rather than for commercial purposes, can travel in commercial carriers, and be housed in temporary facilities. Household pets do not include reptiles (except turtles), amphibians, fish, insects/arachnids, farm animals (including horses), and animals kept for racing purposes." This definition is used by FEMA to determine assistance that FEMA will reimburse and is the definition used in the production of this Guide.

Individual jurisdictions may have different definitions based on other criteria.

Incident

An occurrence or event—natural, technological, or human-caused—that requires a response to protect life, property, or the environment (e.g., 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, other occurrences requiring an emergency response).

Incident Command System (ICS)

A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. The Incident Command System is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure and 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. The Incident Command System is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management Team (IMT)

A national-based or regional-based team composed of SMEs and incident management professionals, usually composed of personnel from multiple local and/or state departments and agencies, which provide incident management support during a major incident.

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 Joint Information Center.

Jurisdiction

Jurisdiction has more than one definition. Each use depends on the context:

- 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., city, county, tribal, state, or Federal boundary lines) or functional (e.g., law enforcement, public health).
- A political subdivision (e.g., Federal, state, county, parish, municipality) with the responsibility for ensuring public safety, health, and welfare within its legal authorities and geographic boundaries.

Limited English Proficiency

Persons who do not speak English as their primary language and who have a limited ability to read, speak, write, or understand English.

Mass Care

The actions that are taken to protect evacuees and other disaster victims from the effects of the disaster. Activities include mass evacuation, mass sheltering, mass feeding, access and functional needs support, and household pet and service animal coordination.

Mitigation

Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or human-caused disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

National Incident Management System (NIMS)

A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, 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 Disaster Recovery Framework (NDRF)

The National Disaster Recovery Framework is a guide that enables effective recovery support to disaster-impacted States, Tribes, Territorial and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It emphasizes on how best to restore, redevelop and revitalize the health, social, economic, natural and environmental fabric of the community. It also focuses on effective decision making and coordination, integration of community recovery planning process, well-managed recovery, proactive community engagement, public participation and public-awareness, good financial management, organizational flexibility and resilient rebuilding.

National Response Framework

This document establishes a comprehensive, national, all-hazards approach to domestic incident response. It serves as a guide to enable responders at all levels of government and beyond to provide a unified national response to a disaster. It defines the key principles, roles, and structures that organize the way U.S. jurisdictions plan and respond.

Non-governmental Organization (NGO)

An entity with an association that is based on the 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 and are not for private benefit. Examples of nongovernmental organizations include faith-based charity organizations and the American Red Cross.

Planning Assumptions

Parameters that are expected and used as a context, basis, or requirement for the development of response and recovery plans, processes, and procedures. If a planning assumption is not valid for a specific incident's circumstances, the plan may not be adequate to ensure response success. Alternative

methods may be needed. For example, if a decontamination capability is based on the planning assumption that the facility is not within the zone of release, this assumption must be verified at the beginning of the response.

Preparedness

Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing jurisdiction- specific plans for delivering capabilities when needed for an incident.

Prevention

Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Recovery

The development, coordination, and execution of service and site restoration plans; the reconstitution of government operations and services; individual, private sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Resource Management

A system for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the National Incident Management System includes mutual aid and assistance agreements; the use of special Federal, state, territorial, tribal, and local teams; and resource mobilization protocols.

Resilience

The ability of communities to rebound, positively adapt to, or thrive amidst changing conditions or challenges - including disasters and climate change - and maintain quality of life, healthy growth, durable systems and conservation of resources for present and future generations (CO Resiliency Working Group)

Response

Immediate actions to save and sustain lives, protect property and the environment, and meet basic

human needs. Response also includes the execution of plans and actions to support short-term recovery.

Risk

The potential for an unwanted outcome resulting from an incident or occurrence, as determined by its likelihood and the associated consequences.

Risk Assessment

A product or process that collects information and assigns values to risks for the purpose of informing priorities, developing or comparing courses of action, and informing decision making.

Risk Management

The process of identifying, analyzing, assessing, and communicating risk and accepting, avoiding, transferring, or controlling it to an acceptable level at an acceptable cost.

Senior Official

The elected or appointed official who, by statute, is charged with implementing and administering laws, ordinances, and regulations for a jurisdiction. He or she may be a mayor, city manager, etc.

Service Animal

Any guide dog, signal dog, or other animal individually trained to assist an individual with a disability. Service animals' jobs include, but are not limited to:

- Guiding individuals with impaired vision
- Alerting individuals with impaired hearing (to intruders or sounds such as a baby's cry, the doorbell, and fire alarms)
- Pulling a wheelchair
- Retrieving dropped items
- Alerting people of impending seizures
- Assisting people who have mobility disabilities with balance or stability

Standard Operating Procedure/Guideline

A reference document or 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.

Terrorism

Activity that involves an act that is 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; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Vulnerability

A physical feature or operational attribute that renders an entity open to exploitation or susceptible to

a given hazard.

Warning

The alerting of emergency response personnel and the public to the threat of extraordinary danger and the related effects that specific hazards may cause.

Legal Authorities and References

Colorado Hazard and Incident Response and Recovery Plan (2016)

The purpose of this plan is to outline the general guidelines on how the State carries out its response and recovery responsibilities. <https://www.colorado.gov/pacific/dhsem/atom/60606>

Colorado Resiliency Framework (2015)

The framework provides guiding principles around resiliency for the state. It defines the structure through which the state will support local agencies and community groups as they identify and implement their own resiliency actions. <https://sites.google.com/a/state.co.us/coloradounited/resiliency-framework>

Federal Continuity Directive (FCD) 1 and 2 provides direction to Federal agencies for developing continuity plans and programs. FCD 1 introduces a structured approach for continuity planning to ensure the performance of essential functions during all-hazard situations.

FCD 1 requires that Federal plans and operations be integrated with the continuity plans of State, local, territorial, and tribal governments, as well as private-sector owners of the Nation's critical infrastructure.

Continuity Guidance Circular (CGC) 1 and 2 has been developed to assist non-Federal organizations with continuity planning. CGC 1 adapts the information provided in FCD 1 to support State, local, tribal, and territorial governments, nongovernmental organizations, and private-sector entities

National Continuity Policy (NSPD 51/HSPD 20) specifies the continued performance of essential Federal functions under all conditions and requires all Federal Executive Branch agencies to develop continuity capability.

PL 93-288/42 USC 5121 Stafford Act (updated 2013): <http://www.fema.gov/robert-t-stafford-disaster-relief-and-emergency-assistance-act-public-law-93-288-amended>

“It is the intent of the Congress, by this Act, to provide an orderly and continuing means of assistance by the Federal Government to State and local governments in carrying out their responsibilities to alleviate the suffering and damage which result from such disasters....”

PL 99-499 Superfund Amendments and Reauthorization Act - SARA Title III - Community Right to Know Act (1986): <http://www.epw.senate.gov/sara.pdf>

Summary: The act establishes state and local planning bodies that include a wide range of disciplines and includes businesses and private citizens. The act further establishes a process for reporting the emergency release of hazardous materials, report of qualifying quantities of chemical inventories, testing and training to response plans, and access to information on all elements of the covered items by the public.

PL 106-390 Disaster Mitigation Act of 2000 4 CFR Chapter 1 Emergency Management and Assistance (2011) as amended:

“These regulations are intended to foster an intergovernmental partnership and strengthen Federalism by relying on state processes and on the State, area wide, regional and local coordination for review of proposed Federal financial assistance and direct Federal development.

These regulations are intended to aid the internal management of FEMA, and are not intended to create any right or benefit enforceable at law by a party against FEMA or its officers.”

Emergency Management Accreditation Program Standards (2016)

<https://www.emap.org/index.php/root/about-emap/96-emap-em-4-2016/file>

National Disaster Recovery Framework (Updated June 2016)

https://www.fema.gov/media-library-data/1466014998123-4bec8550930f774269e0c5968b120ba2/National_Disaster_Recovery_Framework2nd.pdf

The National Disaster Recovery Framework (NDRF) establishes a common platform and forum for how the whole community builds, sustains, and coordinates delivery of recovery capabilities. Resilient and sustainable recovery encompasses more than the restoration of a community’s physical structures to pre-disaster conditions. Through effective coordination of partners and resources, we can ensure the continuity of services and support to meet the needs of affected community members who have experienced the hardships of financial, emotional, and/or physical impacts of devastating disasters.

National Planning Frameworks: <https://www.fema.gov/national-planning-frameworks>

Summary: The National Planning Frameworks, one for each preparedness mission area, describe how the [whole community](#) works together to achieve the [National Preparedness Goal](#).

National Response Framework (updated 2016): <https://www.fema.gov/media-library/assets/documents/117791>

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

Response activities take place immediately before, during and in the first few days after a major or catastrophic disaster. Then, recovery efforts begin to help the community get back on its feet.”

National Incident Management System (updated 2013): <http://www.fema.gov/national-incident-management-system>

“The National Incident Management System (NIMS) identifies concepts and principles that answer how to manage emergencies from preparedness to recovery regardless of their cause, size, location or complexity. NIMS provides a consistent, nationwide approach and vocabulary for multiple agencies or jurisdictions to work together to build, sustain and deliver the core capabilities needed to achieve a secure and resilient nation.”

NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity/ Countinuity of Operations Programs:

<https://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards/detail?code=1600&tab=nextedition>

Presidential (Policy) Decision Directive 5 (2003) as amended:

<http://www.fas.org/irp/offdocs/nspd/hspd-5.html>

The purpose of this PDD is “to enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive national incident management system.” The key elements that are

provided by this Presidential Decision Directive include: policy provisions, tasking provisions and amendments to previous Presidential Decision Directives.

Presidential (Policy) Decision Directive 7 (2003) as amended: Critical Infrastructure Identification, Prioritization, and Protection

Presidential (Policy) Decision Directive 8 (2015) as amended: <http://www.dhs.gov/presidential-policy-directive-8-national-preparedness>

“This directive is aimed at strengthening the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the Nation, including acts of terrorism, cyber attacks, pandemics, and catastrophic natural disasters. Our national preparedness is the shared responsibility of all levels of government, the private and nonprofit sectors, and individual citizens. Everyone can contribute to safeguarding the Nation from harm. As such, while this directive is intended to galvanize action by the Federal Government, it is also aimed at facilitating an integrated, all-of-Nation, capabilities-based approach to preparedness.

PETS EVACUATION AND TRANSPORTATION STANDARDS ACT

On October 6, 2006, the PETS Act was signed into law, amending Section 403 of the Stafford Act. Section 403, as amended by the PETS Act, authorizes FEMA to provide rescue, care, shelter, and essential needs for individuals with household pets and service animals, and to the household pets and animals themselves following a major disaster or emergency. In order to qualify for Federal Emergency Management Agency funding, a city or state is required to submit a plan detailing its disaster preparedness program. The PETS Act requires that the state and local emergency preparedness authorities include how they will accommodate households with pets or service animals when presenting these plans to the FEMA.

COLORADO DISASTER EMERGENCY ACT

House Bill 1283, transferring responsibilities from the Division of Emergency Management and Colorado State Forest Service wildfire functions to the Department of Public Safety, was passed into law on June 4, 2012 upon signature by the Governor. This change changed the Colorado Disaster Emergency Act of 1992, which has historically been C.R.S. 24-32-2101 – 2116, to just the Colorado Disaster Emergency Act, C.R.S. 24-33.5-700 series.

24-33.5-1220 Emergency Fire Fund

This statute outlines the creation and management of the Emergency Fire Fund (EFF), which can be used for the purpose of preventing and suppressing forest and wildland fires. The fund is administered by the Division of Fire Prevention and Control.

24-33.5.1223 Sheriffs to Enforce

This statute outlines the sheriff’s authorization to enforce all state forest fire laws.

24-33.5-1226. Wildfire Emergency Response Fund (WERF) - creation - wildfire preparedness fund - creation.

This statute created the Wildfire Emergency Response Fund, which is administered by the Division of Fire Prevention and Control (DFPC). The DFPC shall use the moneys in the wildfire emergency response fund to provide funding or reimbursement for:

(a) The first aerial tanker flight or the first hour of a firefighting helicopter to a wildfire at the request of any county sheriff, municipal fire department, or fire protection Version 1.5 Hodges 1/1/2013 101

district; and

(b) The employment of wildfire hand crews to fight a wildfire for the first two days of a wildfire at the request of any county sheriff, municipal fire department, or fire protection district, with a preference for the use of wildfire hand crews from the inmate disaster relief program created in section 17-24-124, C.R.S.

29-22.5-103. Wildland fires - general authority and responsibilities.

This statute outlines the responsibilities of the chief of the fire department in each fire protection district and their responsibilities for the management of wildland fires that occur within the boundaries of his or her district and that are within the capability of the fire district to control or extinguish. Specifically, the statute outlines when a fire protection district may transfer duties or responsibilities to the county sheriff, and the financial considerations for such a transfer. Additionally, this statute states that the sheriff is the fire warden of the county and is responsible for the planning for, and the coordination of, efforts to suppress wildfires occurring in the unincorporated area of the county outside the boundaries of a fire protection district or that exceed the capabilities of the fire protection district to control or extinguish in accordance with the provisions of section 30-10-513, C.R.S.

29-22.5-104. County Wildfire Preparedness Plan.

This statute states that the sheriff of each county may develop and update as necessary a wildfire preparedness plan for the unincorporated area of the county in cooperation with any fire district with jurisdiction over such unincorporated area. The statute outlines the details of each section of the plan.

COLORADO HEALTHY FORESTS AND VIBRANT COMMUNITIES ACT OF 2009

23-31-312. Community wildfire protection plans - county governments - guidelines and criteria - legislative declaration – definitions.

Community wildfire protection plans, or CWPPs, are authorized and defined in section 101 of Title I of the federal "Healthy Forests Restoration Act of 2003", Pub.L. 108-148, referred to in this section as "HFRA". Title I of HFRA authorizes the secretaries of agriculture and the interior to expedite the development and implementation of hazardous fuel reduction projects on federal lands managed by the United States forest service and the bureau of land management when these agencies meet certain conditions. HFRA emphasizes the need for federal agencies to work collaboratively with local communities in developing hazardous fuel reduction projects, placing priority on treatment areas identified by the local communities themselves in a CWPP. The wildland-urban interface area is one of the identified property areas that qualify under HFRA for the use of this expedited environmental review process.

This act describes the development of CWPPs, assisting local communities in clarifying and refining their priorities for the protection of life, property, and critical infrastructure in its wildland-urban interface area. By enacting this section, the general assembly intends to facilitate and encourage the development of CWPPs in counties with fire hazard areas in their territorial boundaries and to provide more statewide uniformity and consistency with respect to the content of CWPPs in counties needing protection against wildfires. Version 1.5 Hodges 1/1/2013 103

23-31-313. Healthy forests - vibrant communities - funds created.

This statute outlines the duties of the Colorado State Forest Service in the development and implementation of Community Wildfire Protection Plans (CWPPs). Additionally, this statute outlines

how the CSFS will help communities address the urgent need to reduce wildfire risks by supporting implementation of risk mitigation treatments that focus on protecting lives, homes, and essential community infrastructure, and by improving inventory and monitoring of forest conditions, including watershed restoration and economic recovery. As part of this statute, the Healthy Forests and Vibrant Communities Fund was created in the state treasury. By executive order or proclamation, the governor may access and designate moneys in the healthy forests and vibrant communities fund for healthy forests and vibrant communities activities.

32-18-109. Wildfire mitigation measures - private land – reimbursement.

This statute states that any landowner who performs wildfire mitigation measures on his or her land in a district in any year may request reimbursement from the district, in an amount not to exceed fifty percent of the landowner's direct costs of performing the wildfire mitigation measures in that year or ten thousand dollars, whichever is less. The statute outlines the provisions for these requests for reimbursement.

Appendix A Intelligence and Information Sharing

Essential Elements of Information Checklist

The following checklist should be considered as the minimum requirements for Essential Elements of Information:

1. Information Management Process:

- Determine EEI/ PIR [see pre-determined list below]
- Collect data
- Verification of Information
- Analysis of Information
- Dissemination of information

2. Sources of information:

- On-scene responders, ICS 214- Activity Logs, 209 Operational Period Summary, County/City departments, state/ federal agencies and non-governmental organization partners, television, radio, and print media, social media [from the PIO], victims of the emergency or the general public [crowd sourcing],
- Subject Matter Experts/ technical experts and DTRS/VHF/Ham radio

3. Initial EEI Incident Requirements:

- Incident Name/ start date/ time
 - Example: Eagles Nest Hash Oil Disaster 15:00 December 5, 2014
 - Narrative of event goes here:
- Responder injury
- Responder fatality
- Confirmed fatalities [citizens]
- Confirmed injuries [citizens]
- Critical infrastructure\ Life lines disrupted
- Location, or boundary\ perimeter of incident
 - Specific road names
 - GIS maps for release
- Current situation and future threats
 - Short narrative on the current status
 - HazMat
 - Fire
 - Other, i.e. disciplines
- Shelter location, open status and shelter numbers

- Weather report\ impact
 - Agencies involved
 - Assistance required [resource gaps identified]
 - Road closures, detours and evacuation routes [list roads and alternate routes]
 - Critical issues\ **decision documented**:
 - Example: County declared disaster 16:15
 - Example: State declared disaster 16:25
 - Planned activities:
 - Witness collection plan initiated
 - Perimeter security
 - Incident Commander: **Name**
 - ICP location: Complete with contact information
4. The EEI should be reviewed as the incident progresses to determine what are *NEW* critical pieces of information. Update/ modify the current data collection plan based on:
- 911/ Dispatch calls
 - National Weather Service [current/ predicted]
 - GIS/Geospatial
 - Notification systems [EAS/ IPAWS/Reverse 911]
 - Government \ private databases
 - Social Networking (Twitter, Facebook, Instagram, etc.)
 - Smart phone pictures, video, and text
 - Verbal-First responder “wind shield survey” from Public Works, Law, Building and Land Use
 - Recording the source of the information and any contact information for the source

The graphic below is an example of EEI gathering for the Operations Section Chief, Public Information Officer, and the Situational Unit Leader.

Essential Elements of Information

Incident Name: _____ Date: _____
 #Hashtag _____

<p>Initial status</p> <ol style="list-style-type: none"> 1. What happened? 2. When did it happen? 3. Where did it happen? 4. Who is impacted (injuries, public)? 5. Who is on Scene? 6. Why/ how did this happen? 7. _____ 8. _____ 	<p>Ongoing status</p> <ol style="list-style-type: none"> 1. Current status of #1 2. Road Closure update 3. Injuries (status) 4. Fatalities & injuries update 5. Update on-scene personnel 6. Current status of #6 7. _____ 8. _____
--	--

Safety Message:



CONSEQUENCE MANAGEMENT / SITUATION REPORT

This report contains information coordinated between DHSEM, and Lake County

This consequence management/situation report may or may not be fully vetted. This is solely intended to provide information and status in quickly evolving situations and is **NOT FOR PUBLIC RELEASE**.

REPORT SUBMITTED DATE/TIME:

INCIDENT NAME:

INCIDENT TYPE:

INCIDENT START DATE/TIME:

INCIDENT LOCATION:

INCIDENT COMMAND JURISDICTION/LOCATION:

STAGING AREA LOCATION:

IC NAME/CONTACT#:

CURRENT SITUATION:

UPDATES:

CURRENT WEATHER:

DAMAGE ASSESSMENT:

ROAD/AIRPORT CLOSURES:

CASUALTY REPORT:

- Responder Deaths/Injuries: 0/0
- Civilian Deaths/Injuries: 0/0
- Safety Considerations:
- Sheriff\ Undersheriff's guidance:

EVACUATIONS AND SHELTERS

- Ongoing/Planned Evacuations:
- Evacuation Center/Shelter Locations:
- Small and Large Animal Shelter(s):

CRITICAL INFRASTRUCTURE CONSIDERATIONS

- HAZMAT
- Critical Infrastructure:
 - Medical Facilities:
 - Power:
 - Water:
 - Gas:
 - Sewer:
- Communications
- Cultural Sites

FUTURE THREATS:

VALUES AT RISK:

RECOVERY CONSIDERATIONS:

- Reentry:
- Donation Management:
- VOAD:
- Disaster Assistance Center
- Recovery Assistance Center



RESOURCES AND AGENCIES

ASSIGNED/SHORTFALLS:

STATE ASSISTANCE ANTICIPATED:

EOC ACTIVATIONS:

DECLARATIONS:

PUBLIC INFORMATION:

ACCOMPLISHMENT:

OEM OR EOC NAME/CONTACT #:

CDPS-DHSEM POC NAME/CONTACT #:

See attached spreadsheet.

Mike McHargue 719-201-0773,
LCEM@LakeCountyEM.org

Mark Boley, 720-415-4502



EXAMPLE - CONSEQUENCE MANAGEMENT / SITUATION REPORT

This report contains information coordinated between DHSEM, and Lake County

This consequence management/situation report may or may not be fully vetted. This is solely intended to provide information and status in quickly evolving situations and is **NOT FOR PUBLIC RELEASE**.

REPORT SUBMITTED DATE/TIME: 05/24/2018 17:00

INCIDENT NAME: HWY 300 Fire

INCIDENT TYPE: Wildfire

INCIDENT START DATE/TIME: 05/24/2018 16:00

INCIDENT LOCATION: HWY 300/CR 5

INCIDENT COMMAND JURISDICTION/LOCATION: HMI

STAGING AREA LOCATION: Mt Massive Golf Course

IC NAME/CONTACT#: Chief Dan Dailey

CURRENT SITUATION:

UPDATES:

Evacuation and resources

CURRENT WEATHER: Overcast 70's, 15mph wind

DAMAGE ASSESSMENT: None

ROAD/AIRPORT CLOSURES: HWY 300 between 5/5A

CASUALTY REPORT:

- Responder Deaths/Injuries: 0/0
- Civilian Deaths/Injuries: 0/0
- Safety Considerations:
- Sheriff\ Undersheriff's guidance:

EVACUATIONS AND SHELTERS:

- Ongoing/Planned: HMI campus & 1.5-mile perimeter
- Evacuations: HMI
- Evacuation Center/Shelter
Locations: 6th St Gym
- Small and Large Animal Shelter(s):
Animal Shelter/Fairgrounds

CRITICAL INFRASTRUCTURE CONSIDERATIONS:

- HAZMAT
- Critical Infrastructure:
 - Medical Facilities:
 - Power:
 - Water:
 - Gas:
 - Sewer:
- Communications
- Cultural Sites



FUTURE THREATS: \$5 million worth of assessed value

VALUES AT RISK:

RECOVERY CONSIDERATIONS:

- Reentry:
- Donation Management:
- VOAD:
- Disaster Assistance Center:
- Recovery Assistance Center

RESOURCES AND AGENCIES ASSIGNED/SHORTFALLS:

Aircraft cancelled, crew spending night in BV

STATE ASSISTANCE ANTICIPATED: DPFC FMO, Brenda
in route to IPC

EOC ACTIVATIONS: EOC fully activated at 15:44

DECLARATIONS: Declaration presented to elected
officials today at 1000 for signature

PUBLIC INFORMATION: LCOEM facebook

ACCOMPLISHMENT:

OEM OR EOC NAME/CONTACT #:

Mike McHargue 719-201-0773,
LCEM@LakeCountyEM.org

CDPS-DHSEM POC NAME/CONTACT #:

Mark Boley, 720-415-4502



Incident Situation Report

Incident Name:	Mission #:
Social Media Hashtag: #	Start time:
Type:	Jurisdiction:
EOC Staff Page Sent? Y / N Date/Time:	
By:	
Public Warning Messages for:	
Evacuation Relocation Shelter in Place Other:	
Affected Area(s):	

<p style="text-align: center;">COMMAND & STAGING AREAS</p> <p>IC/UC:</p> <p>ICP Location(s):</p> <p>Incident Staging:</p> <p>Staging Manager(s): Media Staging:</p> <p>Phone# POC:</p> <p>Talk Group or Freq.: Phone #:</p>	<p>ENS? Y / N Date/Time: By:</p> <p>iPAW? Y / N Date/Time: By:</p> <p>Delegation of Authority (State IMT): Y / N Date/Time:</p> <p>Emergency Declaration (County State Federal)?</p> <p>Date/time:</p>
---	--

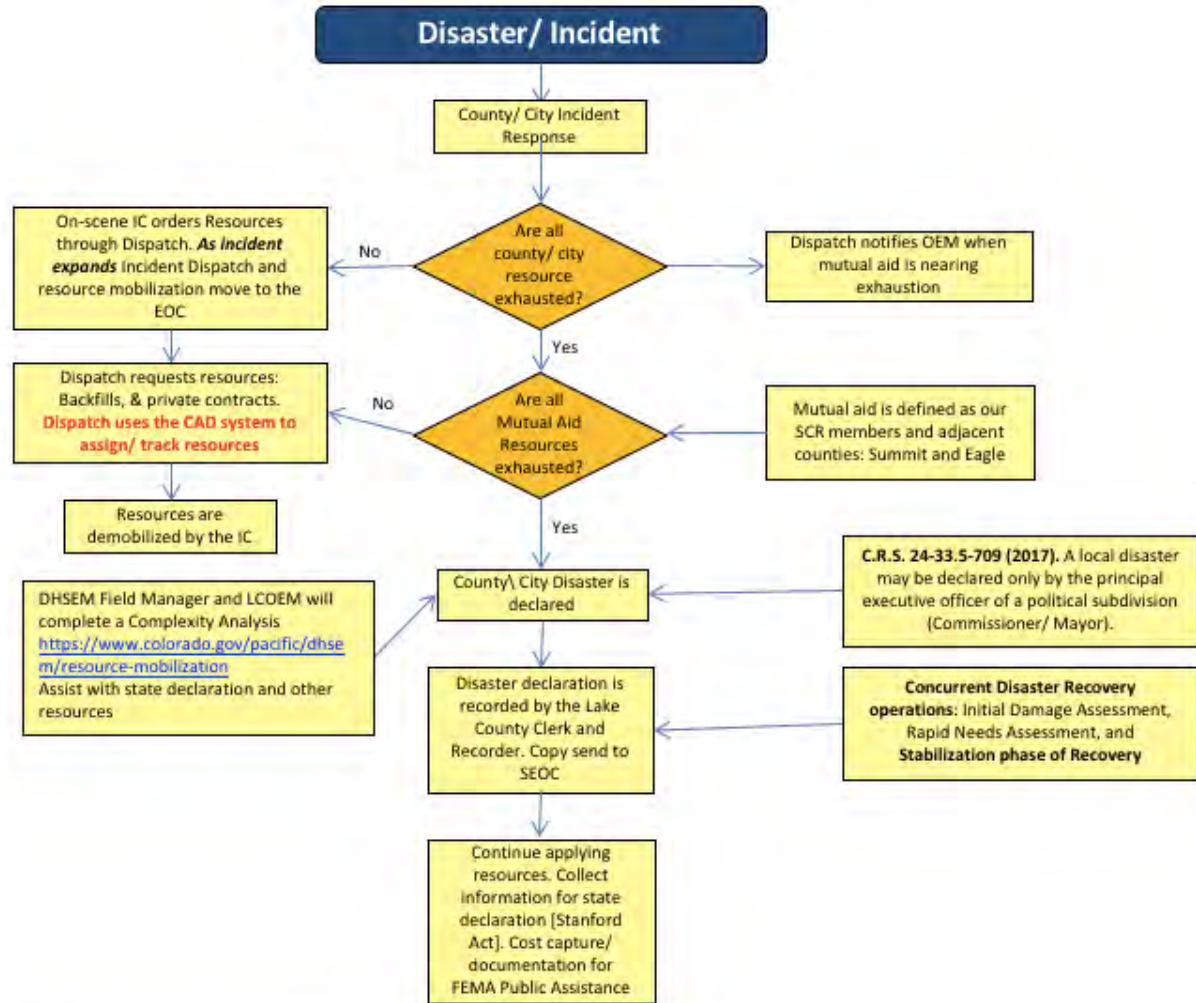
<p style="text-align: center;">CURRENT CRITICAL/CLOSURE ISSUES:</p>	<p style="text-align: center;">AGENCIES INVOLVED</p>
--	---

<p style="text-align: center;">WEATHER FORECAST: VIA NWS PUEBLO</p> <p>Temp: RH:</p> <p>Wind Direction:</p> <p>Speed: mph Gusts: mph</p> <p>Precip:</p>	<p style="text-align: center;">Communications: 800MHz / VHF Talkgroups:</p> <p>Command: Tac:</p> <p>Air to Ground: Tac:</p>
---	--

<p style="text-align: center;">WEATHER FORECAST: VIA NWS PUEBLO</p> <p>Temp: RH:</p> <p>Wind Direction:</p> <p>Speed: mph Gusts: mph</p> <p>Precip:</p>	<p style="text-align: center;">Open Shelter(s) & Evacuation Points:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;">Location</th> <th style="width: 30%;">Current capacity</th> <th style="width: 40%;">Bed avail.</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> </tbody> </table>	Location	Current capacity	Bed avail.									
Location	Current capacity	Bed avail.											

<p style="text-align: center;">CURRENT WEATHER:</p> <p>Temp: RH%:</p> <p>Wind: Direction:</p> <p>Speed: mph Gusts: mph</p> <p>Precip:</p>	<p style="text-align: center;">CURRENT EVACUATIONS</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;">Level</th> <th style="width: 60%;">Area/Subdivision</th> <th style="width: 15%;"># of Indiv. impacted</th> <th style="width: 15%;">Date/Time Executed</th> </tr> </thead> <tbody> <tr><td>M/P</td><td> </td><td> </td><td> </td></tr> <tr><td>M/P</td><td> </td><td> </td><td> </td></tr> <tr><td>M/P</td><td> </td><td> </td><td> </td></tr> <tr><td>M/P</td><td> </td><td> </td><td> </td></tr> <tr><td>M/P</td><td> </td><td> </td><td> </td></tr> <tr><td>M/P</td><td> </td><td> </td><td> </td></tr> <tr><td>M/P</td><td> </td><td> </td><td> </td></tr> </tbody> </table>	Level	Area/Subdivision	# of Indiv. impacted	Date/Time Executed	M/P				M/P				M/P				M/P				M/P				M/P				M/P			
Level	Area/Subdivision	# of Indiv. impacted	Date/Time Executed																														
M/P																																	
M/P																																	
M/P																																	
M/P																																	
M/P																																	
M/P																																	
M/P																																	

Appendix B Sample Disaster Declaration and Declaration Process



C.R.S. 30-10-512 (2017). Sheriff to act as fire warden: Subject to the provisions of the community wildfire protection plan prepared by the county in accordance with [section 30-15-401.7](#), the sheriff of every county, in addition to other duties, shall act as fire warden of his or her respective county and is responsible for the coordination of fire suppression. The **Lake County Sheriff** has delegated fire warden duties to the L/LCFR department.

44 CFR 206.40(b). FEMA uses a countywide per capita indicator to evaluate the impact of the disaster at the county level. The countywide per capita indicator is adjusted to reflect the annual change in the CPI for all Urban Consumers published by the Department of Labor. Effective October 1, 2017, the countywide per capita indicator is \$3 .68 and **Lake County threshold value is \$26,901** and the State of Colorado is ~ \$7.3M

Resource mobilization type examples:
Type 5 incidents are roll overs on HWY91, single house fires without other structures involved, three to four man SAR rescues, or small 1/2 acre wildland fires.
Type 4 examples: SAR missions lasting two operational periods [body recovery in October 2012], or Bradley fire.
Type 3 examples: Treasure fire or Blackhawk helicopter crash
***Notes:** 1. Local= Lake County and/or City of Leadville throughout the flowchart.
MAA: Mutual Auto-Aid
Dispatch refers to **Lake County Dispatch** unless specifically stated, i.,e. Pueblo Interagency Dispatch

RESOLUTION NO. 2018 -XXXX

BOARD OF COUNTY COMMISSIONERS

OF THE

COUNTY OF LAKE

STATE OF COLORADO

A RESOLUTION DECLARING A LOCAL DISASTER EMERGENCY FOR LAKE COUNTY, COLORADO.

WHEREAS, on {**Date of Resolution**} Lake County, Colorado experienced a series of large wildland fire start at the vicinity of the Molly Brown Campground {example—place actual location} with immediate known impacts to life and safety. The wildfire has destroyed over 10 homes {**place exact number**}, and places {**place value from Assessor’s Office**} at risk. The watershed for the Front Range is placed at risk as well as the infrastructure in the western part of Lake County. {**Place more impacts here: infrastructure**} *Examples:* Injuries and fatalities to-date of responders and citizens. **Economic and social impacts, etc....**

WHEREAS, the size and complexity of the response needs to the disaster emergency has exceeded Lake County’s available and mutual-aid resources; and

WHEREAS, the cost and magnitude of responding to and recovering from the impact of the disaster emergency event is far in excess of the ability of the County’s available resources; and

WHEREAS, this is the largest wildfire in Lake County history, an excess of _____ acres burned; and

WHEREAS, highways ____, ____, and ____ were closed to all traffic to protect motorist of imminent threat and safety, highway/Interstate _____ is a key transportation route through Lake County; and

WHEREAS, pursuant to the authority granted in the Colorado Local Disaster Emergency, C.R.S., C.R.S. 24-33.5-709 (2017), et seq., as amended, the Board of County Commissioners of Lake County, Colorado, are authorized to declare a local disaster emergency for incident occurring within the unincorporated area of Lake County; and

WHEREAS, the Board of County Commissioners of Lake County, Colorado, are further authorized to declare a local disaster emergency for incident occurring within the boundaries and response areas on behalf of municipal corporations, special districts, and other eligible non-governmental organizations; and

WHEREAS, pursuant to C.R.S. 24-33.5-709(1) “A local disaster may be declared only by the principal executive officer of a political subdivision. It shall not be continued or renewed in excess seven days except by or with the consent of the governing board of the political subdivision”; and

WHEREAS, the Board of County Commissioners finds the necessity to immediately activate the response and recovery aspects of all applicable local and inter-jurisdictional disaster emergency plans and to authorize the furnishing of and assistance under such plans; and

WHEREAS, the Board of County Commissioners finds and determines that it is in the best interests of efficiency, effectiveness and public health and safety that the Director of the Office of Emergency Management has full authority to assign county personnel duties not in their job descriptions, expend financial resources, use emergency procurement procedures, suspend and re-assign any county operations or policy to provide full support to the emergency response.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF LAKE, STATE OF COLORADO, THAT:

1. Lake County, Colorado has declared a disaster emergency.
2. The Director of the Office of Emergency Management is hereunder authorized to act under all local and inter-jurisdictional disaster emergency plans and authorized to request and furnish aid and assistance under such plans.
3. The Director of the Office of Emergency Management and the County Human Resource Director have full authority to assign county personnel, expend financial resources, use emergency procurement procedures, suspend and re-assign any county operations or policy to provide full support to the emergency response.
4. The County Human Resources Director have full authority to suspend and modify all County Personnel Rules as necessary.
5. The County Treasurer and Finance Director have full authority to make available all necessary funds to support the disaster emergency response needs up to **1.5 million dollars**.
6. The Director of the Office of Emergency Management and the Finance Director have full authority to expend financial resources and use emergency procurement procedures to provide full support to the emergency response.
7. The Lake County Board of County Commissioners is authorized to convene a meeting and conduct official county business to include enact resolutions outside the defined jurisdictional boundaries of Lake County.
8. **{Insert additional requirements/ special authorities}**

ADOPTED this ___23rd day of January, 2018.

COUNTY OF LAKE
STATE OF COLORADO
By and Through its
BOARD OF COUNTY COMMISSIONERS

By: _____
Chairman

ATTEST:

Patty Berger, Clerk & Recorder

Appendix C List of Supporting Plans

Name of Plan or Checklist	EOC Management	ESF #6 Annex	Public Works Checklist
Access Functional Needs	EOP	ESF #7 Annex	Rapid Needs Assessment
Communications Unit Leader Checklist	ESF # 9 Annex	ESF #8 Annex	Recovery
COOP/ COG	ESF # 9 Checklist	ESF #8 Checklist	Reentry
Cost Unit Checklist	ESF #1 Annex	Evacuation	Regional TIC
Debris Management	ESF #10 Annex	Family Assistance Center	Resource Mob
Disaster Finance	ESF #13 Annex	Finance Checklist	Shelter
Donation and Volunteer Management	ESF #13 Checklist	Firefighting Checklist	Situation Unit Checklist
EAP Big Evans	ESF #14 Annex	Hazmat Checklist	Staging Area Manager Checklist
EAP Evans Gulch	ESF #14 Recovery Checklist	HMP	TEPW
EAP Mountain Lake	ESF #15 Annex	Local Flooding	THIRA
Ebola Monitoring	ESF #15 PIO Checklist	Logistics Checklist	Transportation Checklist
Ebola Response	ESF #16 Annex	Mass Care Checklist	Wild Fire
EOC Activation	ESF #16 Schools Checklist	Mass Casualty Incident	Winter Weather Response
	ESF #2 Annex	Mass Fatality	
	ESF #3 Annex	Operations Checklist	
	ESF #4 Annex	Pandemic Flu	
	ESF #5 Annex	Pet Sheltering	
	ESF #5 Checklist	POD (Medical)	
		Policy Group Checklist	
		Power Outage	

Appendix D: Disaster Delegation Sample

Purpose and Scope of the Delegation of Authority to manage an Incident

Draft Dated August 19, 2013

The purpose of the *Delegation of Authority* is to transfer the responsibility and authority for incident management (i.e., legal command and incident decision authority) to the recipient; in this case, to a designated IC (or command team). The *Delegation of Authority* is a written transfer of authority vesting the designated IC with the control and management of the incident in accordance with prescribed instructions and limitations.

The *Delegation of Authority* provides...

- Delegation (from agency administrator, unified agency administrator group, or policy group) of full authority for incident management under prescribed terms and conditions
- Terms, conditions, and limitations of the authority granted
- Local government or unit policy (established in view of legal, financial, and political considerations)
- Delineation of line of authority (source of continuing local direction)
- Priorities for incident control
- Direction for unified command
- Documentation requirements
- Direction for media relations
- Direction for resource order and management
- Direction for incident management reporting
- Termination conditions
- Other terms and conditions established by the local jurisdiction administrator

A *Delegation of Authority* may only be granted by action of the political governing body of a political jurisdiction. This could be the governing body of a municipality, county, state, or a special district. In the case of a federal land management unit, it may be delegated by the agency administrator. It may, by appropriate resolution, entrust the power to make that delegation to a specified jurisdiction official (e.g., a city manager, mayor, or fire chief, Emergency Manager) upon certain conditions, thus assuring timeliness and continuity of effective management and control. For maximum effectiveness, a procedure for the timely granting of a *Delegation of Authority* should be in place as an emergency planning measure and written in the county emergency operation plan.

It is important to understand that a *Delegation of Authority* is not an abdication of responsibility or authority, but rather a means of assuring them in an unusual emergency setting by providing for an assignment with prescribed conditions and limitations. The authority granted must be broad enough to ensure that local policy and priorities can be effectively implemented,

accountability must be provided for, limitations as to scope, time, and/or incident may be included, and the power of review and termination retained for the jurisdiction having authority.

Draft Menu of options to select from

Delegation of Authority to Manage the {____} Incident

You are delegated full authority for the command, leadership, and management of the ____ incident under the following terms and conditions. You are to assume command at 06:00 on ____ __ 20__ and it's your responsibility to notify the ____ public safety communications center, ____ interagency dispatch center, and all operational personnel currently assigned to the incident when transfer of command occurs. When there are early indications that the incident is progressing to private or state lands the IC shall notify the county Emergency Manager.

As Incident Commander (or a command team), you are accountable to _____ for the overall management of this incident. I expect you to adhere to relevant city/county policies and applicable laws, policies and professional standards for incident management under prescribed terms and conditions as follows:

1. Incident Priorities

Incident management and strategies shall be pursuant to the primary incident priorities established by (any attached documents):

The following are our priorities for this incident:

Consideration for the safety and needs of local residents and the communities is essential for successful management of the incident. Safety will not be compromised. All actions and potential consequences will be analyzed against risk to human life and other values. While we will not accept unnecessary risk in managing this incident, we expect you to help us ensure that we do not inappropriately transfer risk to the first responders or our partners. When deciding to expose our first responders to hazards, we expect you to be calculated and deliberate in choosing actions that include the highest probabilities of success in protecting values, balanced with first responder and public safety.

a. Safety Objectives

- i. Long duration incident is probable
 - ii. Monitor incident personnel for signs of fatigue
 - iii. Manage driving exposure carefully
 - iv. Provide detailed emergency medical and evacuation plans for all operations
 - v. Zero accidents and injuries to our public
- b. Develop strategies and tactics to protect structures in coordination with respective city/county/fire district
 - c. Work with county emergency manager on evacuation needs
 - d. Work with emergency manager to develop closures to eliminate public exposure to incident area.

2. Incident Management

- Incident management and operations shall be conducted as efficiently and effectively as possible, given the prevailing conditions and circumstances. Protect life, stabilize the incident, and preserve of property
- Provide for minimal disruption of access to critical community services and commerce. Access must be consistent with the safety of the public.
- No additional initial response for other incidents will be your responsibility. All initial response will be dispatched by ___ and will be the responsibility of the Agency Having Jurisdiction (AHJ).
- Transition with existing forces will be handled smoothly and as rapidly as possible.
- You will use the state of Colorado Complexity analysis form every shift to ensure the incident is being managed within the suggested complexity guidelines
- You will use both the state's situational awareness tool WebEOC and the federal ICS-209 process to post updates
- Ensure that the 2-1 work/rest ratio is met
- Ensure one day off in 14 days or 2 days off in a 21-day duty cycle is adhered to by all incident personnel
- Ensure no work shift is in excess of 16 hours without prior approval from the incident commander. Report any shift that exceeds 16 hours, approved or unapproved, to the assigned agency representative.
- Provide for protection of non-Federal lands and associated structures where possible and consistent with safety objectives. The incident is very near residences and other private and federal lands improvements and structures. Special consideration must be given to resident's concerns for their safety and the protection of their homes. If an evacuation is needed, this will be coordinated with Agency Representative and _____ County Sheriff Office
- Any use of dozers will be coordinated with the Agency Representatives. Dozers may be used to provide protection of private property, outside of Wilderness.
- Provide for rehabilitation of fire suppression impacted areas (fireline, camps, heli- spots, fences, livestock & wildlife improvements, etc.), Consult with Resource Advisors prior to undertaking rehab actions.
- We expect a high level of ethical conduct from everyone while on the fireline, in fire camp and in town. There will be no tolerance for any unethical, illegal drug, or alcohol related incidents. As federal dollars may be used to support this incident and as incident facilities are located on public lands, there will be no tolerance for marijuana use of any kind.
- Manage the human resources assigned to the incident in a manner that promotes mutual respect and is consistent with Forest Service policies for preventing discrimination and sexual harassment.
- Provide for early re-entry of evacuated residents and businesses.

- Minimize to the extent possible, the socio-economic impacts from this incident.
- Minimize economic impacts to livestock and agriculture
- Coordination with all of the Infrastructure providers within the incident foot print.
- Foster good working relationships with local communities, agencies, effected parties and private land owners.
- Structure protection is primarily the responsibility of the local fire protection district. Work with county emergency manager on structure protection plans. These resources should be included in your organizations, strategic planning, daily briefings, and incident action plans.
- Work with the County Emergency manager to ensure your activities are in sequence with the local EOP.
- Should a search and rescue incident-with-in-an-incident occur, notify and coordinate with the county sheriff. In the State of Colorado search and rescue is a statutory responsibility of the sheriff. This is defined as any incident an ambulance cannot drive to, or any missing party.
- Closely monitor the ordering and storage of hazardous materials. You will be responsible for arranging for the disposal of surplus material and waste.
- Work closely with all Agency Representatives (listed below) or their designated representatives. These representatives will attend your daily planning and briefings.
- Management of the incident should revert back to local forces in 100% “contained” status.
- Ensure there’s a solid communications plan (ISC 205) for all agencies on the incident to be interoperable.
- Provide training opportunities for less experienced responders. This will strengthen organization capabilities of local area personnel.

3. **Unified Command**

As IC, you shall operate in unified command with the designated command personnel of other authorities with jurisdiction

4. **Local Personnel**

When possible, local personnel shall be utilized for incident management

5. **Documentation**

Complete and comprehensive incident documentation shall be maintained, including initial damage claims investigations

6. **Media Relations**

The Incident management team will handle media relations through:

The city/county shall retain the ESF-15 Public Information position. The city/county Joint Information system (JIC/JIS) will be used as outlined in the County Emergency Operation Plan. The media shall have access to the incident where appropriate.

Communication is paramount, local citizens, businesses, elected official, and other stake holders need to be kept updated on progress of suppression efforts. More importantly, these entities need to be kept well informed of potential threats, issues, or complications in managing the incident as early as possible.

- a. Keep internal and external personnel abreast of daily changes and activities
- b. Use of social media
- c. Press releases will be approved by _____

Maintain regular communication with the County, communities, adjacent private and government land owners and managers, apprising them of the incident status and current efforts as relates to their property. Maintain regular communications with communities who are affected by the incident. Coordinate this task with the Agency Representative () and agency Public Affairs Officer ().

I am designating _____, as the Agency Representative for this incident. _____ will conduct the daily revalidation of the Wildland Fire Situation Analysis at the evening planning meeting. If at any time you feel that you are unable to meet the intent of the selected WFSA alternative, please contact _____ to create any amendments. Any unique items will be discussed with _____ before they are conducted. _____ will be working closely with _____ throughout the incident.

7. **Reporting**

Incident management reports shall be directed to:
Provide daily ICS 209 to the city/county and state EOC by 1700

8. **Cost Accounting Principles**

- Manage the incident in a cost-effective manner not to exceed _____ dollars. Keep accurate account of total costs by developing a system to track operational efforts by jurisdiction on a daily basis. If you feel you are about to exceed this amount you will contact_____. Effectively manage costs of the incident by planning strategies and tactics toward a high probability of success in meeting incident objectives. Seek opportunities to reduce costs throughout the duration of the incident without jeopardizing success or impacting risk mitigation.
- Utilize local purchasing as much as possible. Utilize local resources as much as possible.
- Keep efficiency and cost-effectiveness as a key element of your decision-making process. Manage the incident in the most cost efficient and effective manner possible. Work closely with the Agency Representative and the Fire Management Officer before initiating large orders for resources or implementing costly tactical aviation actions
- Suppression Cost Limit established at \$_____ million, based on approved WFSA
- A cost share agreement between _____ County and the _____ has been developed for this incident, and is available from the County Emergency Manager

- An Incident Business Advisor (IBA) has been ordered and will be available to address any fire business management questions, needs, and concerns. See attached delegation letter and 2013 Incident Business Management Operational Guidelines.

9. **Resource management**

Ordering of resources will be consistent with the city/county/state mobilization plans as outlined in the county/state Emergency Operations Plans. This should be coordinated with the County Emergency Manager and the affected Regional Field manager with the Colorado Office of Emergency management.

10. **Other Terms and Conditions**

11. **Plans and agreements in place for this incident**

The following state and local fire agreements are in place:

Sawtooth Valley Fire District - FS Agreement No. 04-FI-11041404-023 and 2006 Annual Operating Plan - Fire District has primary fire suppression responsibilities for structural fires and wildland fires occurring to property of residents in the Fire District, and secondly to wildland fires occurring within IA zones on attached map. FS has primary wildland fire suppression responsibilities with Sawtooth NF boundary and within IA zones displayed on attached maps.

_____ City/County Emergency Operations Plan

12. **Termination**

This transfer becomes effective at _____ time on the date of _____, 2018____, and may be changed or updated as conditions change.

The incident that originated as a (put what it was) occurred on (Month, day and year).

Signed:

_____ Date _____
Name

Title

FEMA Public Assistance Process General

The regulations governing the PA Program are published in *44 Code of Federal Regulations (CFR) Part 206, Subparts C and G* through L.

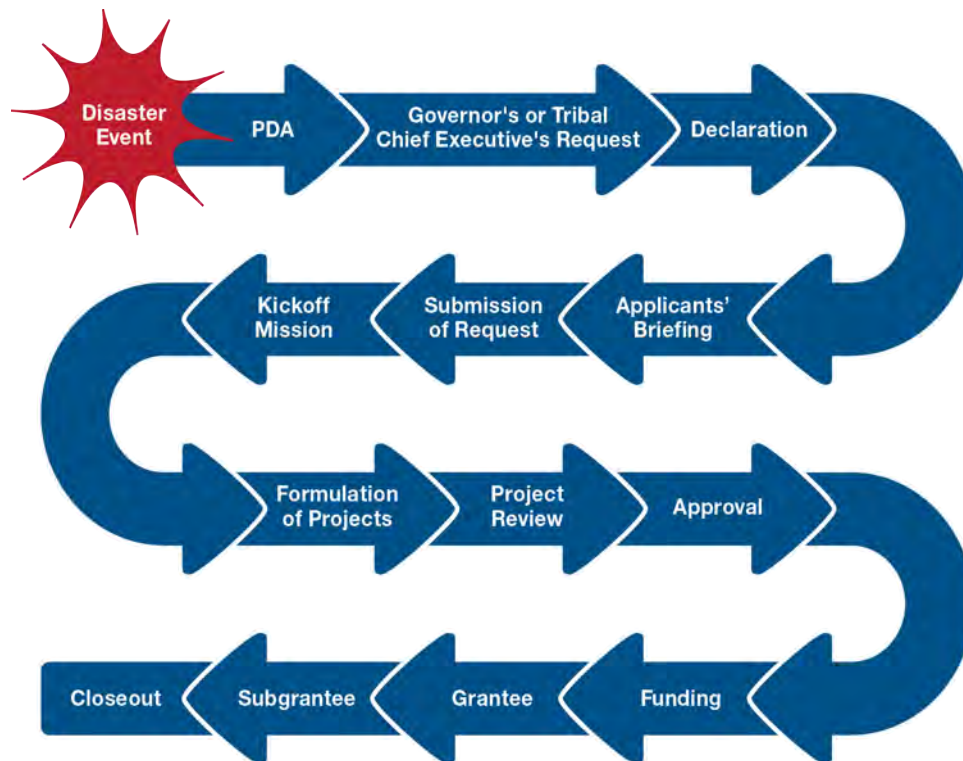
The National Environmental Policy Act (NEPA) specifies the planning process that Federal agencies must follow before funding a project. Statutory exclusions (STATEXs) from the NEPA review process are allowed for:

- Emergency protective measures.
- Restoration of damaged facilities to pre-disaster conditions.

PA Program applicants, or sub-grantees, are legal entities to which PA funds are awarded. They include:

- State agencies, such as the Department of Transportation.
- **Local governments, such as towns, cities, counties, and other jurisdictions.**
 - **School Districts, Special Districts, etc....**
- Federally recognized Indian tribal governments and Alaskan native villages and organizations.
- Private nonprofit (PNP) organizations that own or operate facilities that provide certain services of a governmental nature.

A complete cycle of the PA Program process consists of:



- **A preliminary damage assessment.** This needs to happen as soon as possible even while restoration work is on-going. Need pictures, video [best case], GPS, narrative, all work records related to the project: personnel, material, and equipment
- **A Governor's or Tribal Chief Executive's Request.** This occurred for the 2013 floods with the initial counties and then expanded to include our county as the 19th.

- **A Declaration.** The governor and President declared the disaster.
- **An applicants' briefing.** We conducted this brief in the EOC with both *FEMA and state representatives*
- **Request for Public Assistance.** Applicants have 30 days following the declaration or area designation to request Public Assistance using the *RPA form*. We submitted this form a few days before the 30-day limit. *Lesson learned:* always begin repairs with an assumption that a declaration will occur, and we will require complete documentation [see first bullet]. This is a shared responsibility between: Public Works, OEM, Finance, and EOC staff—specifically the Situational Unit Leader since they will have the best overall view of the situation. Review the Lake County Resource Mobilization Annex for details on Public Assistance and financial accounting during any disaster. Logistics and Finance are crucial and must be included in any EOC activation.
- **Kickoff meeting.** The meeting focuses on the eligibility and documentation requirements of the applicant. Discussions include:
 - Specific project formulation and documentation.
 - Funding options pertinent to the applicant.
 - Special considerations that may affect the funding.

This was Rick from FEMA and he also checked our systems for *time keeping, equipment and material use*. The insurance policy was covered and an actual policy provided. It is important to know if any of the damaged areas have insurance coverage prior to completing the Project Worksheet.

- **Project formulation.** Projects are categorized as large or small, based on the estimated cost of eligible damages. The cost threshold that distinguishes large from small projects changes annually and is published in the Federal Register, and online at <http://www.fema.gov/public-assistance-policy-and-guidance>. As a result of the Sandy Recovery Improvement Act of 2013 (P.L. 113-2) FEMA evaluated the threshold and has raised it to \$120,000 and will continue to adjust it annually based on inflation.
- **Project worksheets capture each projects details:**
 - **Location.** Identifies exact address with specific directions to enable a site visit.
 - **Damage description and dimensions.** Lists extent of damage to the facility and its features.
 - **Scope of work.** Describes work that has been completed and what repairs are needed.
 - **Special Considerations.** Reports issues dealing with insurance, hazard mitigation, historic preservation, and environmental compliance.
 - **Project Cost.** Itemizes estimated or actual costs reasonable in nature and amount.
- **Project review:**
 - Small projects. For projects submitted within 60 days of the kickoff meeting, validation occurs with a 20 percent sampling of the total projects submitted by the applicant. For projects submitted after 60 days, 100 percent will be validated.
 - Large projects.
- **Project funding.** The progress report documents:

- Project status, typically the percentage completed.
 - Any time extensions granted.
 - Projected completion date.
 - Project accumulated expenditures and payments.
 - Potential issues leading to project delay or noncompliance.
-
- **Program Closeout.** FEMA considers the PA Program closed when all of the grants awarded under a given disaster have met the statutory and regulatory requirements and all funds have been obligated. With program closure, FEMA substantiates the total amount of Federal funds obligated for the disaster. Therefore, any appeals must be previously resolved. This is the process that Mabel is constantly working on with new FEMA personnel.

Eligibility Requirements

There are four basic components for Public Assistance Program eligibility:

1. The applicant must be eligible to receive assistance. See list below
2. The applicant's facility must be eligible: legally owned and responsible, not owned by another agency, used, in disaster area
3. The work must be designated as eligible.
4. The cost of performing the approved work must be eligible for reimbursement.

State Government Agencies

Examples of State agencies eligible for PA grants include:

- The Department of Transportation.
- Environmental Resources Agency.
- State Parks Agency.
- Water Quality Commission.
- Board of Public Works.

Tribal Governments

Eligible tribal governments are:

- Federally recognized Indian tribal governments.
- Alaska native villages and organizations.

Alaska Native Corporations, which are owned by private individuals, are not eligible.

Local Governments

Local government entities eligible for PA grants include:

- Towns, cities, and counties.
- Municipalities and townships.
- Local public authorities.
- Councils of governments.
- Regional and inter-State government entities.
- Agencies or instrumentalities of local governments.
- Special districts or regional authorities organized under State law.
- Rural or unincorporated communities represented by the State or a political subdivision of the State.
- School districts.

Private Nonprofit (PNP) Organizations

PNPs eligible for PA grants own or operate facilities providing services of a governmental nature. Organizations include:

- Educational facilities.
- Emergency services.
- Medical services.
- Utility services.
- Custodial care.
- Irrigation facilities for fire suppression, generating electricity, or drinking water supply.
- Other essential governmental services such as museums, community centers, libraries, homeless shelters, rehabilitation centers, senior citizen centers, performing arts, zoos, and health and safety services.

Note: For PNP facilities with mixed uses, ***over 50 percent of the facility space, or more than 50 percent of the time***, must be used for eligible activities. Otherwise, assistance is prorated based on the percentage of space used for eligible purposes.

Eligible work is identified as Emergency Work and Permanent Work based on these categories:

- **Emergency Work** (6-month timeframe for completion)
 - Category A: ***Debris Removal***
 - Category B: ***Emergency Protective Measures***
- **Permanent Work** (18-month timeframe for completion)
 - Category C: ***Roads and Bridges***
 - Category D: ***Water Control Facilities***
 - Category E: ***Buildings and Equipment***
 - Category F: ***Utilities***
 - Category G: ***Parks, Recreational, and Other Facilities***

The State/Tribe has limited authority to grant time extensions on a case-by-case basis.

Contracts and Procurements

Contracts and procurements must be of reasonable cost, generally must be competitively bid, and must comply with Federal, State, tribal, and local procurement standards. Acceptable procurement options are:

- **Small purchase procedures.** Multiple price quotes are obtained for services or supplies valued under \$100,000. [***MUST get three quotes even with a declaration given the reimbursement process and follow-on audits***]
- **Sealed bids.** A contract is awarded to the bidder with the lowest-priced proposal.
- **Competitive proposals.** A contract is awarded based on contractor qualifications instead of solely on price.
- **Noncompetitive proposals.** Single source submits proposal when the other options are not feasible.

Noncompetitive contracts are allowed for an emergency requirement that will not permit a delay for competition.

Contract Types

FEMA provides reimbursement for these types of contracts:

- **Lump sum**—for work within a prescribed boundary with a clearly defined scope and a total price
- **Unit price**—for work done on an item-by-item basis with prices broken out per unit
- **Cost plus fixed fee**—a lump sum or unit price contract with a fixed contractor fee added into the price
- **Time and material**—should be avoided, but may be allowed for emergency work when a clear scope of work cannot be developed; generally limited to 70 hours

FEMA does not review or approve contracts but does provide:

- Technical assistance to ensure eligibility compliance.
- Information on whether costs are reasonable.

Identifying and Reporting Damage

The Project Worksheet (PW), FEMA Form 90-91, is the primary form used to document the damages, scope, and cost estimate for a project. FEMA and/or the State/Tribe usually assist the applicant in completing the Project Worksheets for small projects. If an applicant chooses to prepare the small project PWs they must be submitted within 60 days of the kickoff meeting.

For large projects, the assigned Project Specialist takes responsibility for the preparation of PWs, working with the applicant, the State/Tribe, and technical specialists, as needed.

The Project Worksheet form is available online at <http://www.fema.gov/library/viewRecord.do?id=2620>

PW Program Issue Questions

Four questions on the PW address program issues other than eligibility that could affect the scope of work and funding for a project.

- Does the Scope of Work change the predisaster conditions at the site?
- What special considerations issues are included?
- Is a hazard mitigation proposal included?
- Is there insurance coverage on this facility?

If the answer is yes to any of the questions, an adequate explanation needs to be provided on the *Special Consideration Questions* form (FEMA Form 90-120).

Environmental and Historic Preservation Considerations

The Federal laws and Executive Orders that need to be addressed include, but are not limited to:

- Clean Air Act (CAA).
- Clean Water Act (CWA).
- Resource Conservation and Recovery Act (RCRA).
- Endangered Species Act (ESA).
- Coastal Barrier Resources Act (CBRA).
- National Historic Preservation Act (NHPA).
- EO 11988, Floodplain Management.
- EO 11990, Wetland Protection.
- EO 12898, Environmental Justice.

Documenting Disbursement and Accounting Records

Disbursement and accounting records documenting costs incurred include:

- Force account labor records (payroll information and timesheets).
- Force account equipment usage and rate schedule.
- Material usage from inventory.
- Records of donated labor, materials, and equipment.
- Contracts or contractor bids.
- Rental and lease agreements.
- Invoices, warrants, and checks.
- Inspection/monitoring logs.



AGENDA ITEM #9A

CITY COUNCIL COMMUNICATION FORM

MEETING DATE: October 3, 2023

SUBJECT: Local Transit Update and Funding Request

PRESENTED BY: Kayla Marcella, Lake County Commissioner

- ORDINANCE
 RESOLUTION
 MOTION
 INFORMATION
-

I. REQUEST OR ISSUE:

Before the council for consideration is Resolution No.22, Series of 2023: A Resolution regarding the commitment of funding in the 2024 budget for implementation of a local transit system.

II. BACKGROUND INFORMATION:

In 2019, stakeholders in our community began meeting around the need for a local transit system. Those stakeholders included the City, County, Human Services, and Colorado Department of Transportation (CDOT). Through this local transit coordinating council, the first identified step to implementation of a local transportation system was to collect data and identify a need.

In 2019 the County began the process of applying for grant money to start the Local Transit Feasibility study process. Commissioner Marcella worked on the grant application and request for proposals (RFP) for the consulting firm to lead the data collection. Due to COVID-19, the project was put on hold as CDOT Division of Transit and Rail had stopped the process of reviewing and awarding grant dollars at this time.

As the end of the pandemic was starting to appear, CDOT was able to complete the review and award of \$50,000 to Lake County to procure services to conduct the local study. The local study was awarded to Fher and Peers after a formal RFP process and review by both Commissioner Marcella and Mayor Labbe of responses.

Through the process of data collection, Lake County was able to send surveys out in email form, links on the website, and at community events. Most notably, the Community Update that is hosted by the Lake County Community Fund.

The data that was collected demonstrated an overwhelming need for local transportation to access services through local Human Services departments, medical care, groceries, and after school and community activities. In addition to this local connectivity, we will also be able to compliment transportation to connection to our current regional services the Lake County Link and ECO Transit.

In 2021 upon the completion of the local feasibility study, the County was presented with an opportunity to utilize this data to apply for MMOF (Multimodal Transportation and Mitigation Options Fund) money to implement our first local transportation route. We completed the application and have been awarded through our local Inter Mountain Transportation Planning Region \$1,035,561 for the implementation, capital, and operations of the local transit network. In the accompanying document, the funding has been broken down into a yearly allocation that is estimated based on operations and capital.

In year one, we estimate a cost of \$310,560 for capital purchases of buses for the route. This is breaking down into \$38,820 for each the City and County, and \$232,920 of matching grant (MMOF) funds. In addition to the capital funds, there is a request for operations of \$44,591 for each the City and County, and \$267,547 of grant (MMOF) matching funds.

The estimated total allocation and request from the city going into the 2024 budget year is: \$38,820 for capital match and \$44,591 for operations, totaling \$83,411.

In 2023, the County has started the work on the grant document finalization with CDOT and is in receipt of the award letter for the capital purchase. Through our ongoing work with Fher and Peers we have continued to make progress with a vehicle purchase and are now working on graphic design of our buses for order finalization. The operations side of the grant award is in progress, and we will share our continued progress as we can.

In addition to the capital purchases, the County is working on job descriptions for a local transportation coordinator and identifying the anticipated stops on the routes. We are working closely with our consultants to determine if in house management or outsourcing is the most economically feasible for our funding and capacity.

Please be aware that this may not be the final request for this project, and that the County may ask the City to partner on any additional overage that may occur going forward.

III. FISCAL IMPACTS:

The estimated total fiscal impact to the city's 2024 budget is \$38,820 for the capital match and \$44,591 for operations, totaling \$83,411.

IV. LEGAL ISSUES:

N/A.

VI. STAFF RECOMMENDATION:

Staff recommends that the council approve Resolution No. 22, Series of 2023 - A Resolution Authorizing Funding to Support Local Transit.

VII. COUNCIL OPTIONS:

1. Approve the Resolution.
2. Deny the Resolution.
3. Table consideration of the Resolution and provide direction to staff.

VIII. PROPOSED MOTION:

"I move to approve Resolution No. 22, Series of 2023 - A Resolution Authorizing Funding to Support Local Transit."

IX. ATTACHMENTS:

1. Resolution No. 22, Series of 2023 - A Resolution Authorizing Funding to Support Local Transit

**CITY OF LEADVILLE, COLORADO
RESOLUTION NO. 22
SERIES OF 2023**

**A RESOLUTION REGARDING FUNDING ALLOCATIONS FOR THE LOCAL TRANSIT
ROUTE IN THE 2024 BUDGET**

WHEREAS, the City of Leadville and Lake County Government have held stakeholder meetings to determine the need for a local transportation route to work in conjunction with the already existing regional routes; and

WHEREAS, the City of Leadville and Lake County Government have demonstrated partnership in seeking and utilizing 5304 Grant funding to conduct a local feasibility study for transportation needs; and

WHEREAS, the City of Leadville and Lake County Government have discovered through the data collection and presentation that there is a present need and demand for a local transportation service to access health and human services, food resources, medical resources and afterschool programming; and

WHEREAS, Lake County Government has been successful in being awarded grant funding through the Multimodal Transportation and Mitigation Options Fund (MMOF) for implementation of a local transportation route in partnership with the City of Leadville.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Leadville, Colorado, as follows:

The City Council hereby:

- (a) Approves the grant match request of \$38,820 for capital purchases of buses, and \$44,591 for implementation and operations of a local transportation route;
- (b) And authorizes continued work in partnership for the implementation of the route and identification of stops within the City.

This Resolution shall be effective upon its adoption.

**ADOPTED this 3rd day of 2023 by a vote of ___ in favor, ___ against,
_____ abstaining, and ___ absent.**

CITY OF LEADVILLE, COLORADO:

Greg Labbe, Mayor

ATTEST:

Deputy City Clerk



LAKE COUNTY TRANSIT DEVELOPMENT

2024 BUDGET PRESENTATION

GOALS FOR NEW TRANSIT SERVICE

DEVELOPED FROM COMMUNITY INPUT & BEST PRACTICES



LOCAL CONNECTIONS

that address the day-to-day needs of Lake County residents.



PRIORITIZE KEY POPULATIONS

Including youth, older adults, Latinx community, hospital patients.



SERVE KEY DESTINATIONS

Mobile home parks, Healthcare, Food stores and food banks, Schools, Recreational Opportunities.



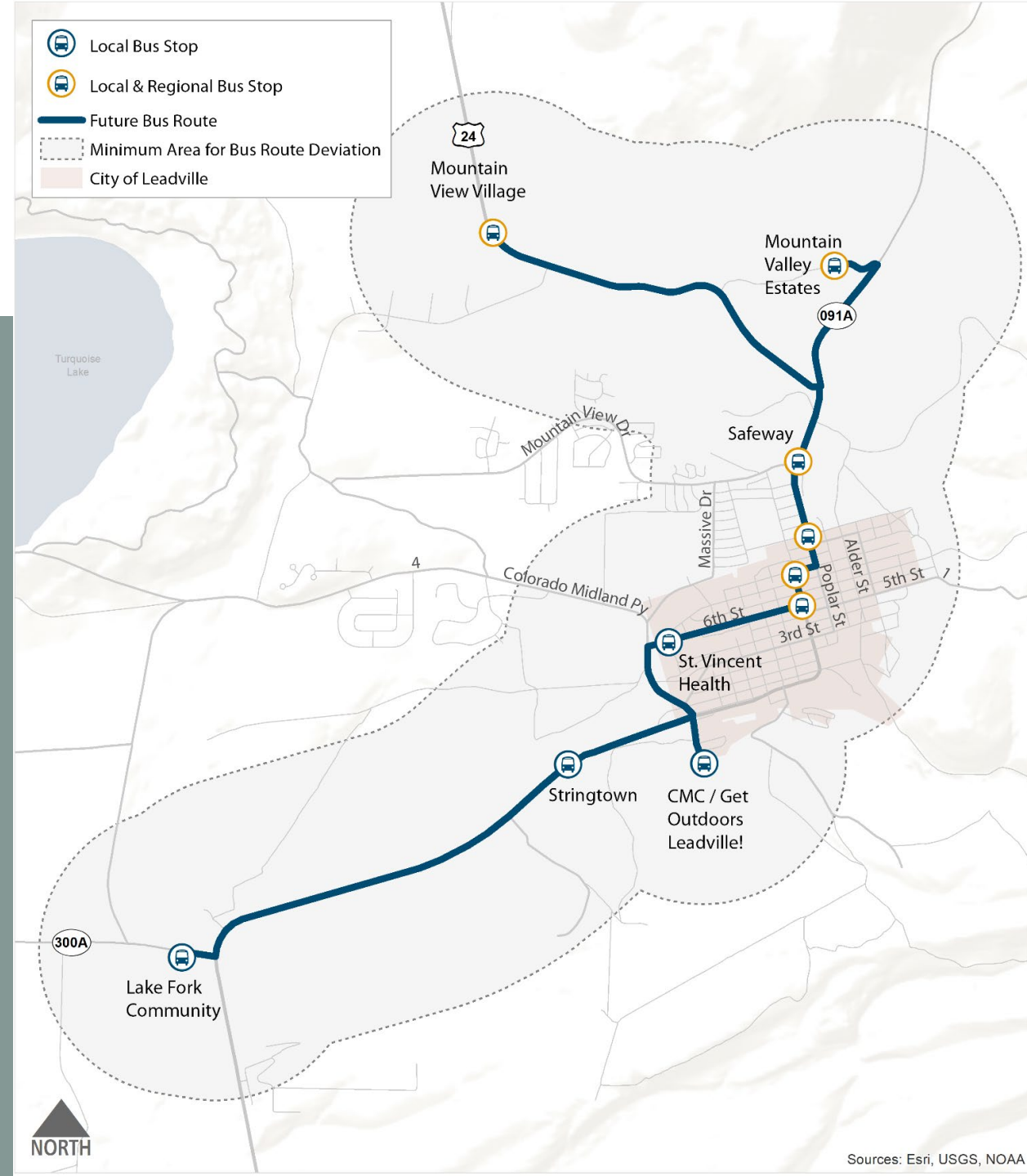
NEEDS TO BE ACCESSIBLE

to lower income residents, residents who primarily speak Spanish, residents with limited access to cell phone apps.

Preliminary Transit Service Plan

Deviated fixed route bus

- 10 stops within and surrounding Leadville
- $\frac{3}{4}$ mile deviation zone
- 1 run/hour to start (60-minute frequency)
- Weekdays, 10-hours/day to start
- Free to ride



Budget Breakdown of 3-year Pilot with MMOF Grant Award

Funding Sources		Capital	Operating			3 Year Total
		Year 1	Year 1	Year 2	Year 3	
Local Match (Assuming 50/50 Split)	Lake County	\$38,820	\$44,591	\$44,591	\$44,591	\$172,593.5
	City of Leadville	\$38,820	\$44,591	\$44,591	\$44,591	\$172,593.5
MMOF Grant		\$232,920	\$267,547	\$267,547	\$267,547	\$1,035,561
Total		\$310,560	\$356,729	\$356,729	\$356,729	\$1,380,748

Year 1 Budget Breakdown

Funding Sources		Capital	Operating	Year 1 Total
		Year 1	Year 1	
Local Match (Assuming 50/50 Split)	Lake County	\$38,820	\$44,591	\$83,411
	City of Leadville	\$38,820	\$44,591	\$83,411
	Total Local Match	\$77,640	\$89,182	\$166,822
MMOF Grant		\$232,920	\$267,547	\$500,467
Total		\$310,560	\$356,729	\$667,289



AGENDA ITEM #9B

CITY COUNCIL COMMUNICATION FORM

MEETING DATE: October 3, 2023

SUBJECT: Resolution No. 23, Series of 2023 - A Resolution Authorizing a Financial Contribution to the Leadville/Lake County Chamber of Commerce

PRESENTED BY: Tracy Purdy, Leadville/Lake County Chamber of Commerce

- ORDINANCE
 RESOLUTION
 MOTION
 INFORMATION
-

I. REQUEST OR ISSUE:

Resolution No. 23, Series of 2023 - A Resolution Authorizing a Financial Contribution to the Leadville/Lake County Chamber of Commerce is a request for a City of Leadville financial contribution to the chamber in the amount of \$22,500.

II. BACKGROUND INFORMATION:

The Leadville/Lake County Chamber of Commerce (LLCCOC), was originally the Leadville Commercial Club which was incorporated in 1913. The LLCCOC is now 110 years old and the LLCCOC Board desires to preserve and protect this chamber of commerce. The LLCCOC Board desires to refocus its vision and mission in alignment with its strategic partners including the hiring a strategy architect, revising its by-laws, and updating its website.

Therefore, the LLCCOC, with support from the Leadville/Lake County Economic Development Corporation, Main Street, Tourism Panel and Visitor Center, requests financial assistance from the City of Leadville to achieve the immediate goals of restructuring. While the LLCCOC has some money in its operating account, the LLCCOC recognizes that it needs assistance from the City to achieve a strong, vibrant chamber. With assistance with some immediate expenses, the LLCCOC can focus on creating a strong chamber, rather than soliciting memberships.

III. FISCAL IMPACTS:

The fiscal impact of this Resolution is \$22,500 from the 2023 contingency fund.

IV. LEGAL ISSUES:

N/A.

VI. COUNCIL OPTIONS:

1. Approve the Resolution.
2. Deny the Resolution.
3. Table consideration of the Resolution and provide direction to staff.

VII. PROPOSED MOTION:

“I move to approve Resolution No. 23, Series of 2023: A Resolution Authorizing a Financial Contribution to the Leadville/Lake County Chamber of Commerce.”

VIII. ATTACHMENTS:

1. Resolution No. 23, Series of 2023: A Resolution Authorizing a Financial Contribution to the Leadville/Lake County Chamber of Commerce;
2. PowerPoint presentation from the LLCCOC.

**CITY OF LEADVILLE, COLORADO
RESOLUTION NO. 23
SERIES OF 2023**

**A RESOLUTION AUTHORIZING A FINANCIAL CONTRIBUTION TO THE
LEADVILLE/LAKE COUNTY CHAMBER OF COMMERCE**

WHEREAS, the Leadville/Lake County Chamber of Commerce (LLCCOC), was originally the Leadville Commercial Club which was incorporated in 1913; and

WHEREAS, the LLCCOC is now 110 years old and the LLCCOC Board desires to preserve and protect this chamber of commerce;

WHEREAS, the LLCCOC Board desires to refocus its vision and mission in alignment with its strategic partners including the hiring a strategy architect, revising its by-laws, and updating its website;

WHEREAS, the LLCCOC, with support from the Leadville/Lake County Economic Development Corporation, Main Street, Tourism Panel and Visitor Center, requests financial assistance from the City of Leadville to achieve the immediate goals of restructuring;

WHEREAS, the LLCCOC has some money in its operating account, the LLCCOC recognizes that it needs assistance from the City to achieve a strong, vibrant chamber; and

WHEREAS, with assistance with some immediate expenses, the LLCCOC can focus on creating a strong chamber, rather than soliciting memberships.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Leadville, Colorado, as follows:

The City Council hereby authorizes a financial contribution to the Leadville/Lake County Chamber of Commerce in the amount of \$22,500.

This Resolution shall be effective upon its adoption.

**ADOPTED this 3rd day of October 2023 by a vote of ___ in favor, ___ against,
_____ abstaining, and ___ absent.**

CITY OF LEADVILLE, COLORADO:

Greg Labbe, Mayor

ATTEST:

Deputy City Clerk



The Leadville/Lake County Chamber of Commerce (LLCCOC), was originally The Leadville Commercial Club which incorporated in 1913. For perspective, the US Chamber of Commerce was founded on April 22, 1912. Being 110 years old is just one of many reasons we want to revamp, and preserve the LLCCOC.

**“Great performance
is 1% vision
and 99% alignment”
— Jim Collins**



Immediate Priorities

- Refocused Vision and Mission Statements in alignment
 - with our strategic partners
 - Kate Caldecourt with Strategy Architect – \$20k
- Board – currently have 5 board members with 2 open spots
- By-laws – need to evaluate and update by-laws with the assistance of an attorney – \$3k
- Website and Rebranding
 - Tandem Design - \$7k

WHAT CAN YOU EXPECT?

CLARITY

A strategic plan that brings collective insights together to transform your vision into action.

ALIGNMENT

An actionable roadmap to coordinate people, processes, and systems to implement the strategy.

CONFIDENCE

A management structure to support implementation and to track progress towards goals and objectives



HOW WILL WE GET THERE?

CURRENT ORGANIZATIONAL ASSESSMENT:

Organizational review of financials, market position, competitive landscape, trends, existing strategic plans, and marketing plans.

STRATEGIC PLAN: A two-day, in-person facilitated session

- ✓ Develop the Chamber's future-state vision and mission
- ✓ In-depth analysis of the current state of Chamber's business model, revenue model and market landscape (trends, position, and competitive environment)
- ✓ Map the Chamber's future-state business model, competitive advantage, and aligned set of activities to deliver on future-state vision and mission
- ✓ Identify opportunities for organizational sustainability and growth
- ✓ Develop a clear roadmap that outlines actionable steps to achieve measurable results

STRATEGY REPORT: A comprehensive written strategy report

MANAGEMENT SYSTEM: A system to support implementation and renewal and to track progress towards goals and objectives

The LLCCOC, with support from the LLCEDC, Main Street, Tourism Panel and Visitor Center, requests financial assistance from the City of Leadville to achieve the immediate goals of restructuring. While there is some money in our operating account, we recognize that we need assistance from the City to achieve a strong, vibrant chamber. By assisting us with some immediate expenses the LLCCOC can focus on creating a strong chamber, rather than soliciting memberships.

Chamber Budget through June 2024	
Current Bank Balance	\$26,000
Request From City	\$22,500
	\$48,500
Strategy Architect	\$20,000
Website and Rebranding	\$7,050
By-Law Revision	\$3,000
Staff - Windora Consulting \$30/hr, 8hrs/wk	\$9,600
Estimated Expenses through June 2024	\$39,650
Balance	\$8,850



Leadville
Lake County

Chamber of
commerce



"There has been but one Leadville. Never will there be another." - Carlyle Davis

October 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3 11am - BOCC @ 505 6pm - Regular CC Mtg	4	5 6pm - LURA Board	6	7
8	9	10 4pm - HPC Meeting @ 6pm - City Council	11 5pm - Sanitation @ 6pm - P&Z Meeting @	12 5:15pm - Parkville Water	13 1pm - Fire Management	14 2pm - Grand Opening
15	16	17 8:30am - Tourism Panel 11am - BOCC @ 500 6pm - Regular CC Mtg @	18 1pm - Leadville Municipal	19	20	21
22	23	24 4pm - HPC - Regular Mtg	25 6pm - P&Z Meeting @	26	27	28
29 1pm - Trick or Treat on	30	31	1	2 6pm - LURA Board	3	4

November 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat
29 1pm - Trick or Treat on	30	31	1	2 6pm - LURA Board	3	4
5	6	7 11am - BOCC @ 505 6pm - Regular CC Mtg	8 5pm - Sanitation @ 6pm - P&Z Meeting @	9 5:15pm - Parkville Water	10 Veterans Day (substitute)	11
12	13	14 4pm - HPC Meeting @	15 1pm - Leadville Municipal	16	17 9am - Fire Management	18
19	20	21 8:30am - Tourism Panel 11am - BOCC @ 500 6pm - Regular CC Mtg @	22 6pm - P&Z Meeting @	23 Thanksgiving Day - City	24 Native American Heritage	25
26	27	28 4pm - HPC - Regular Mtg	29	30	1 5pm - Taste of Leadville 6pm - Parade of Lights	2

December 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat
26	27	28 4pm - HPC - Regular Mtg	29	30	1 5pm - Taste of Leadville 6pm - Parade of Lights	2
3	4	5 11am - BOCC @ 505 6pm - Regular CC Mtg	6	7 6pm - LURA Board	8	9
10 9:30am - Our Lady of	11	12 4pm - HPC Meeting @	13 5pm - Sanitation @ 6pm - P&Z Meeting @	14 5:15pm - Parkville Water	15 9am - Fire Management	16
17	18 8:30am - Tourism Panel 11am - BOCC @ 500 6pm - Regular CC Mtg @	19	20 1pm - Leadville Municipal	21	22	23
24 Christmas Day - City Hall	25	26 4pm - HPC - Regular Mtg	27 6pm - P&Z Meeting @	28	29	30
31	1	2 11am - BOCC @ 505 6pm - Regular CC Mtg	3	4 6pm - LURA Board	5	6