

**CITY OF LEADVILLE, COLORADO
RESOLUTION NO. 31
SERIES 2018**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LEADVILLE,
COLORADO, SUPPORTING AND AFFIRMING LEADVILLE'S COOPERATION IN
THE IMPLEMENTATION AND EXECUTION OF THE LAKE COUNTY
COMPREHENSIVE EMERGENCY OPERATIONS PLAN**

WHEREAS, the City of Leadville ("City") has the authority to provide for the health, safety and welfare of the public pursuant to C.R.S. § 31-15-401 and its general police powers; and

WHEREAS, Lake County ("County") adopted an updated Lake County Comprehensive Emergency Operations Plan ("Emergency Plan") via County Resolution 2018-18 on October 1, 2018; and

WHEREAS, the Emergency Plan is a County emergency preparedness plan that sets forth 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; and

WHEREAS, the City has carefully reviewed the Emergency Plan and supports and affirms its cooperation in the implementation and operation of said Emergency Plan; and

WHEREAS, the City Council finds it is in the best interests of the City to memorialize its support of the Emergency Plan, attached hereto as **Exhibit A**, and to allow the City to establish its own emergency plan in support of the Lake County Comprehensive Emergency Operations Plan.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Leadville, Colorado as follows:

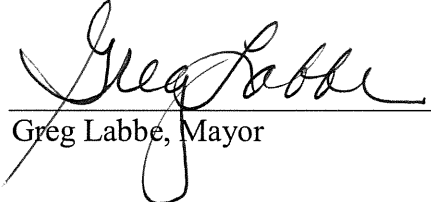
Section 1. Recitals Incorporated. The above recitals are hereby incorporated into this Resolution as if fully set forth below.

Section 2. Approval of Emergency Plan. The City Council hereby declares its support for and commitment to cooperate with Lake County in the implementation and operation of the Lake County Comprehensive Emergency Operations Plan, attached hereto as **Exhibit A**.

Section 3. Effective Date. This Resolution shall take effect upon its adoption by the City Council.

ADOPTED by a vote of 5 in favor and 0 against, and 0 abstaining, this 13th day of November, 2018.

CITY OF LEADVILLE, COLORADO

By: 
Greg Labbe, Mayor

ATTEST:

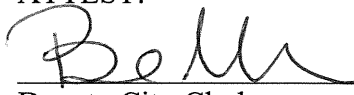

Deputy City Clerk

EXHIBIT A
LAKE COUNTY COMPREHENSIVE
EMERGENCY OPERATIONS PLAN

[see attached document]



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.

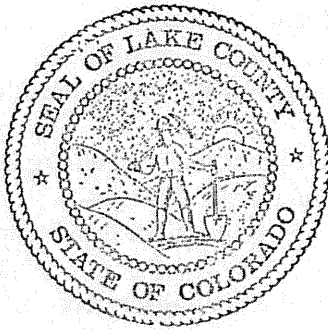
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Section 5. The Director of Emergency Management is authorized to make non-substantive changes to the EOP as necessary. Any major changes proposed by the Director of Emergency Management shall be reviewed by the Board of County Commissioners and approved or disapproved by the Board. Any changes approved by the Board shall be adopted by resolution.

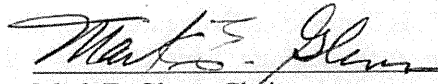
Section 6. The Board of County Commissioners delegate to the Lake County Director of Emergency Management the authority and responsibility for coordination, mission tasking implementation and management of emergency and disaster planning and response for Lake County Government and Elected Lake County Offices.

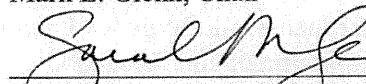
Section 7. The Board of County Commissioners authorize the Director of Emergency Management to facilitate, mission task and coordinate direct assistance by the appropriate and necessary Elected Offices and County Departments to assist in an emergency or disaster before a declaration of emergency or disaster is issued.

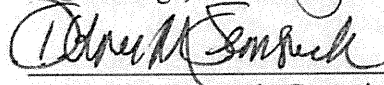
Adopted this 1st day of October 2018.



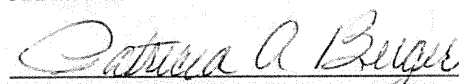
BOARD OF COUNTY COMMISSIONERS
LAKE COUNTY, COLORADO


Mark E. Glenn, Chair


Sarah Mudge, Commissioner


Dolores M. Semsack, Commissioner

ATTEST:


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

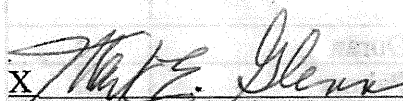
While the Lake County Continuity of Operations Plan (COOP) seeks to manage the continued delivery of critical and essential government services in times of disaster, the CEOP guides the delivery of those emergency services needed specifically under emergency conditions.

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.

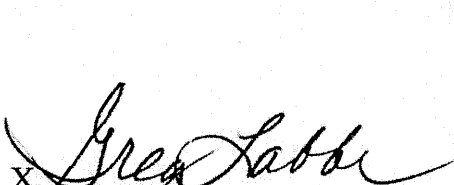
By signing this document, governments, districts, and non-governmental organizations commit to; support the concept of operations and carry out the assigned functional responsibilities to ensure the orderly and timely delivery of emergency assistance; cooperate with the Director of the Office of Emergency 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.

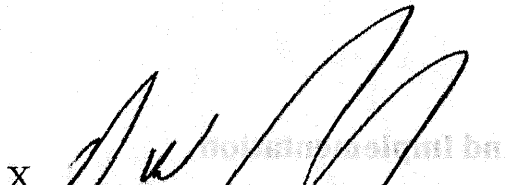
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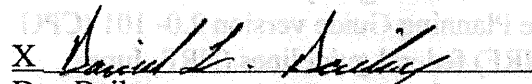
Mark Glenn
Chair, Lake County Board
of County Commissioners

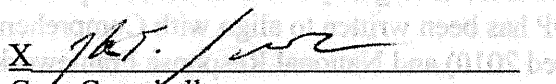
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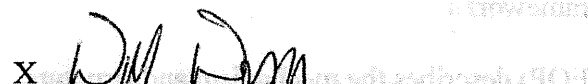
Rodney Fenske
Lake County Sheriff

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

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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).



Lake County CEOP 2018v2 Basic Plan

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



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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



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materials, hazard fuel reduction, slash collection and grinding. This does not preclude a wildfire from occurring in Lake County.



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Basic Plan

Hazard	Probability	Severity = (Magnitude – Mitigation)						Relative Risk = Probability * Severity
	Likelihood this will occur	Human Impact	Property Impact	Business Impact	Preparedness	County Response	External Response	
		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 serves 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 Manager 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

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
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:

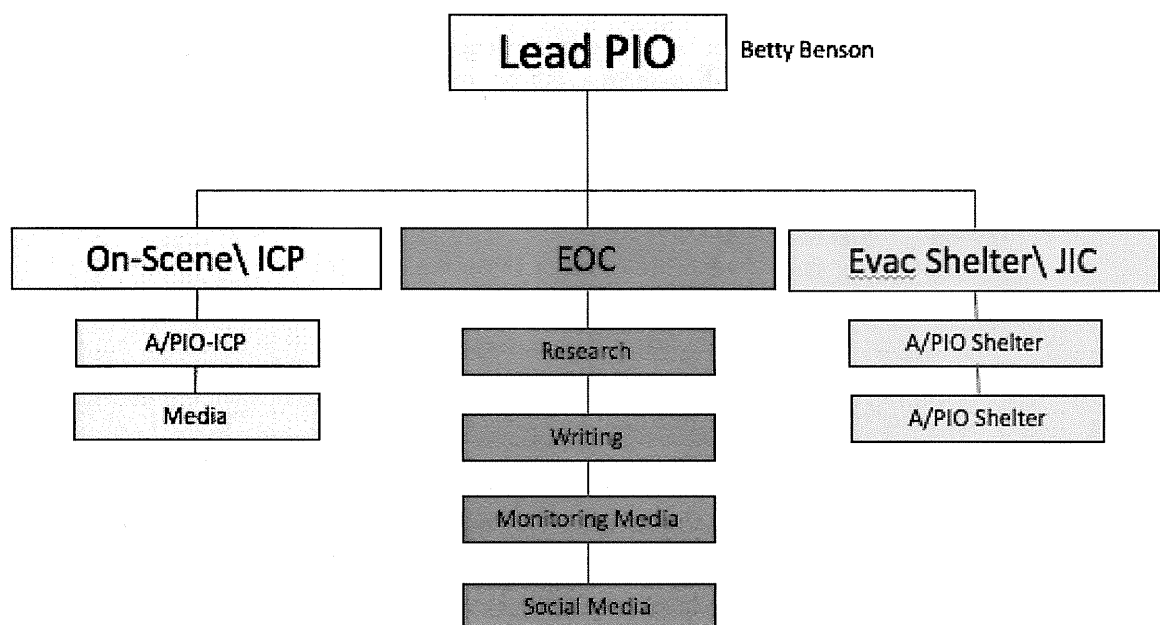
- Recalling Lake County employees from vacation, leave days, or selected employees from retirement
- Waiving requirements of several purchasing, contracting, and bid processes [see emergency spending authority in a disaster resolution stored in the COOP File Archive]
- Directing evacuation and debris 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.

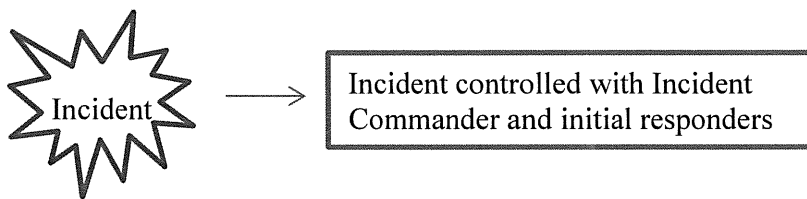
Delegations of authority are also covered in the Lake County COOP. The difference between delegations of authority and succession is with succession the replacement assumes the responsibilities of the office that it is succeeding, and delegations of authority do not transfer the responsibilities of the 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.

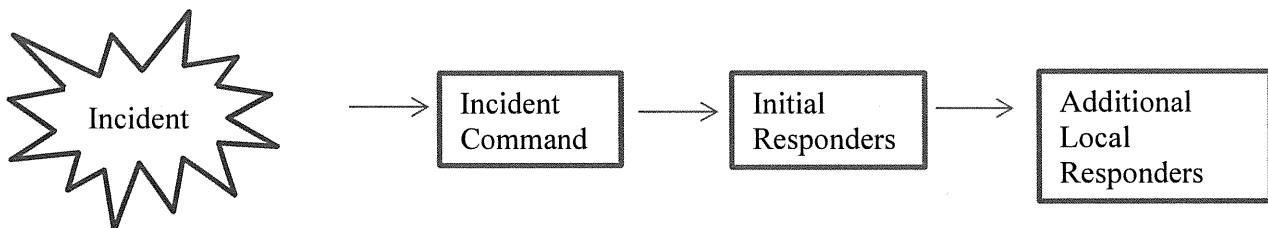
Type V

- 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

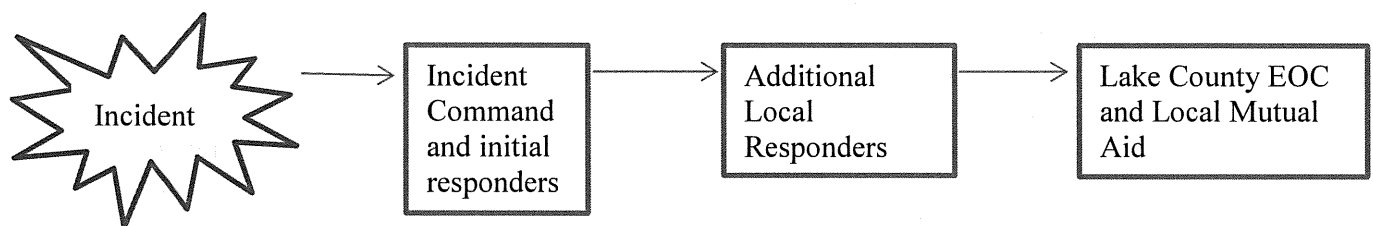
- Command and general staff functions are activated only if needed
- Several resources are required to mitigate the incident
- The incident is usually limited to one operational period in the control phase
- A written IAP is not required, but a documented operational briefing will be completed for all 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

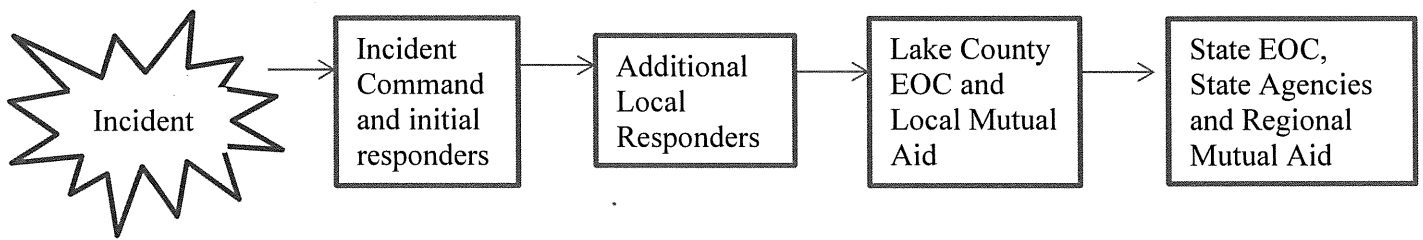
- Capability requirements exceed initial occurrence and multiple agencies become involved
- The situation may be an incident of significance (community impact)
- Incident Command System positions will be added to match the complexity of the incident
- Some or all of the command and general staff, division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



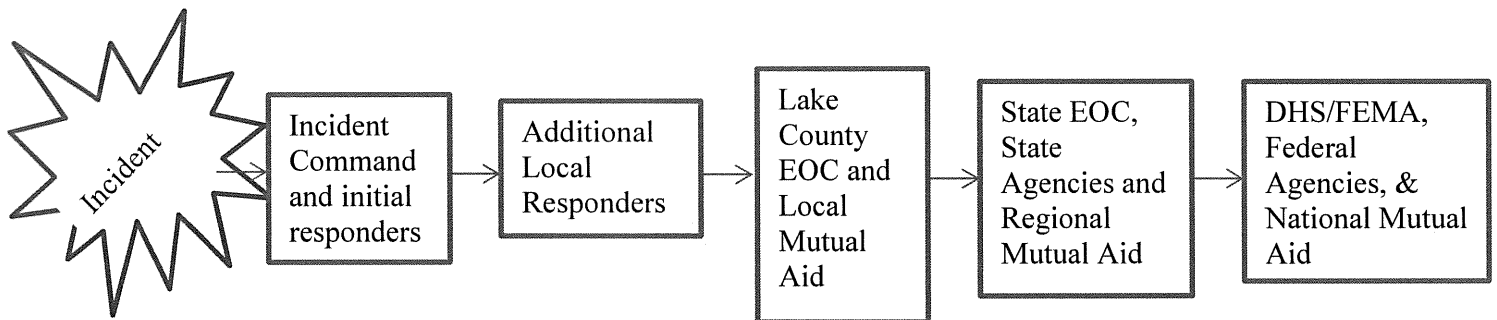
Type II

- 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

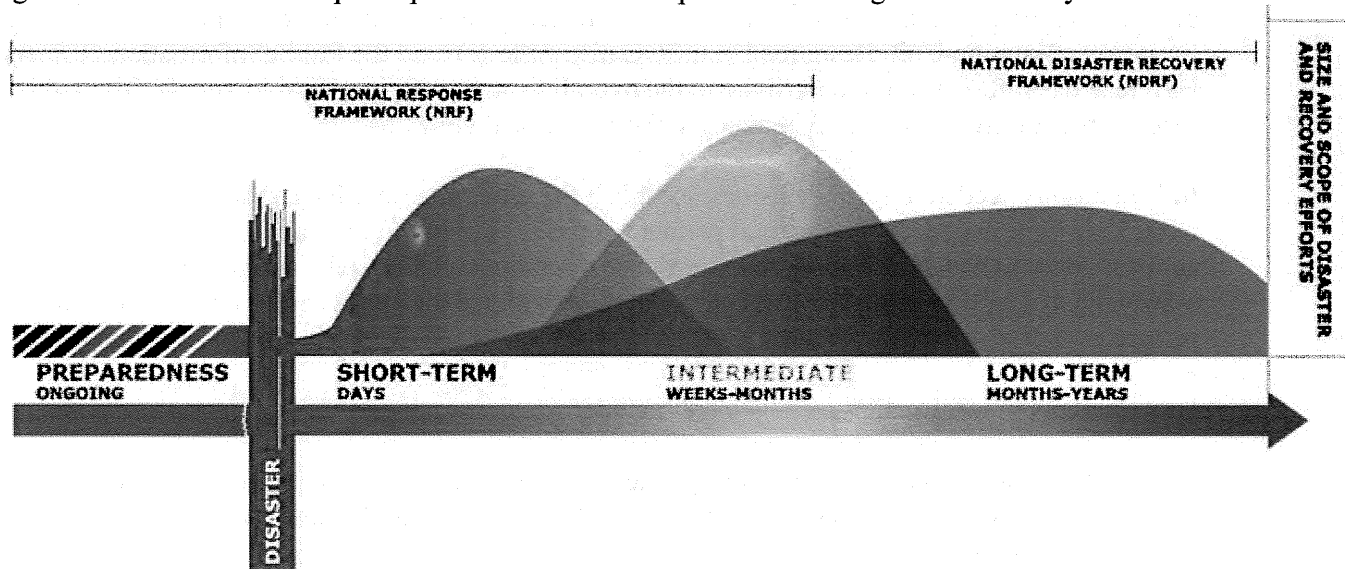
- This type of incident is the most complex, requiring federal resources to safely and effectively manage and operate
- The incident will be transferred to an Incident Management Team
- The Lake County EOC and State EOC are activated
- A Joint Information Center is established
- All command and general 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

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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 _____

Initial status

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. _____

Ongoing status

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):			

COMMAND & STAGING AREAS IC/UC: ICP Location(s): Incident Staging: Staging Manager(s): Media Staging: Phone# POC: Talk Group or Freq.: Phone #:	ENS? Y / N Date/Time: By: iPAW? Y / N Date/Time: By: Delegation of Authority (State IMT): Y / N Date/Time: Emergency Declaration (County State Federal)? Date/time:
--	---

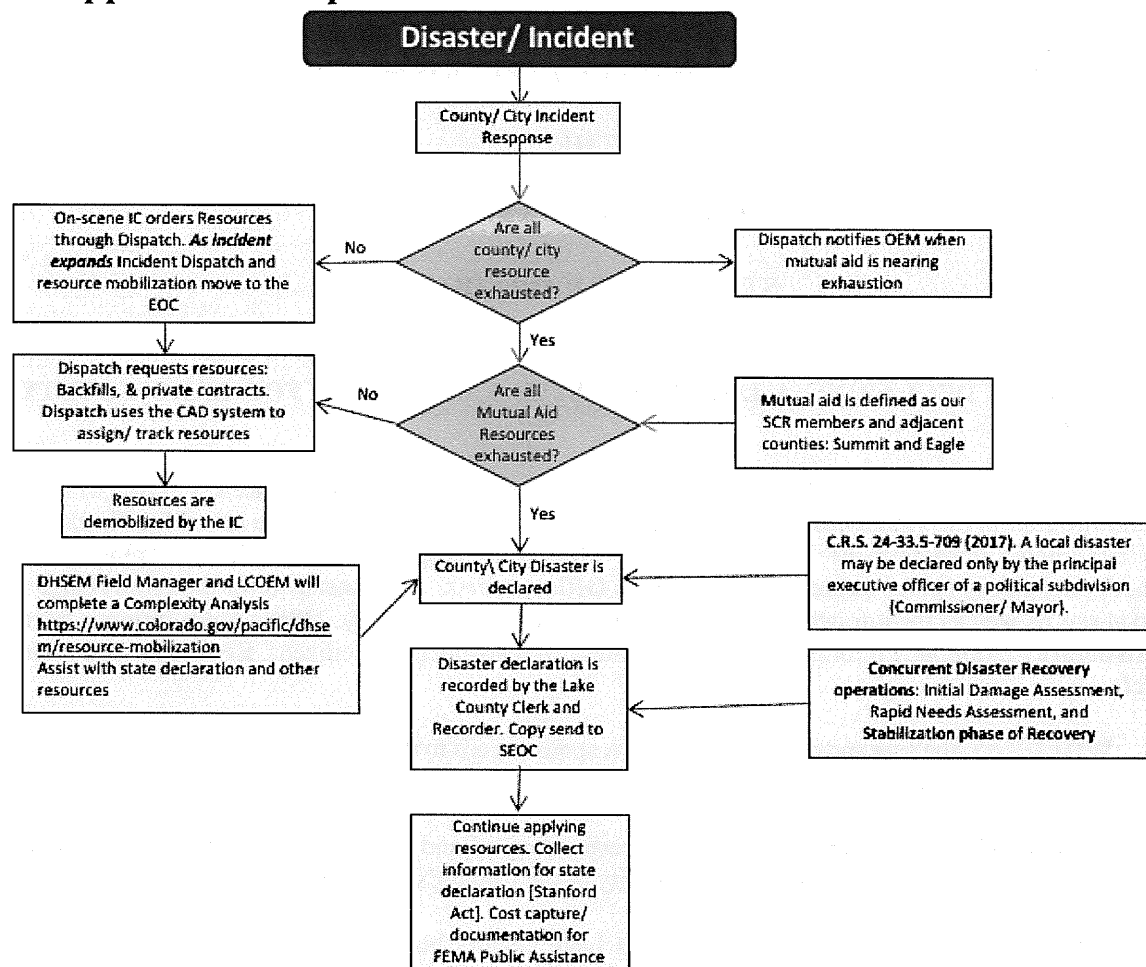
CURRENT CRITICAL/CLOSURE ISSUES:	AGENCIES INVOLVED
---	--------------------------

WEATHER FORECAST: VIA NWS PUEBLO Temp: RH: Wind Direction: Speed: mph Gusts: mph Precip:	Communications: 800MHz / VHF Talkgroups: Command: Tac: Air to Ground: Tac:
--	---

CURRENT WEATHER: Temp: RH%: Wind: Direction: Speed: mph Gusts: mph Precip:	Open Shelter(s) & Evacuation Points: <table border="1" style="width: 100%; border-collapse: collapse;"><thead><tr><th style="width: 33%;">Location</th><th style="width: 33%;">Current capacity</th><th style="width: 33%;">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><tr><td> </td><td> </td><td> </td></tr></tbody></table>	Location	Current capacity	Bed avail.												
Location	Current capacity	Bed avail.														

CURRENT EVACUATIONS			
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 ½ 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 motorists 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:

Name

Date _____

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*.

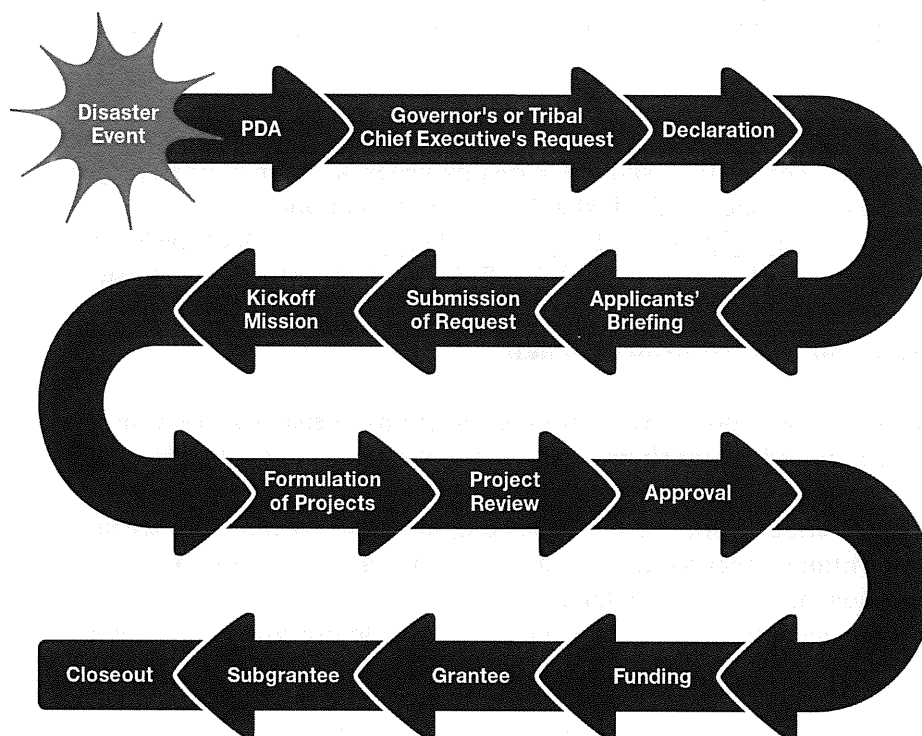
The National Environmental Policy Act (NEPA) specifies the planning process that Federal agencies must follow before funding a project. Statutory exclusions (STATEXs) from the NEPA review process are allowed for:

- 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.