Douglas County Emergency Operations Plan (EOP)

Emergency Operations Base Plan

Douglas County Comprehensive Emergency Management Plan

2025 – Final Version

Adopted by the Douglas County Board of Commissioners September, 9, 2025

CONTENTS

1. PROMULGATION

The Douglas County Emergency Operations Plan (EOP), is officially in force as of September, 9, 2025 through the "Resolution Approving the Douglas County Emergency Operations Plan (R-025-XXX) signed by the Douglas County Board of County Commissioners (BOCC).

This current EOP replaces the previous version (R-012-098), which was approved on September 24, 2021. It offers a versatile structure for managing emergency operations within Douglas County.

The EOP, along with all its accompanying annexes and appendices, establishes a complete framework for emergency management across the entire system. It outlines the roles and responsibilities of emergency management and response agencies in Douglas County, as well as those of partner agencies. Furthermore, it connects to federal, state, local, territorial, tribal, and private organizations and resources that might be requested to help and take part in responding to incidents anywhere in the County.

This EOP was developed in accordance with recognized State and Federal guidelines, including:

- The Federal Emergency Management Agency (FEMA) Target Capabilities List

- FEMA Core Capabilities

- The National Preparedness Framework

- The National Incident Management System (NIMS)

- FEMA's Comprehensive Preparedness Guide (CPG) 101

- FEMA CPG 201

- The Colorado Emergency Management Program Guide

- Relevant laws and authorities concerning emergency management.

The EOP aims to minimize disruption to each agency's specific mission by creating a collaborative system during crises. To achieve this, it is crucial that all County agencies, partner agencies, and stakeholder agencies, along with their personnel,

prepare for, train on, exercise, equip themselves for, and carry out their designated roles and responsibilities as outlined in this EOP.

2. APPROVAL AND IMPLEMENTATION

2.1 INTRODUCTION

The Douglas County Emergency Operations Plan (EOP) was created to meet the local emergency planning requirements outlined in the State of Colorado Disaster Emergency Act of 1992. It also aligns with the National Response Framework (NRF) and the National Incident Management System (NIMS) and fulfills the requirements of other State and Federal guidelines for local emergency management plans and programs. The Douglas County EOP provides the organizational framework for a coordinated response to various natural, technological, and man-made emergencies, disasters, or terrorist attacks.

This EOP provides an overview of how Douglas County's public safety partners collaborate, plan, and prepare for hazardous incidents that pose a threat to lives, property, and natural resources. The Plan outlines the policies, planning assumptions, operational concepts, and response strategies for situations where a disaster or emergency exceeds the local government's response capabilities. While some recovery responsibilities are handled during the immediate response phase, a more detailed and separate Recovery Plan exists. This Recovery Plan is a component of the broader Douglas County Comprehensive Emergency Management Plan (CEMP) and specifies the recovery duties of Douglas County Government and other agencies with significant roles in disaster recovery.

As stipulated by the Emergency Delegation of Authority Resolution (EDAR, found in the REFERENCES section), Douglas County Emergency Services (DCES) operates under the direction of the Office of Emergency Management (OEM) with support from Facilities, Fleet and Emergency Support Services (FFESS) staff. DCES is defined as a collaborative, cross-functional group. It comprises representatives from all Elected Official Offices, Departments, and Divisions within Douglas County Government that are involved in or have a role in emergency management and preparedness. The DCES is tasked with collaboratively revising this EOP. The DCES group also ensures that all County elected officials are notified of Emergency Operations Center (EOC) activations and are kept informed of the situation before, during, and after an incident. They will also provide occasional status updates on potential hazards or emergencies that could affect Douglas County.

The Douglas County Office of Emergency Management (DCOEM) is responsible for making the necessary periodic updates and revisions to this EOP. The DCOEM will also create training and exercise programs to ensure that City and County personnel, emergency officials, volunteer organizations, and other relevant private sector organizations are familiar with the EOP's provisions. Additionally, DCOEM is responsible for distributing emergency planning and response information to the citizens of Douglas County.

The EOP is a living document that will evolve based on lessons learned from exercises and actual incidents. It will be reviewed by all Emergency Management partners and updated periodically. This document serves as one of many tools aimed at improving coordination among all Emergency Management partners, including those at the Federal, State, and Local government levels, as well as voluntary disaster relief organizations and the private sector. The shared mission of these collaborating agencies is to enhance public safety, protect lives, property, and the environment, and to help affected communities recover quickly and efficiently after a disaster. All participating agencies, departments, and enterprises must understand their specific roles as defined in the Douglas County EOP.

The EOP is organized into three main parts:

1.   **The Base Plan:** This section introduces the EOP, establishes its authority, outlines the general planning concept, details standard agency responsibilities at the county level, and identifies legal authorities and references. The EOP is generally considered a public document, though specific details like phone numbers or names may be removed before public distribution.

2.   **Appendices:** This section includes:

- **Emergency Support Function (ESF) Annexes:** Each annex describes a specific function, details its major response and recovery responsibilities, and identifies the primary and support agencies involved. These are planning documents, not procedural ones, and are typically available for public viewing. Lead agencies may reference other plans or procedures that support the execution of their ESF; these related documents might have different rules regarding public availability.
- **Hazard-Specific Annexes:** These documents gather information related to the unique responsibilities and resource requirements for the types of disasters most likely to occur in Douglas County. This information is based on the 2021 Local Hazard Mitigation Plan (LHMP). While most of these annexes are usually accessible to the public, some may contain sensitive

information and might be withheld or have such information removed before public release.

- **Signatures:** Signatures of individuals representing the local governments, agencies and partners who are signatories to this EOP.

- **Policies and References**: references and copies of policies, resolutions and references itemizing authorities for the EOP.

- **Glossary and Acronyms**: a list of terms and acronyms used in or pertinent to the EOP.

3. **Attachments:** These documents may offer specific information or tools such as maps, sample or actual contracts and agreements, phone lists, specialized county programs or policies, or diagrams. Attachments supplement the EOP. While some attachments might be publicly viewable, most are not due to the sensitive nature of their content and are not considered public documents. This section of the EOP is updated more frequently than other parts to reflect changes in best practices and standard operating procedures. Attachments may be added or subtracted from the EOP based on current needs and applicability.

2.2 PLAN APPLICABILITY

This Douglas County Emergency Operations Plan (EOP) supersedes the previously approved EOP (R-012-098) dated 09/24/2021. This Douglas County Emergency Operations Plan (EOP), is officially in force as of September, 9, 2025 through the "Resolution Approving the Douglas County Emergency Operations Plan (R-025-XXX) signed by the Douglas County Board of County Commissioners (BOCC). The Emergency Operations Plan (EOP), along with all its related annexes and appendices, offers a complete structure for managing emergencies across the entire system. This plan details the roles and responsibilities of agencies within Douglas County and its partner agencies. It also serves as a connection to federal, state, local, territorial, tribal, and private organizations and resources. These external entities may be requested to provide assistance and participate in responding to incidents. This applies to incidents occurring throughout any locations that, in accordance with Colorado Revised Statute § 24-33.5-707, may operate under this EOP.

2.3 DELEGATION OF AUTHORITY

The Emergency Operations Plan (EOP), which includes all its associated annexes and appendices, is considered a dynamic document. It will be consistently updated and revised to incorporate lessons learned from responses to actual incidents and from participation in exercises. The EOP will undergo an annual review and be updated whenever necessary. Those who receive the EOP are asked to inform the Director of Emergency Management of any potential changes that could improve the plan.

Following the County Board of Commissioners' approval of this EOP, the Director of Emergency Management is authorized to modify any part of the EOP as required during emergency operations. The Director also has the authority to approve or deny proposed changes to the EOP and can delegate these responsibilities to other designated individuals.

2.4 SIGNATURES

The official approval and implementation of the Emergency Operations Plan (EOP) for Douglas County are confirmed by official signatures. Those who sign this EOP include Douglas County elected officials. Additionally, signatures are provided by various Douglas County stakeholders and partners who have designated roles and responsibilities outlined within this EOP. These partners and stakeholders include, for example, municipalities, special districts, schools, police departments, and fire districts, though this list is not exhaustive. The official, dated signatures of all parties who have signed this EOP are located in Appendix C.

3. RECORD OF CHANGES AND DISTRIBUTION

The Record of Changes and Distribution identifies any changes made to the current EOP. This record also notes to whom the EOP changes have been distributed to. Any distribution is primarily made to individuals, departments, agencies, stakeholders and partners primarily affected by the change to the EOP.

DATE	SUBJECT	PAGE #s	INITIAL	NOTE

4. PURPOSE

The Douglas County Emergency Operations Plan (EOP) aims to create a reliable system for the county government to effectively manage disasters and incidents that go beyond its usual operational capacity. This plan is built on the principles of the National Incident Management System (NIMS). It aligns with the federal National Response Framework (NRF) and the State of Colorado's Emergency Operations Plan (SEOP), promoting a cooperative response effort involving all levels of government to benefit the citizens of Douglas County.

This document offers comprehensive guidance for county officials throughout the different stages of disaster management by:

- Clearly defining the roles, responsibilities, and required actions for agencies, departments, and other groups in preparing for and responding to emergencies.

- Ensuring a coordinated response among municipal, county, state, and federal governments to effectively handle emergencies, save lives, prevent injuries, protect property, and preserve the environment.

- Providing a set of policies and objectives for organizing and managing EOPs across various localities, such as municipalities, counties, and special districts.

- Coordinating how volunteer organizations and private sector entities participate in emergency response and relief activities.

- Setting the fundamental structure for all emergency plans that participating agencies and organizations develop.

- Acting as the primary guiding plan for all emergency operations conducted within Douglas County.

The Base Plan section of the EOP gives a detailed overview of the roles and duties of elected officials, county departments, and partner agencies. It is supported by several Annexes and additional plans, which together form the Comprehensive Emergency Management Plan (CEMP). These components specify the crucial functional outcomes needed for an effective emergency response and recovery during major disasters that affect residents, workers, and visitors in Douglas County. They also identify the specific agencies responsible and the actions they will take.

Following Colorado Revised Statute (C.R.S.) 24-33.5-707, the plan confirms that Douglas County will support affected communities within its jurisdiction and will work together with municipal disaster response agencies in the region. If Douglas County's own resources prove insufficient, it will request assistance from the state. While this plan applies to the entirety of Douglas County, it does not supersede municipal or state emergency operations plans, nor does it override the established operating procedures of individual departments or agencies. Instead, it functions as a flexible guide for managing events of all sizes, from small incidents to large-scale emergencies requiring multi-agency coordination.

The Plan is structured into five main sections:

1.   **Base Plan:** This part introduces the EOP's overall structure, establishes its authority, describes general planning approaches, lists standard responsibilities for county agencies, and cites relevant legal authorities. Although this is a public document, specific details like phone numbers and names may be omitted before public distribution.

2.   **Emergency Support Function (ESF) Annexes:** Each annex outlines a specific support function, its main response and recovery responsibilities, and identifies the primary and supporting agencies. These are planning documents generally available to the public but may refer to other procedural documents that have different rules for public access.

3.   **Hazard-Specific Annexes:** These documents compile information on particular hazards most likely to affect Douglas County, drawing from the 2015 Local Hazard Mitigation Plan (LHMP). Most of these annexes are publicly accessible; however, some may contain sensitive information and might not be released to the public or may have such information removed before release.

4.   **Appendices:** This section contains policies, lists of acronyms and key terms, and an Incident Command System (ICS) summary.

5.   **Attachments:** These include supporting documents that complete the CEMP, such as maps, contracts, agreements, phone lists, and information on specialized county programs or policies. While some attachments may be publicly available, many are not distributed publicly due to sensitive content. This part of the EOP is updated more often than other sections to reflect current best practices and changes in standard operating procedures.

5. SCOPE

The Emergency Operations Plan (EOP) applies to all incidents or events that occur within the geographical boundaries of Douglas County. It utilizes an "all-hazard" approach, designed to address a full spectrum of complex and ever-changing requirements when anticipating or responding to threats or actual major disasters (whether natural or technological), acts of terrorism, and other emergencies. The EOP also extends to any event that could affect Douglas County, regardless of that event's specific location or size. This includes situations such as incidents in neighboring jurisdictions, large-scale events within the State of Colorado, or any circumstance where Douglas County might be called upon to provide Mutual Aid.

In a practical sense, the EOP is always active and in use to some degree. However, its flexible design allows for operations to be escalated at any time to effectively manage large-scale events.

The EOP does not specifically detail long-term reconstruction, redevelopment, or mitigation measures; these topics are covered in separate plans within the Comprehensive Emergency Management Plan (CEMP).

The EOP is built on the concept of scalability. This means it can be expanded or contracted to suit the particular size, scope, scale, or magnitude of any event, including catastrophic incidents. While this plan is not intended for responding to or recovering from incidents that are handled as part of daily operating procedures, it may prove helpful if multiple standard events happen concurrently and strain Douglas County's resources.

Douglas County is responsible for emergency response operations in all unincorporated areas within its borders. It also conducts these operations in cooperation with all other jurisdictions located within Douglas County.

6. SITUATION OVERVIEW

6.1 DESCRIPTION

6.1.1 GEOGRAPHY

Douglas County's land area covers approximately 844 square miles. The County lies close to the center of the State along the I-25 Corridor between the major urban activity centers of Denver and Colorado Springs. It encompasses over 540,000

acres of a varied topography of mountains, foothills, riparian corridors, and grasslands. The county is lightly wooded, mostly with ponderosa pine, with broken terrain characterized by mesas, foothills and small streams. Cherry Creek and Plum Creek rise in Douglas County and flow north toward Denver and into the South Platte River. Both were subjected to flash flooding in the past, Plum Creek being partially responsible for the Denver flood of 1965. Cherry Creek and Plum Creek are now dammed.

Elevations range from a low of 5,400 feet in the northeastern area to the high point of 9,836 feet at Thunder Butte in the Pike National Forest.

Douglas County's vegetation includes pine, spruce, and fir trees in the Pike National Forest and Gamble Oak, Mountain Mahogany, and Choke Cherry in the foothills. Cottonwood trees, willows, and grasses inhabit the riparian ways and blue gramma, switch grass, and winter wheat grasses can be found on the grassland prairie.

Douglas County's wildlife includes deer, elk, coyote, mountain lion, fox, hawk, black bear, the Preble's meadow jumping mouse (a threatened species) and is the nesting ground of the Sharp-tailed Grouse.

The County's natural amenities accommodate a wide variety of residential categories ranging from agricultural and pastoral to remote mountain settings to urban living. As of 2019, the County includes seven incorporated municipalities including Aurora (part), Castle Pines, Castle Rock, Larkspur, Littleton (part), Lone Tree, and Parker.

Approximately 18% of the land area of the County is urban and the majority of the County population resides in the northern tier. The majority of the land area in the County remains in rural (non-urban) land use. More than one-fourth (140,932 acres) of the County is national forest land within the Pike National Forest. Three State recreation areas and parks are situated within Douglas County: Roxborough State Park, Chatfield Reservoir State Recreation Area, and Castlewood Canyon State Park. Major waterways in the County include the South Platte River, which forms the northwesterly boundary of the County, and the Plum Creek and Cherry Creek watersheds.

6.1.2 DEMOGRAPHICS

The population of the County as of July 1, 2023 is estimated to total 383,911 persons. The population within the unincorporated area of the County is approximately 206,431 (54% of the population). The estimated population within incorporated municipalities is approximately 177,480. Ninety-one percent of the

population lives in urban areas with 9 percent of the population living in rural areas which constitute 82.5 percent of the County land area. 2023 census.gov shows the racial makeup of the county as 78.3% White, 6.6% Asian, 2.0% Black, 0.5% Native American, 0.01% Pacific Islander, 10.4% Hispanic or Latino of any race and 3.1% from two or more races.

The 2019-2023 American Community Survey found that 3.0% of the Douglas County population lived under the poverty level. 40,723 individuals were Medicaid Clients and 9,153 were enrolled in the SNAP Program in December of 2022.

Seven municipalities exist within Douglas County's boundaries. Castle Pines, Castle Rock, Larkspur, Lone Tree, and Parker lie wholly within the County. The Cities of Aurora and Littleton have a small portion of their populations and land area within Douglas County. The cities and towns of Castle Rock, Parker, Larkspur, Lone Tree and Castle Pines are all Home Rule municipal corporations. Each municipality has land use authority within its jurisdiction. Services provided by the cities range from public works and parks to the full spectrum of public services.

Per the 2022 Douglas County Community Wildfire Protection Plan (CWPP) approximately 282,267 or 85%, of the population lives within a Wildand-Urban Interface (WUI) area. It is estimated that over 30% of the residences are located in the 11 high wildfire risk areas of Bear Dance/Sage Port, Burning Tree, Castle Pines, Highlands Ranch Back Country, Keene Ranch, Perry Park, The Pinery, Roxborough, Russellville/Deerfield, Spruce Mountain Estates and Woodmoor Mountain.

In addition to the municipalities, there are 286 special district authorities that provide a variety of public services. The demographic characteristics of the County are summarized in Table 1.

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Table 1 – 2024 Douglas County Population & Land Use Area Information

	2023 Population Est a/o 7.1.23	% (of total County Population)	Land Area (Acres)	% (of total County Area)
Unincorporated Area				
Primary Urban Area *	123,515	32%	19,881	4%
Castle Pines SUA	4,587	1%	2,650	>1%
Chatfield Urban Area	5,400	1%	7,133	1%
Pinery SUA	12,683	3%	5,491	1%
Roxborough SUA	8,690	2%	2,449	>1%
Municipal Planning Areas (unincorporated)	19,165	5%	10,040	2%
Rural (non-urban) **	32,391	8%	440,002	82%
Unincorporated Population	**206,431**	**54%**	**487,646**	**91%**
Municipalities				
City of Castle Pines	13,692	4%	6,101	1%
Town of Castle Rock	80,950	21%	21,303	4%
Town of Larkspur	209	.1%	935	>1%
City of Lone Tree	14,741	4%	6,104	1%

Town of Parker	63,487	17%	14,120	3%
City of Aurora	3,761	1%	1,454	>1%
City of Littleton	640	.2%	159	>1%
Incorporated Urban Population	**177,480**	**46%**	**50,177**	**9%**
Urban Population	351,520	91%		
Rural Population	32,391	9%		
Countywide Total	**383,911**		**537,823**	

* The community of Highlands Ranch, with a population of 105,631 comprises 85% of the population of the Unincorporated Population. Source: US Census 2020 estimates

** Includes 140,932 acres in the Pike National Forest and 8,463 acres in Chatfield, Roxborough and Castlewood Canyon State Parks.

Source: Douglas County Community Development.

6.1.3 PROVISION OF ASSISTANCE

Douglas County is prepared to respond to the hazards listed in this plan. This EOP will be utilized, exercised, and updated so that the County is adequately prepared. However, if an incident goes beyond the County's capabilities to respond, the County acknowledges that outside assistance may be required.

6.1.4 HAZARD IDENTIFICATION AND RISK ASSESSMENT

Douglas County has a semi-arid climate. On average the county gets 19 inches of rain and 79 inches of snow each year. During the summer, the typical high temperature is 86 degrees Fahrenheit, and in the winter, the average low temperature is 19 degrees Fahrenheit.

The geography of Douglas County is diverse, with three distinct zones that run from the north to the south:

- Western Douglas County: The majority of the western part of the county is within the Pike National Forest. This area is heavily wooded with Ponderosa Pine and Scrub Oak trees and brush. It offers many recreational opportunities and includes several residential areas located within the forest. This densely forested area transitions into the central part of the county creating wildland-urban-interface (WUI) areas, where natural wildlands meet developed areas.

- Central Douglas County: The central part of the county is the urban and suburban area along the I-25 corridor. This region has a significant mix of residential homes, businesses, and industrial buildings. It includes the densely populated communities of Highlands Ranch, Lone Tree, Parker, Castle Pines, Castle Rock and Larkspur.

- Eastern Douglas County: The eastern portion of the county is mainly suburban and rural, although the Town of Parker also extends into the northern part of this zone. Within this eastern area, the rural residential communities of the Pinery, Franktown, and Russellville are located in the northern portion of the Black Forest, an expansive area of dense Ponderosa Pine intermingled with grasslands. This area also presents extensive wildland-urban-interface challenges.

Douglas County faces the risk of many natural disasters and technological incidents that could lead to a disaster. Therefore, the County uses an "all-hazards approach" to emergency management. This means it prepares for all types of potential emergencies, with a focus on helping the community stabilize and recover quickly.

The county also has specific vulnerabilities. Its public transportation options are limited. Additionally, the county has a growing number of individuals with access and functional needs due to an increasing population of older and aged citizens and the rising number of retirement communities, assisted living, skilled nursing and memory-care facilities being built to serve this population. Douglas County is also at risk from hazards that might start in and affect neighboring areas. Potential natural hazards include wildfires, various forms of severe weather, tornados, winter storms, hail, floods, drought and earthquakes. There is also the potential for terrorism or human-caused incidents such as CBRNE attacks or accidents, and long-term power outages either due to public safety power shut-offs (PSPS) or

electrical power grid or facility failures. These specific hazards and vulnerabilities are described in more detail in the Hazard Vulnerability Analysis (Table 2).

For more detailed information about the specific characteristics of each hazard or threat, please refer to the Douglas County Local Hazard Mitigation Plan (LHMP). The 2021 LHMP is due to be updated in 2025. (See the ATTACHMENTS Section, Part C.). Also see the 2024 Colorado Emergency Preparedness Assessment (CEPA) for Douglas County (The 2024 Douglas County CEPA summary can be obtained by calling the Douglas County Office of Emergency Management). Together the LHMP and the CEPA serve the same purpose as does a Threat and Hazard Identification and Risk Assessment (THIRA) document in other Colorado jurisdictions.   The LHMP and the CEPA both were created using the "Whole Communities" approach to identifying natural hazards and risks in Douglas County. They describe these hazards and risks and provide an overview of the available resources and assets that can be used to address all major areas of hazard and risk. Human-caused hazards and risks are also identified and assessed in this EOP. Estimates of potential human and economic losses will depend on the many factors of a potential disaster, such as how many people and buildings are exposed and how vulnerable they are. However, in recent history, these losses have ranged from a few thousand dollars for minor wildfires to over 10 million in damage caused by the 2023 Highlands Ranch Tornado.

Table 2 – Douglas County Hazard Vulnerability Analysis

Hazard / Threat	Description / Frequency	Threatened Areas	Notes

Aircraft Accident	• High volumes of air traffic over Douglas County.
	
	• Various types of aircraft fly over, including small planes, jetliners, helicopters and military aircraft.
		• All areas of Douglas County	• **Hazard Profile:**
			  ▪ **Spatial Extent – Limited**
			  ▪ **Likelihood of Future Occurrence – Medium**
			  ▪ **Magnitude / Severity – Low**
			  ▪ **Significance – Low**
			
			• Centennial Airport is one of the busiest general aviation airports in the nation.
			• Denver International Airport has landing approaches and holding

	• Populations within flight paths and nearby or adjacent to airports have an increased risk due to a higher probability for an accident during take-off and landing.		patterns over Douglas County airspace. • There are several small private landing strips located in the eastern and central areas of Douglas County.
Cyber Attack	• A cyber-attack is an assault launched by cybercriminals or terrorists using one or more computers against a single or multiple computers or networks. • A cyber-attack can maliciously disable computers, steal data, or use a breached computer as a launch point for other attacks.	• All areas of Douglas County	• **Hazard Profile:** ▪ **Spatial Extent – Extensive** ▪ **Likelihood of Future Occurrence – High** ▪ **Magnitude / Severity – Medium** ▪ **Significance – Medium** • Common types of cyber-attacks include: • Malware • Phishing • Ransomware • Man-in-the-middle attacks • Denial-of-service attacks • SQL injection • Zero-day exploit • DNS Tunneling
Dam Failure	• Class 1 and 2 dams have potential to cause severe damage to life and / or property. Ten Class 1 and 2 Dams have the potential to impact Douglas County: • Class 1 (no failures) Antero, Cheesman, Eleven Mile, Strontia Springs, Reuter-Hess • Class 2 (one failure) Rampart, J.O. Hill, Pinery, Wauconda,	• Deckers • Trumbull • Oxyoke • Kassler • Sedalia • Waterton • Roxborough	• **Hazard Profile:** ▪ **Spatial Extent – Limited** ▪ **Likelihood of Future Occurrence – Low** ▪ **Magnitude / Severity – Medium** ▪ **Significance – Low** • It is predicted that the failure of any of the upstream Class 1 and 2 dams on the South Platte will have a domino effect and cause the failure of the downstream dams. • The largest threats are the Cheesman Reservoir and Reuter-Hess dams.

Hazard / Threat	Description / Frequency	Threatened Areas	Notes
	Spring Gulch, Million Dollar		• The inundation maps show the Trumbull area under 53 feet of water ten minutes after a catastrophic failure of Cheesman Dam. • Flooding in Westcreek area led to damage to homes and roads. The dam in Westcreek has now been reinforced. • Douglas County owns more than twenty watershed protection and flood control reservoirs. Numerous drainage and detention structures are present throughout the County which may pose a local flood risk to downstream properties.

Drought	• Can occur year-round, typically worsening during hot summer months with low relative humidity levels.	• All areas of Douglas County	• **Hazard Profile:**
			  ▪ **Spatial Extent – Significant**
			  ▪ **Likelihood of Future Occurrence – High**
			  ▪ **Magnitude / Severity – Medium**
			  ▪ **Significance – Medium**
			
			• During dry periods, there is an increase in ignition fuel, creating greater fire danger.
			• Drought also causes stress for wildlife populations, reducing them in numbers from normal water years due to starvation, encroaching into residential neighborhoods seeking food, etc.
			• Can lead to water rationing for the human population.

Hazard / Threat	**Description / Frequency**	**Threatened Areas**	**Notes**

Earthquake	• At least 4 major faults exist within Douglas County.
	
	• The frequency is unpredictable and will not be anticipated by the majority of the population.
	
	• No major earthquakes have historically occurred in the County.
	
	• The projected maximum quake is 5.5.
	
	• Projected Vulnerability:
	
	  o 1 household displaced in 500 year earthquake, 31 households displaced in 250 year event.
	  o $77.5 million in estimated total damage from 500 year event
	  o $1.087 billion in estimated total damage from 2500 year event.
		• All areas of Douglas County	• **Hazard Profile:**
			  ▪ **Spatial Extent – Significant**
			  ▪ **Likelihood of Future Occurrence – Medium**
			  ▪ **Magnitude / Severity – Low**
			  ▪ **Significance – Medium**

Hazardous Materials Release - Fixed Facility	• Businesses can operate 24 hours a day and may expose a risk at any time.
	
	• Substantial numbers of businesses have
		• All areas of Douglas County	• **Hazard Profile:**
			  ▪ **Spatial Extent – Significant**
			  ▪ **Likelihood of Future Occurrence – Low**
			  ▪ **Magnitude / Severity – Medium**
			  ▪ **Significance – Medium**

Hazard / Threat	Description / Frequency	Threatened Areas	Notes
	reported hazardous chemical inventories to the DC Local Emergency Planning Committee		
Hazardous Materials Release – Highway and Rail	• Hazardous and toxic chemicals are transported daily through Douglas County. • Waste Isolation Pilot Plan (WIPP) radioactive material shipments are transported through Douglas County regularly. • Nuclear Weapons components have been transported through the county for over a decade.	• All areas of Douglas County	• I-25 is designated as a transport route for hazardous and radioactive materials, and nuclear weapons. • Hazardous materials may be transported on any road while being delivered to a local business.

Flash Flood	• During periods of heavy rain, dry waterways and gulches can flood and pose critical danger.
	
	• Residences close to the major drainage basins are especially vulnerable.
	
	• Heavy soil saturation by repetitive storms or storms with high
		• All areas of Douglas County, especially in the Plum Creek and Cherry Creek watersheds.
		• Special concern to the FEMA-designated areas of special and moderate flood hazards (comprising more than 28,000 acres, or 5.2% of County)
			• **Hazard Profile:**
			  ▪ **Spatial Extent – Significant**
			  ▪ **Likelihood of Future Occurrence – Medium**
			  ▪ **Magnitude / Severity – Low**
			  ▪ **Significance – Low**
			
			• Major Drainage Basins include:
			  • Cherry Creek
			  • East Plum Creek
			  • West Plum Creek
			  • South Platte River

Hazard / Threat	Description / Frequency	Threatened Areas	Notes
	precipitation can add to the timing and severity of the flash flooding. • Generally, there is little advanced notice for flash flooding.	595 residents are in the Special Flood Hazard Area, and 4,775 are in the Moderate Flood Hazard Area (most of which are in Parker)	

Landslide and/or Rockslide	• Typically occurring during the Spring, Summer, and Fall due to severe weather with high precipitation.
	
	• Can also occur as a result of an earthquake or a human-caused activity.
		• Primarily in areas near steep river banks and denuded areas resulting from wildland fire (e.g. Hayman Burn Area)
		• Approximately 0.26% of residents are in slope failure areas, exposing more than $333 million in structures
			• **Hazard Profile:**
			  ▪ **Spatial Extent – Limited**
			  ▪ **Likelihood of Future Occurrence – Medium**
			  ▪ **Magnitude / Severity – Low**
			  ▪ **Significance – Low**
			
			• Can disrupt and close transportation routes.
			
			• Can cause injury or death to vehicle occupants in the slide area.

Mass Casualty Incident	• The greatest potential for an MCI is along the roadways. High speeds, poor visibility, inclement weather, and the high volume of vehicles contribute to the potential for an accident causing injury to many people.
	
	• Another high potential incident for Mass Casualty is an Active Shooter at a soft target
		• Corridors along I-25, Highway 85, C-470, Highway 83.
		
		• Schools, shopping malls, movie theaters, large event venues, etc.
			• **Hazard Profile:**
			  ▪ **Spatial Extent – Limited**
			  ▪ **Likelihood of Future Occurrence – Medium**
			  ▪ **Magnitude / Severity – Low**
			  ▪ **Significance – Low**
			
			• Douglas County hosts numerous events with large numbers of participants, including the Renaissance Festival, DC Fair & Rodeo, golf tournaments, bicycle events and rides, celebrations, and other limited term events.

Hazard / Threat	Description / Frequency	Threatened Areas	Notes
	with a large population of people present.		

Public Health Emergency	• Pandemic
	• Foodborne Illness Outbreak
	• Waterborne Contamination
	• Bio-Terrorism
		• All areas of Douglas County	• **Hazard Profile:**
			  ▪ **Spatial Extent – Significant**
			  ▪ **Likelihood of Future Occurrence – Medium**
			  ▪ **Magnitude / Severity – Medium**
			  ▪ **Significance – Medium**
			
			• This has the potential to impact great numbers of people, especially if the disease is contagious.

Hazard / Threat	**Description / Frequency**	**Threatened Areas**	**Notes**

Severe Weather	• Typically, can occur April through September
	
	• Severe weather includes thunderstorms, hailstorms & rains that can produce flooding
		• All areas of Douglas County	• **Hazard Profile:**
			  ▪ **Spatial Extent – Extensive**
			  ▪ **Likelihood of Future Occurrence – High**
			  ▪ **Magnitude / Severity – Medium**
			  ▪ **Significance – Medium**
			
			• Severe weather moves quickly and can precede tornadoes.
			
			• Excessive rain totals can lead to flooding & mudslides.
			
			• Hailstorms have caused millions of dollars' worth of damage to structures, vehicles, and crops.

Terrorist Attack	• Since 9/11, Douglas County has been actively preparing for a terrorist attack.	• All areas of the Douglas County	• **Hazard Profile:**
			  ▪ **Spatial Extent – Significant**
			  ▪ **Likelihood of Future Occurrence – Low**
			  ▪ **Magnitude / Severity – Medium**
			  ▪ **Significance – Medium**

	• There are several military contractors within Douglas County as well as military installations and the North American Aerospace Defense Command that are active and located in close proximity.		• Terrorists are willing to use chemical, biological, radiological, and nuclear weapons on populations. • While the risk of a nuclear attack from another nation has decreased, the risk of an isolated attack by a terrorist group has grown.

Tornado	• While tornadoes may occur anytime, the majority occur April through June.	• Higher probability in the areas east of I-25	• **Hazard Profile:**
			  ▪ **Spatial Extent – Limited**
			  ▪ **Likelihood of Future Occurrence – Medium**
			  ▪ **Magnitude / Severity – Medium**
			  ▪ **Significance – Medium**
			
			• Douglas County has averaged 1 confirmed tornado each year since 1950.
			• The three largest magnitude tornados in the County occurred at the present-day locations of the Douglas County Justice Center and Sky Ridge Hospital prior to those structures being built, and an F-1 tornado that struck large portions of heavily populated Highlands Ranch in June 2023.
			• Most tornadoes are classified in intensity as F0-F1.
			• Total property damage for all recorded tornados is $10M with 6 injured and no deaths.

Hazard / Threat	**Description / Frequency**	**Threatened Areas**	**Notes**

Utility Service Failure	• Disruption of services includes electricity, natural gas, telephone, and water.	• All areas of Douglas County	• **Hazard Profile:**
			  ▪ **Spatial Extent – Significant**
			  ▪ **Likelihood of Future Occurrence – High**
			  ▪ **Magnitude / Severity – Medium**
			  ▪ **Significance – Medium**

	• There is a strong reliance upon utilities that has increased life / safety threats during outages. • Extended blackouts cause problems with food storage, communications, comfort and travel.		• The loss of television, land-line telephone, cellular phone, internet, and radio communication seriously degrade the ability to warn the public of hazards and / or pass along vital information. • Loss of water impacts public health, electricity, fire safety, hygiene, and consumption on a widespread basis. • Loss of electricity impacts all services.
Wildland Fire	• Douglas County has hundreds of occurrences for wildland fires every year. • Most are contained and extinguished during the initial attack by first responders. • Long periods of low humidity, lack of precipitation, and high winds provide ideal conditions for ignition. • Structures close to wooded or grassy areas are vulnerable.	• Forested, prairie and residential areas of Douglas County. • Roughly two-thirds of the county is comprised of Wildland Urban Interface (WUI) areas that include high risk areas such as Perry Park, Roxborough Park, and others. • More than one-third of residents (35.5% live in wildfire risk areas. • Approximately 30.6% of Building RV (out of $55.7 billion total) is in wildfire risk areas • 421 of the County's 971 identifiable community lifelines infrastructures are in wildfire risk areas (the majority of which are food, water, and shelter lifelines)	• **Hazard Profile:** ▪ **Spatial Extent – Extensive** ▪ **Likelihood of Future Occurrence – High** ▪ **Magnitude / Severity – High** ▪ **Significance – High** • Examples of serious wildfires that have impacted the County include: Hayman, Cherokee Ranch, Burning Tree, Waldo Canyon, Black Forest and Chatridge 1 and Chatridge 2 fires.

Hazard / Threat	Description / Frequency	Threatened Areas	Notes
Winter Storm	• Typically, can occur September through April • Heavy snowfall totals seriously disrupt transportation, communications, and complicate emergency response. • Serious winter storms occur most years. • Blizzards are probable occurrences every year.	• All areas of Douglas County	• **Hazard Profile:** ▪ **Spatial Extent – Extensive** ▪ **Likelihood of Future Occurrence – High** ▪ **Magnitude / Severity – Low** ▪ **Significance – Medium** • Douglas County is susceptible to heavy snowfalls. • The county has a long history of very heavy snowfall totals. • A single storm has produced over 48". • The "Bomb Cyclone" Blizzard for 2019 produced snowfall totals of 18" – 24" with winds up to 60 mph which left over 700 motorists stranded on county roadways.

6.1.5 CAPABILITY ASSESSMENT SUMMARY

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

Douglas County completed the CEPA process in 2024. Key components of the CEPA process included numerous meetings between OEM and a wide range of stakeholders and partners, both internal and external, to discuss and gather data on the county's overall risks, capabilities and resources. These local meetings culminated in an in-person meeting between state and local subject matter experts (SMEs) to discuss and analyze risk and capability information and to identify potential resource gaps. This process provided an opportunity to promote continued communication and coordination among state and local partners.

Information obtained during the CEPA process informed this EOP and helps the county to better plan for and respond to large scale emergencies and disasters impacting the county. The state collected information gathered during the Douglas County CEPA process provided the following summary of Douglas County risks, capabilities and resources.

The figure below represents the completed Douglas County Capability Assessment findings showing the county's rankings of each core capability 1(low) through 5 (high).

Figure 1 – Douglas County 2024 Capability Assessment Findings
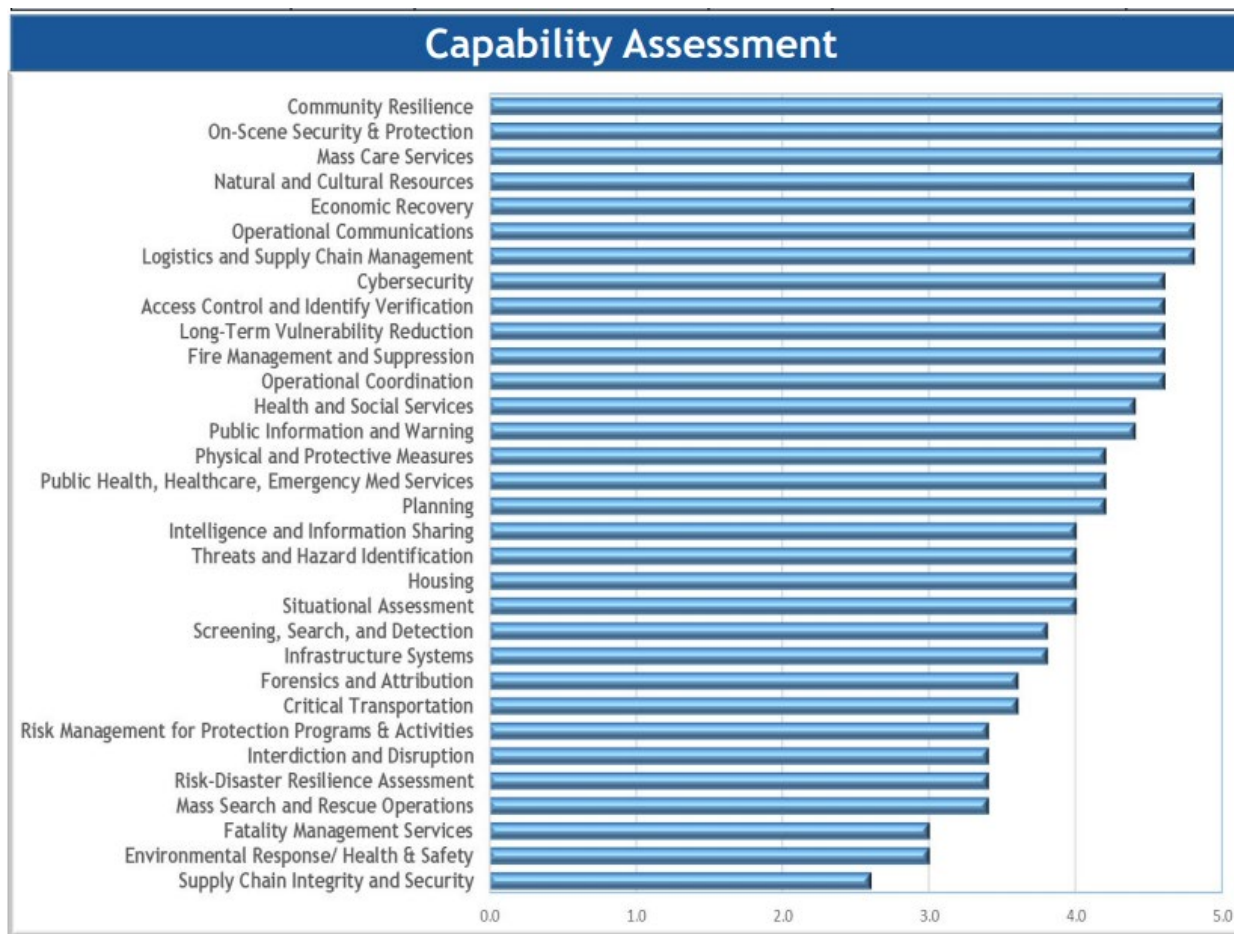
Using the results from this capability assessment, Douglas County was able to identify strong areas as well as any areas with gaps or weaknesses that might hinder mitigation or response operations or exacerbate any existing hazards or vulnerabilities. Douglas County utilized this knowledge as part of the basis for this EOP as well as for the separate HMP that accompanies this EOP.

6.1.6 MITIGATION OVERVIEW

Mitigation measures conducted by Douglas County are implemented prior to, during, and/or after an incident. The purpose of these measures is to help reduce exposure to, probability of, or potential loss from hazards. Mitigation actions taken by the County and partner jurisdictions include, but are not limited to:

- Citizen Preparedness Guides

- Citizen Preparedness Training

- Performance Assessments for Small NRCS Dams

- Flood Hazard Inventory Tool

- Wildland Fire Fuels Mitigation and Management Program

- Wildland Fire Helitack Quick Response Team Capability

- Community Evacuation Drills

- Wildland Fire Action Committee

- Multiple projects for the Cherry Creek Drainage

- Water Resource Planning

- Establishing and refining a continuous public safety messaging campaign.

- Training additional volunteer firefighters for wildfire response.

- Educating the public on safe wildfire zones and wildfire risks.

- Updating and utilizing land use, building codes and zoning requirements.

- Utilizing Early Alert and Warning, signals and other public facing systems when needed.

7. ASSUMPTIONS

Assumptions help establish the foundation for effective emergency planning and response, providing clarity on expectations during a crisis. The following are assumed to be facts for the purpose of executing this EOP.

1. **Vulnerability**: Douglas County may be subject to a variety of natural- and/or human-caused incidents.

2. **Commitment**: Douglas County will commit all available resources to save lives and minimize injury to people and infrastructure, the environment, and property both public and private.

3. **Readiness**: Disasters may occur at any time with little or no warning. In some instances, increased readiness measures and adequate warning may allow actions to be taken in advance.

4. **Resource Availability:** It is assumed that emergency resources (personnel, equipment, and supplies) will be available and accessible during an emergency but may be limited or delayed due to the scope of the disaster.

5. **Public Cooperation:** The plan assumes that the public will respond positively to emergency alerts and guidance, participating in safety measures recommended by local authorities.

6. **Communication Systems:** It is assumed that existing communication systems (e.g., radio, internet, phone lines) will function adequately during emergencies, although they may be partially disrupted.

7. **Interagency Collaboration:** The plan presumes that cooperation and coordination among local, state, and federal agencies will be effective, with established relationships facilitating joint efforts during incidents.

8. **Training and Preparedness:** It is assumed that personnel involved in emergency management have received adequate training and are familiar with the procedures outlined in the EOP.

9. **Emergency Management Infrastructure:** The assumption is that the necessary infrastructure (emergency operations centers, shelters, etc.) is in place and can be activated as needed.

10. **Public Health and Safety Impact:** It is assumed that any emergency will have significant health and safety impacts on the community, necessitating immediate action and support.

11. **Existing Hazards and Threats:** The plan assumes that known hazards and threats within the jurisdiction will be addressed, based on previous assessments and historical data.

12. **Funding and Financial Support:** It is presumed that adequate funding, both from county resources and potential federal or state assistance, will be available for disaster response and recovery efforts.

13. **Flexibility of Response**: The plan assumes that emergency responses may need to adapt based on the evolving situation during an incident, requiring flexibility in operational procedures.

14. **Community Preparedness Levels**: It is assumed that varying levels of preparedness exist among community members, affecting how quickly and effectively they can respond to an emergency.

15. **Integration of Technology**: It is assumed that technology will play a critical role in response efforts, including data management, communication, and resource tracking.

16. **Mutual Aid, State and Federal Assistance**: When a disaster exceeds Douglas County's resources and response capabilities, the County will request help from the State of Colorado or from mutual aid organizations.

8. CONCEPT OF OPERATIONS (CONOPS)

The Concept of Operations (CONOPS) section of a plan provides a high-level overview of how an organization or jurisdiction intends to manage its response to emergencies and disasters.

Specifically, the CONOPS details the following key areas:

1. **Overall Approach:** This describes the general sequence of actions, priorities, and strategies to be implemented during an emergency, explaining how the objectives of the Emergency Operations Plan (EOP) will be met.

2. **Direction and Coordination:** This details how various agencies, departments, and resources will be directed, controlled, and coordinated. It also describes the command and management structures, such as the Incident Command System (ICS), that will be utilized.

3. **Activation and Deactivation:** This section typically explains the process for activating the EOP, scaling operations up or down to match the incident's needs, and eventually demobilizing the response effort.

4. **Integration of Efforts:** This outlines how diverse stakeholders—such as different levels of government, the private sector, and non-governmental organizations—will collaborate and work together.

5. **Planning Assumptions:** This part often states the underlying assumptions that the operational concepts are built upon.

Ultimately, the CONOPS acts as a high-level guide, providing all involved parties with a shared understanding of how the emergency response is meant to function. This promotes a more unified and effective effort by linking the plan's broad goals and objectives to the specific actions and responsibilities assigned throughout the EOP and its annexes.

8.1 EMERGENCY MANAGEMENT PRINCIPLES

All jurisdictions within Douglas County operate in accordance with the National Incident Management System (NIMS) and the National Response Framework (NRF). NIMS is founded on the Incident Command System (ICS), a management system designed to provide a consistent structure for responding to any emergency, regardless of its size. The Douglas County Emergency Operations Plan (EOP) is also based on NIMS and ICS. A core principle of the EOP is that an agency's responsibilities during an emergency will generally mirror its normal day-to-day functions. Consequently, an agency's routine activities that do not directly contribute to the emergency operation may need to be temporarily suspended for the duration of the emergency.

Implementing NIMS and ICS early in an incident ensures seamless management through all phases, from initial response to long-term recovery. Advantages of this approach include, but are not limited to, consistency in the organization of the general staff throughout the incident and the application of a single incident action plan with clearly prioritized objectives. During a routine emergency, the ICS system will be utilized, and the local jurisdiction will maintain command. If an incident's demands exceed the local jurisdiction's resources, additional assistance can be requested, while the ICS structure is maintained to manage the overall response.

The National Response Framework (NRF) is guidance developed by the Federal Emergency Management Agency (FEMA) that outlines how the nation responds to all types of hazards and emergencies. It emphasizes the importance of a unified

approach to disaster response, which includes coordination among federal, state, local, and tribal governments, as well as private sector entities and non-profit organizations. The NRF is built on principles such as engaging all stakeholders, building strong relationships, and fostering a culture of preparedness. It also addresses the need for flexible and scalable responses that can be adapted to incidents of varying sizes and complexities, ensuring a comprehensive and effective response to disasters.

8.2 PLAN ACTIVATION AND EMERGENCY DECLARATION PROCESS

EOP Activation and Authority

The Emergency Operations Plan (EOP) is continuously active in some capacity. However, its flexible design allows for operations to be escalated at any time to manage large-scale events. Activation of the EOP can be for a specific area within Douglas County or may encompass the entire jurisdiction.

A formal "State of Emergency" or a "Local Disaster Declaration" by the Douglas County Board of County Commissioners (BOCC) may be necessary to:

- Activate specific local policies and procedures.

- Fulfill a prerequisite for certain types of state assistance.

- Expedite the provision of state assistance.

The County Manager, acting as the Agency Administrator, holds overall responsibility for disaster response on behalf of Douglas County, following the roles defined in this EOP. The Douglas County EOP can also be activated to provide mutual aid and assistance to other jurisdictions that have requested help in response to a major event. The Colorado Division of Homeland Security and Emergency Management (DHSEM) is the state agency responsible for processing requests for state or federal disaster assistance.

State of Emergency

The Board of County Commissioners (BOCC) may declare a "State of Emergency" and/or a "Local Disaster" to cover affected areas within Douglas County. During an emergency or disaster affecting the county, the BOCC will collaborate with all impacted jurisdictions and support its governmental partners.

- **Declaration Authority:**

- A Single Commissioner, in the absence of the BOCC is authorized to act as the Chair with the full authority of the BOCC regarding the declaration of a state of Emergency and/or Local Disaster.

- The County Manager, in the absence of the Board, can act with the full authority of the BOCC during a declared State of Emergency and/or Local Disaster.

- In the absence of the County Manager, the line of succession is as follows, The Deputy County Manager, and then the Director of Human Resources, and then the Director of Finance, and then the Director of Facilities, Fleet and Emergency Support Services, to act with the full authority of the County Manager during emergency conditions, a declared State of Emergency, and/or Local Disaster.

- In the unique instance where it has been confirmed that each of the three Boad of County Commissioners are permanently unavailable, the County Manager is authorized to join with the Douglas County Sheriff, and one of the following – Treasurer, Assessor, Clerk & Recorder, or Coroner, in that successive order, to act jointly with the full authority of the BOCC during emergency conditions, a declared State of Emergency and/or Local Disaster.

- **Notification:** The authority to issue a State of Emergency can be submitted electronically (via email, phone, or facsimile) by any of the authorized individuals listed above. This declaration serves as a notification to all elected officials, appointed officials, department heads, and municipal officials that an emergency event is underway.

- **Purpose:** A State of Emergency communicates to the public, media, County personnel, and other potentially affected local governments that a serious situation exists, significantly exceeding normal day-to-day operations.

- **Limitations and Effects:**

  - Issuing a State of Emergency is specific to Douglas County and does *not* automatically initiate emergency assistance from the State of Colorado or the federal government.

  - Emergency response agencies will request mutual aid according to their standard operating procedures.

- A State of Emergency can be a precursor to a Local Disaster Declaration but is not a mandatory first step. It represents a subjective point between routine operations and a declared Local Disaster.

- According to the Douglas County EDAR Policy, issuing a State of Emergency allows the appropriate authority to access the Emergency Disaster Funds. These funds are set aside annually in the Douglas County Budget and adopted by the BOCC each December.

- **Reference:** A sample State of Emergency declaration can be found in Appendix 4B.

Disaster Declarations

In Colorado, a "Local Disaster" can only be declared by the principal executive officer of a political subdivision (as per C.R.S. § 24-33.5-709).

- **Declaration Authority in Douglas County:**

  - The Chair of the BOCC serves as the principal executive officer for Douglas County.

  - In the Chair's absence, the declaration can be made by the following individuals, in order of priority: the Vice-chair of the BOCC, a Commissioner, the County Manager, the Deputy County Manager, the Director of Human Resources, the Director of Finance, and the Director of Facilities, Fleet & Emergency Support Services.

  - Similarly, the Mayor or City/Town Manager of a municipality can declare a Local Disaster for events occurring within their respective municipality.

- **Purpose:** A Local Disaster declaration aims to:

  - Activate the response and recovery elements of relevant local and inter-jurisdictional disaster plans.

  - Authorize the provision and funding of assistance.

- **Conditions for Declaration:** The County is authorized to declare a disaster if it finds that the County itself, or any of its cities, municipalities, townships, special districts, or other areas, is experiencing or is in imminent danger of experiencing a natural or man-made emergency or disaster.

- **Importance of Official Notification:** Official notification and declaration of the event by the BOCC or the County Manager are critical for an effective mutual-aid response from federal, state, and local governmental agencies. A Local Disaster declaration may also trigger subsequent administrative policies and financial mechanisms.

- **State and Federal Assistance:** A Local Disaster declaration is necessary to receive extensive state or federal assistance. It is not required for limited resources but is essential when the need exceeds what a single federal or state agency can provide through its local office.

- **Duration:** A Local Disaster declaration cannot exceed seven days unless an extension is granted by the BOCC (C.R.S. § 24-33.5-709).

- **FEMA Criteria for Federal Aid:**

    - When determining the need for federal supplemental aid, Federal Disaster Law, as applied by FEMA, "restricts the use of arithmetical formulas or other objective standards as the sole basis."

    - FEMA evaluates numerous factors to determine the severity, magnitude, and impact of a disaster. These factors include, but are not limited to:

        1. The amount and type of damage (e.g., number of homes destroyed).

        2. The impact on the infrastructure of affected areas or critical facilities.

        3. Imminent threats to public health and safety.

        4. Impacts on essential government services and functions.

        5. The unique capabilities of the federal government to assist.

        6. The dispersion or concentration of damage.

        7. The level of insurance coverage in place for homeowners and public facilities.

        8. Assistance available from other sources (federal, state, local, voluntary organizations).

9. State and local resource commitments from previous, undeclared events.

10. The frequency of disaster events over a recent period.

- **Flexibility of Criteria:** Due to the unique circumstances, unexpected timing, and varied impacts of disasters, the list of factors considered for a Local Disaster declaration is not exhaustive. The items listed above represent the most primary considerations.

- **Reference:** A sample Local Disaster Declaration can be found in Appendix D.

Douglas County's Disaster History

Douglas County has been included in federal disaster declarations for the following events:

- Two flooding events

- Three fires

- One drought event

- One tornado event

- Two snow events

Additionally, the County was part of disaster declarations related to the Hurricane Katrina evacuation and the COVID-19 pandemic. In the cases of the Hurricane Katrina evacuation and COVID-19, Douglas County was included in broader nationwide declarations.

8.3 PRE-DISASTER OPERATIONS

Effective planning and preparation before a disaster occurs are essential for successful response and recovery efforts. Key pre-disaster operations and actions undertaken by Douglas County Emergency Management include:

- **Implementing routine training and exercise schedules.** (Detailed information on current training, exercise plans, and schedules is available in the latest version of the Douglas County Integrated Preparedness Plan.)

- **Collaborating with local stakeholders and partners on planning and exercises.** These stakeholders and partners include, but are not limited to,

all local municipalities, local police departments, fire districts, schools, numerous special districts, non-profit organizations, and volunteer agencies.

- **Maintaining year-round relationships with stakeholders and partners through regular interactions.** These interactions include monthly Douglas County Fire Chief meetings, quarterly Emergency Management Committee Group (EMCG) meetings, Wildfire Action Collaborative (WAC) meetings, Local Emergency Planning Committee (LEPC), as well as various tabletop exercises and general discussion meetings.

8.4 RESPONSE TO DISASTER OPERATIONS

Douglas County utilizes this Emergency Operations Plan (EOP), along with its various Annexes, other related plans, and the Douglas County Local Coordination Plan, to support its disaster response operations. In the critical hours immediately following a disaster, Douglas County also coordinates with Emergency Support Functions (ESFs) at the Emergency Operations Center (EOC), local stakeholders, and partners to begin applying the EOP to the response effort.

Douglas County puts the EOP and the previously mentioned plans into action by:

- Initiating and consistently holding local coordination calls to share situational awareness, provide response updates, and gather information on necessary response resources.

- Activating the EOC and the ESFs that are appropriate for the specific needs of the incident.

- Providing support to the Incident Commander and the Incident Command System (ICS) driven responses to the incident.

The Incident Command System (ICS) will be established on-site by the first units to arrive at the incident. An Incident Commander (IC) will then take command of the scene and assign roles within the ICS structure as the situation develops and requires. The basic Command and General Staff structure is as follows:

Figure 2 – Basic Incident Command and General Staff Structure
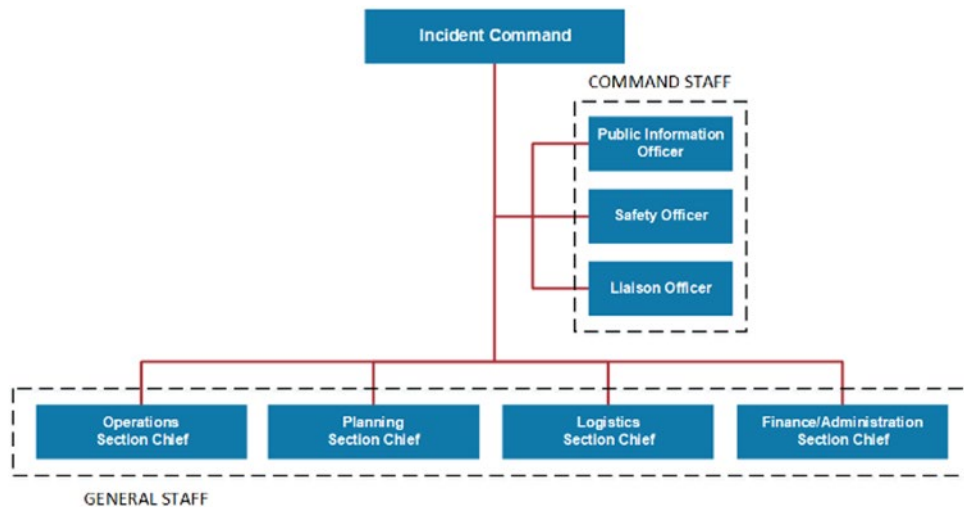
If an incident requires it, the Incident Command System (ICS) structure can be expanded to include elements such as Branches and Divisions. Additionally, an Intelligence Officer may be incorporated into the Command Staff. Depending on the complexity of the incident, a written Incident Action Plan (IAP) might also be required.

The Incident Commander (IC) has overall responsibility for managing the incident and must possess the full qualifications needed for this role. The Incident Commander:

- Receives policy direction from the Agency Administrator.

- Assigns personnel to additional ICS positions to cover specific responsibilities as the incident command structure grows.

- Ensures the safety of all incident responders and the general public.

- Communicates incident information and public safety updates to both internal and external stakeholders.

- Establishes and maintains communication and coordination (liaison) with all agencies participating in the incident.

- Defines the objectives for the incident response.

- Coordinates requests for resources through the Emergency Operations Center (EOC) when it has been activated.

- Directs the development of the Incident Action Plan (IAP) if one is deemed necessary.

Figure 3 – Expanded Incident Command and General Staff Structure
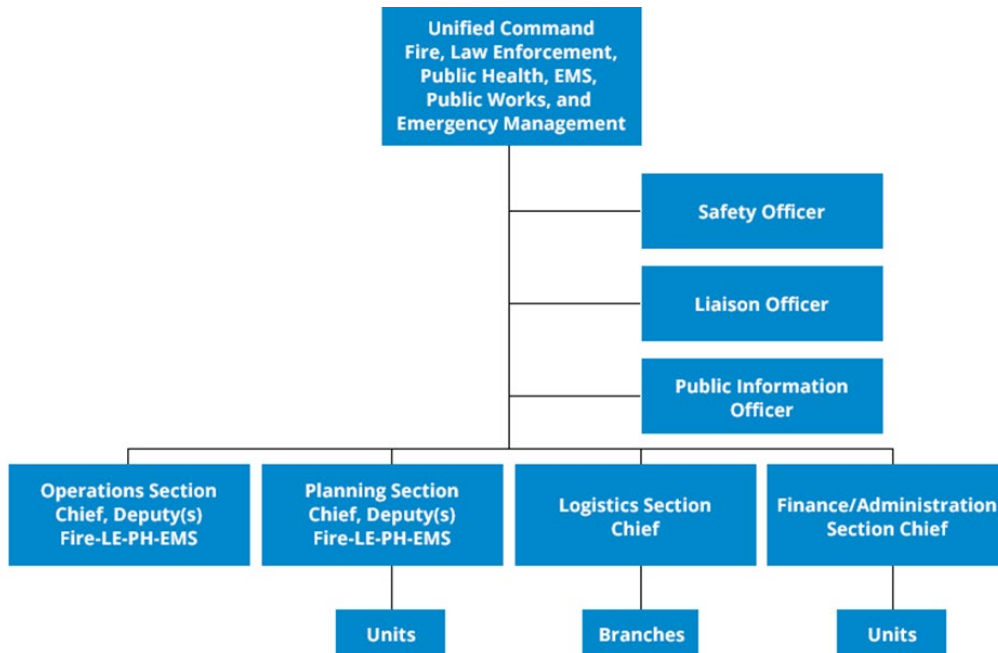
8.5 RECOVERY FROM DISASTER OPERATIONS

Short-term recovery efforts begin shortly after an incident occurs and frequently overlap with ongoing response operations. Due to this overlap, the Emergency Operations Center (EOC) initially coordinates short-term recovery actions. These actions are later transitioned to a dedicated long-term recovery management structure and team, which operates under the direction of the Agency Administrator. Concepts related to short-term recovery are detailed in this Emergency Operations Plan (EOP), as well as in the Douglas County Rapid Needs Assessment Plan, Damage Assessment Plan, and Debris Management Plan. In contrast, long-term recovery aspects and actions are covered in the Douglas County Recovery Plan.

As Douglas County moves into the recovery phase of disaster operations, the EOC starts to implement short-term recovery actions. These actions include:

- Developing demobilization strategies and creating plans for the transition from the response and short-term recovery phases to long-term recovery.

- Disseminating information about both short-term and long-term plans designed to support impacted communities.

Long-term recovery falls under the responsibility of the Douglas County Administration, directed by the Agency Administrator (who is the County Manager). The Agency Administrator is responsible for activating the County Recovery Plan

and works in collaboration with all relevant stakeholders as outlined within that plan. The Recovery Plan specifies the responsibilities of the Douglas County Government and other agencies that play significant roles in recovering from a disaster.

Figure 4 – Recovery Continuum
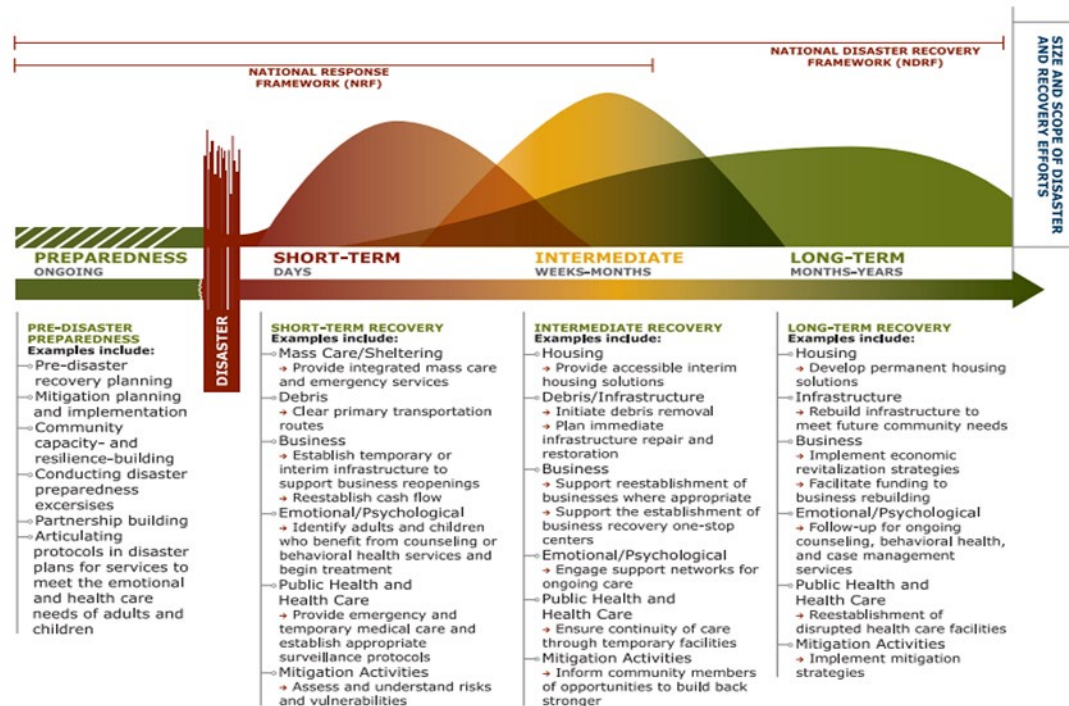
Diagram showing the Recovery Continuum timelines and tasks and considerable overlap among recovery tasks during the short term, intermediate term and long-term phases of an incident. National Disaster Recovery Framework (DHS/FEMA, September 2011).

8.6 ACCESS AND FUNCTIONAL NEEDS

Douglas County's policies regarding access and functional needs (AFN) are designed to ensure that all individuals have equal and equitable access to services and support, without discrimination. The Americans with Disabilities Act (ADA) defines an individual with a disability as "a person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is perceived by others as having such an impairment." Similarly, the National Response Framework (NRF) refers to these individuals as "populations whose members may have additional needs before, during, and after an incident."

This Emergency Operations Plan (EOP) adopts a "whole-community approach" in all its planning, response, and recovery activities, recognizing individuals with AFN as integral members of this whole community. Considerations for AFN are integrated throughout the EOP and its Emergency Support Functions (ESFs). This integration aims to support the entire community, including those with AFN, during every stage of planning and preparedness. Furthermore, Douglas County commits to providing additional resources and attention to these individuals and communities during and after a disaster.

Moreover, the Mass Care Annex and the Animal Response Annex of this EOP provide more specific details on the considerations and actions planned to support individuals with access and functional needs during emergency and disaster response operations.

8.7 EMERGENCY MANAGEMENT PHASES

The Federal Emergency Management Agency (FEMA) defines five mission areas within the National Preparedness Goal, which guides emergency management efforts nationwide. Douglas County Emergency Management adopts a comprehensive, all-hazards approach to planning, emphasizing collaboration with a diverse range of partners. This collaborative model means that building a more prepared and disaster-resilient community is a shared responsibility among many disciplines. In this framework, Emergency Management primarily serves in a support and coordination capacity, rather than a command-and-control role. The five phases of emergency management (Prevention, Protection, Mitigation, Response, and Recovery) reflect these mission areas, and Douglas County Emergency Management undertakes specific actions in each phase:

Prevention – Aiming to stop or avoid potential threats, such as terrorism.
Douglas County Emergency Management takes the following prevention actions:

- **Hazard Mitigation Planning:** Regularly develops and implements hazard mitigation plans and projects. These initiatives identify community risks and propose strategies to reduce or eliminate them, including measures like floodplain management and updated building codes.

- **Information Sharing:** Actively participates and shares information with regional partners through the Local Emergency Preparedness Committee (LEPC), the North Central Region Homeland Security (NCR) Committee, and the Urban Area Security Initiative (UASI) Committee.

- **Stakeholder Involvement:** Ensures that stakeholders from law enforcement and other security agencies are involved in the development of relevant plans.

Protection – Focusing on safeguarding people, property, and assets from various hazards. Actions include:

- **Risk Assessments and Vulnerability Studies:** Conducting regular assessments to identify potential hazards and vulnerabilities within the community. This allows for the development of targeted protection strategies.

- **Community Education and Outreach:** Annually implementing public awareness campaigns using in-person events and social media. These campaigns educate residents on safety practices, emergency preparedness, and threat awareness, particularly concerning natural disasters and man-made incidents.

- **Community Evacuation Drills:** The Office of Emergency Management (OEM) educates and involves the community in preparedness. This includes teaching residents how to create evacuation plans and understand evacuation routes, facilitated by conducting evacuation drills with high-risk communities and Homeowners Associations (HOAs) on a rotating 2 to 3-year schedule.

- **Implementation of Early Warning Systems:** Maintaining and utilizing systems like CodeRed and the Integrated Public Alert & Warning System (IPAWS) to alert the public about current or impending large-scale emergencies or disaster incidents.

- **Collaboration with Law Enforcement:** The Douglas County Sheriff's Office works closely with local law enforcement agencies to enhance security measures, share intelligence on potential threats, and coordinate emergency response strategies.

- **Training and Drills for First Responders:** Douglas County law enforcement agencies and fire districts (including Emergency Medical Services - EMS) continuously train and conduct drills as emergency response teams to improve inter-agency coordination and protective action capabilities.

- **Development of Emergency Plans:** The Douglas County OEM creates and regularly updates elements of the Comprehensive Emergency Management

Plan (CEMP) that include specific protective actions for various types of emergencies.

- **Established Mutual Aid Agreements:** Douglas County maintains a county-level Inter-Agency Agreement, the Partnership of Douglas County Mutual Aid (PDCG), with all local jurisdictions to facilitate resource sharing and support during emergencies, enhancing the region's overall protective capacity. Additionally, Douglas County has numerous Inter-Agency Agreements with neighboring counties, law enforcement, and fire departments for mutual aid and support.

- **Implementation of Surveillance Systems:** Douglas County has invested in facility monitoring and surveillance technology, such as cameras and alarm systems, to deter criminal activity and improve situational awareness during emergencies. Furthermore, the Douglas County Office of Emergency Management (DCOEM) has partnered with external agencies to monitor artificial intelligence (AI)-driven wildfire detection cameras at several strategic locations throughout and adjacent to the county.

- **Stakeholder Involvement:** Involving stakeholders from law enforcement, health and medical services, cybersecurity, non-profit organizations, supply chain management, and other relevant agencies in plan development.

Mitigation – Aiming to reduce the impact of future disasters to save lives and property. Actions include:

- **Local Hazard Mitigation Planning:** Preparing and routinely updating a Local Hazard Mitigation Plan (LHMP). This plan identifies, defines, and supports the implementation of projects designed to reduce the risk of future disasters.

- **Engaging in Community Risk Reduction Programs:** Collaborating with internal and local agencies, organizations, and citizens to promote programs focused on reducing risks. Examples include tree trimming, fuels reduction, and treatment on both public and residential properties to prevent wildfires, as well as public health initiatives for disease prevention.

- **Infrastructure Resilience:** Collaborating with local infrastructure partners to encourage the reinforcement of infrastructure systems, thereby limiting potential impacts to life and property.

- **Stakeholder Involvement:** Involving infrastructure partners in the development of relevant plans.

Response – Aiming to respond quickly to save lives, protect property, and meet basic needs after a disaster. Actions include:

- **Douglas County Emergency Operations Center (DCEOC):** Utilizing the County EOC, which is a fully equipped facility kept in a "hot" or immediate readiness state, to facilitate communication, coordination, resource management, and decision-making during disaster responses.

- **Situational Awareness:** The DCEOC formulates clear, actionable situational awareness information. This information is used to inform incident action plans that outline response strategies, resource needs, and operational tasks for various types of emergencies.

- **Training and Exercise:** The Douglas County OEM organizes regular training sessions and mock disaster exercises for emergency responders, local agencies, and community organizations to enhance coordination and response capabilities. (For details, refer to the most recent version of the Douglas County Integrated Preparedness Plan - IPP).

- **Collaboration with First Responders:** Fostering strong partnerships with local law enforcement, fire districts, and the United States Forest Service (USFS) to streamline response efforts, share resources, and ensure efficient communication during emergencies.

- **Public Alert Systems:** Implementing, maintaining, and continuously training on effective alert and warning systems like CodeRed and IPAWS to quickly inform the public about imminent threats, such as law enforcement activities, large-scale emergencies, disaster evacuations, or hazardous materials incidents.

- **Wildfire Quick Response:** The OEM supports an in-house Emergency Services and Helitack Team, consisting of 10 professional wildland firefighters additionally trained to perform as a Helitack team. The County contracts with a vendor for the availability of an exclusive-use helicopter during peak wildfire season (typically April – November), with off-site availability during winter months.

- **Resource Management and Deployment:** The OEM maintains an inventory of emergency resources, including equipment, personnel, and supplies. It has also developed and adopted a Resource Mobilization Annex to this EOP, which outlines a clear resource deployment plan to ensure rapid response capabilities.

- **Post-Disaster Assessments and Improvements:** After each response event, conducting a thorough after-action review (AAR) to evaluate response efforts, identify lessons learned, and refine plans and protocols for future incidents.

- **Local Coordination:** A Local Coordination Plan has been developed in collaboration with local stakeholders and partners to expedite response efforts during and after a disaster.

Recovery – Aiming to restore, strengthen, and revitalize communities, infrastructure, and the economy after a disaster. Actions include:

- **Implementing Damage Assessments:** In the short-term recovery phase, the OEM facilitates thorough assessments of damage to infrastructure and homes. This helps prioritize recovery efforts and supports applications for federal and state disaster recovery funds.

- **Monitoring Recovery Progress:** Establishing metrics and processes to monitor the progress of recovery efforts. Regular updates are provided to the community and stakeholders to keep them informed and engaged. This monitoring also supports the decision to transition from short-term recovery (and EOC deactivation) to long-term recovery, which falls under the responsibility of County Administration and the Agency Administrator.

- **Long-Term Recovery Plan:** A comprehensive long-term recovery plan has been developed in collaboration with local stakeholders. This plan outlines strategies for long-term recovery while addressing community needs and priorities.

- **Coordination with Community Organizations:** Douglas County partners with non-profit organizations, faith-based groups, and local businesses to coordinate recovery efforts, ensuring that resources are effectively allocated and utilized. The County's primary partner for collecting and distributing donations after a disaster is the Douglas County Community Foundation (DCCF).

- **Engaging the Community in Recovery Planning:** Involving community members in recovery planning processes to ensure their needs and concerns are considered. This fosters a sense of ownership and investment in the recovery efforts.

8.8 COMMUNITY LIFELINES

The Federal Emergency Management Agency (FEMA) developed the Community Lifelines concept to improve the effectiveness of disaster operations and enhance a jurisdiction's ability to respond to catastrophic incidents. This framework enables emergency management to better understand the nature of an incident, identify the underlying causes of critical problem areas, and separate the most urgent and complex issues from other incident-related information. Community Lifelines provide an objectives-based approach to incident response, aiming to stabilize essential government and business functions both during and after a disaster.

Lifelines offer an outcome-focused, survivor-centered perspective that helps responders in several ways:

- Quickly assessing the scale and complexity of a disaster.

- Identifying the severity of impacts on essential lifesaving and life-sustaining services in affected areas, along with the root causes and interconnectedness of these impacts.

- Developing operational priorities and objectives that direct response efforts towards delivering these crucial services through the most effective methods available.

- Communicating disaster-related information clearly and consistently across all levels of public, private, and non-profit sectors using easily understood, common language.

- Guiding response operations to support and promote integration across different mission areas.

Emergency Support Functions (ESFs) and Community Lifelines are interrelated. Lifelines define the critical services within a community (e.g., power, water, communication) that need to be stabilized or restored to protect lives and property. In contrast, ESFs represent the way departments, agencies, community organizations, and industries are organized within the Emergency Operations Center (EOC) to improve coordination and integration for the purpose of stabilizing or restoring these lifelines. Consequently, a single ESF may contribute to supporting one or more Community Lifelines.

The Community Lifelines listed below represent the fundamental services, along with their key subcomponents, whose disruption can significantly impair a community's ability to function:

- **Safety and Security:** Law enforcement/security, fire service, search and rescue, government service, community safety.

- **Food, Hydration, Sheltering:** Food, water, shelter, agriculture.

- **Health and Medical:** Medical care, public health, patient movement, medical supply chain, fatality management, and EMS.

- **Water Systems:** Potable water infrastructure, wastewater management.

- **Energy (Power and Fuel):** Power grid, fuel, natural gas/propane.

- **Communications:** Infrastructure, responder communications, alerts, warnings, and messages, finance, 911 and dispatch.

- **Transportation:** Highway/roadway/motor vehicle, mass transit, railway, aviation, maritime.

- **HazMat (Hazardous Materials):** Facilities, hazardous materials, pollutants, contaminants.

The application of the Community Lifelines concept should be realistic and practical, tailored to the specific circumstances of an incident or emergency. Although the FEMA framework outlined in this EOP serves as a general guide, the actual lifeline structure used during an incident will be adapted to meet the incident's specific demands and the information needs of the Agency Administrator and the Policy Group for consolidated reporting.

8.9 RECOVERY SUPPORT FUNCTIONS

As an incident transitions from the response and short-term recovery phases to long-term recovery, Douglas County deactivates its Emergency Operations Center (EOC). At this point, responsibility for recovery actions is transferred to the Agency Administrator and County Administration. The Agency Administrator then activates the county's Recovery Plan and employs Recovery Support Functions (RSFs) to aid in this transition.

According to FEMA, RSFs "comprise the coordinating structure for key function areas of assistance in the National Disaster Recovery Framework (NDRF)." Their stated purpose is to "support local governments by facilitating problem solving, improving access to resources and by fostering coordination among state and federal agencies, nongovernmental partners, and stakeholders." The following list details the RSFs identified by FEMA:

- **Economic Recovery** FEMA states that the Economic Recovery Support Function aims to enable the "return to economic and business activities to a state of health and develops new economic opportunities that result in a sustainable and economically viable community." Economic recovery activities might involve:

    o Supporting the ability of local, state, tribal, and territorial governments, along with other entities, to create a comprehensive strategy that supports economic recovery and enhances community resilience.

- **Health and Social Services** This RSF, as defined by FEMA, supports "locally led recovery efforts to address public health, health care facilities and coalitions, and essential social services needs." Health and social services activities could include:

    o Conducting assessments of community health and social services requirements.

    o Restoring the functions of health care, public health, and social services.

    o Restoring and improving the resilience and long-term viability of the health care system and social services.

- **Community Planning and Capacity Building (CPCB)** FEMA defines the CPCB Support Function as enabling local governments to "effectively and efficiently carry out community-based recovery planning and management in a post-disaster environment." CPCB activities might encompass:

    o Providing education on recovery planning processes.

    o Facilitating coordinated, community-wide recovery planning.

    o Promoting community engagement.

    o Building management capacity.

- **Infrastructure Systems** This RSF, according to FEMA, "efficiently facilitate[s] the restoration of infrastructure systems and services to support a viable, sustainable community and improve resilience to and protection from future hazards." Infrastructure-related activities could involve:

- Offering technical assistance to all levels of government for identifying and prioritizing critical infrastructure systems and assets.

- Identifying mitigation opportunities that utilize innovative and environmentally friendly (green) technologies.

- Including private sector infrastructure owners, operators, and related service providers in planning efforts at all governmental levels.

- **Housing** The Housing RSF, as outlined by FEMA, "coordinates and facilitates the delivery of federal resources to implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience." Housing activities might include:

  - Using housing initiatives as a way to improve overall quality of life.

  - Building inclusive and sustainable communities.

  - Identifying strategies to strengthen the local housing market.

  - Integrating disaster mitigation measures into community design and development to enhance resilience against future disasters.

- **Natural and Cultural Resources (NCR)** According to FEMA, this RSF "supports the protection of natural and cultural resources and historic properties through appropriate response and recovery actions to preserve, conserve, rehabilitate, and restore" them. NCR activities could involve:

  - Providing technical assistance to help communities impacted by a disaster.

  - Integrating environmental staff with expertise in natural resources and environmental regulatory requirements early into the disaster recovery planning process.

  - Coordinating environmental and historic property issues with other RSFs.

More detailed information about the Recovery Support Functions can be found in the Douglas County Recovery Plan.

9. ORGANIZATION AND ASSIGNMENT OF ROLES AND RESPONSIBILITIES

9.1 COUNTY AGENCY ROLES AND RESPONSIBILITIES

9.1.1 GENERAL

All County departments and agencies are responsible for:

- Clearly understanding their department or agency's emergency responsibilities, as outlined in the Emergency Operations Plan (EOP) and its supporting annexes and plans, and assigning personnel to carry out these functions.

- Developing and maintaining the internal policies, procedures, agreements, and staffing patterns necessary to fulfill the specific roles and responsibilities assigned to them in the EOP and its supporting annexes and plans.

- Developing and putting into action Continuity of Operations Plans (COOP) to ensure the uninterrupted provision of essential government services to the public.

- Considering issues related to access and functional needs (AFN) to ensure that all emergency response and recovery actions effectively support the needs of people with disabilities and those with other access and functional needs.

- Providing a representative to the Emergency Operations Center (EOC), when necessary, to coordinate their department or agency's assigned Emergency Support Function (ESF).

- Keeping the Disaster Policy Group and the EOC regularly updated with key information concerning the response to and recovery from the emergency or disaster situation.

- Working with the lead Public Information Officer and the EOC to provide subject matter expertise for inclusion in emergency public information communications.

- Assigning personnel to attend EOC Team meetings, training sessions, and exercises, as deemed appropriate.

- Adhering to county disaster finance policies by maintaining thorough records of all disaster and emergency-related expenses and submitting these

records to the Accounting Division for tracking and to facilitate disaster cost recovery.

9.1.2 POLICY GROUP

The ultimate responsibility for the response to and recovery from an emergency or disaster rests with elected officials. FEMA guidance states that:

The Executive/Senior Official Elected Official, City/County manager, Agency Administrator, etc.) is responsible for the incident. In most jurisdictions, responsibility for the protection of the citizens rests with the Chief Elected Official. Along with this responsibility, by virtue of their office, these people have the authority to make decisions, commit resources, obligate funds, and command the resources necessary to protect the population, stop the spread of damage, and protect the environment.

It is important to note that the term "responsibility" from the FEMA reference above, does not translate into a command role that oversees on-scene incident operation by the Agency Administrator or Elected Official.

Complex, inter-jurisdictional incidents may require activation of the Policy Group, which consists of elected and appointed officials, as well as executives from the AHJ, mutual response agencies, affected local governments, districts, and infrastructure providers. The Douglas County Board of Commissioners (BOCC) and the County Manager leads this group on behalf of the County entities, when the County is the AHJ. The AHJ Elected Official(s) maintain responsibility for the incident.

Other members of the County Policy Group include the Douglas County Assessor, Clerk and Recorder, Coroner, Sheriff, and Treasurer. The County Manager and his succession line are also included in the Policy Group. At any time during an event, this group can expand to include additional Agency Administrators and Elected Officials appropriate for inclusion in decisions made relating to policy and fiscal needs for the incident. If a disaster occurs within an incorporated area of the County, the Policy Group works in a collaborative environment to coordinate declarations and community response. It is important to note that an incorporated area must declare a Local Disaster in order to receive reimbursement from the State or Federal government. The BOCC will support a municipal declaration with County-appropriate action.

The Policy Group coordinates and issues formal requests to the Governor's Office via the Department of Public Safety, Division of Homeland Security & Emergency

Management (DHSEM). DHSEM may assist the Policy Group during the process of declaring a Local Disaster for the purpose of obtaining State and/or Federal assistance.

During a wildland fire incident, the Colorado Division of Fire Prevention and Control (DFPC) may be delegated oversight for the incident. Further, the DFPC will coordinate with the Division of Homeland Security & Emergency Management (DHSEM) on behalf of the County for the Local Disaster declaration and procedural assistance with the FEMA Fire Management Assistance Grant if the incident qualifies for this funding. Additionally, procedures for accessing the Emergency Fire Fund (EFF), if the incident qualifies for this funding, will be followed and coordinated per the guidelines set forth in the Fire Operating Plan (AOP), adopted each year by the Board of County Commissioners.

The Policy Group and the EOC closely coordinate and share situational information for briefings and situational reports. The coordination between the Policy Group and EOC may be facilitated by the Policy Group Liaison. The Policy Group:

- Provides strategic guidance on priorities and objectives based on situational needs, this Plan, and the Recovery Plan.

- Ensures that adequate financial resources are available to support the response to the incident and recovery from a disaster.

- Maintains accurate records of all correspondence and decisions within the Policy Group.

During a complex, extended incident, the Policy Group becomes a key element within the formation of a Multi-Agency Coordination System (MACS). The formation of a MACS implies an incident with a growing scope and complexity that necessitates a larger network for coordination of numerous agencies and entities and their elected officials and Agency Administrators.

9.1.3 AGENCY ADMINISTRATOR

The Agency Administrator (AA) is an ICS term for the person within an agency or jurisdiction that has responsibility for an incident or planned event. Other terms that have been used but which are not as common in ICS include Agency Official or Executive. For Douglas County, the Agency Administrator is the County Manager and the County Manager has full authority to act on behalf of the Board of County Commissioners during a declared State of Emergency and/or Local Disaster. The authority provided for the County Manager is through the Emergency Delegation of Authority Resolution (Attachment 1). As the Agency Administrator can't be

available at all times, the County Manager may assign a key staff officer or representative to perform as the conduit between the IC and the AA. An AA Representative may receive a Delegation of Authority to clarify their role during the incident.

The Agency Administrator provides the Incident Commander with:

- Policy

- Mission

- Direction

- Authority

Duties during an incident that the Agency Administrator or their designee is responsible for include:

- Determining Incident Complexity

- Assigning Qualified Personnel

- Clarifying Authority

- Establishing Management Objectives

- Briefing the incoming Incident Commander, Area Commander or Incident Management Team

- Completing an Incident Situation Analysis

- Assigning an Area Commander, if needed

- Supervising the Incident Commander and Monitor Performance

- Ensuring EOC functions and MACS are properly staffed

The Agency Administrator is generally not at the incident and operates from their primary office of the agency, at the jurisdictional EOC, or at a multi-agency coordination group location as a functional agency representative or representing a political subdivision in a regional situation.

9.1.4 DOUGLAS COUNTY ELECTED OFFICIALS, DEPARTMENTS AND AGENCIES

In addition to the BOCC, County Manager and Sheriff, multiple elected officials and departments have responsibilities for emergency management within Douglas County.

Douglas County Assessor

The Assessor is responsible for establishing and maintaining a system in support of damage assessment in coordination with other county departments and OEM.

- Contribute personnel, records and other resources as necessary to support the damage assessment needs following a disaster.
- Serve as a liaison to the EOC as requested.
- Provide the actual and assessed values of impacted properties.
- Help establish or verify the ownership of property or land when proprietors cannot be located.
- Partner with state and federal assessment teams.

Douglas County Clerk and Recorder

The Clerk and Recorder is responsible for the safekeeping and maintenance of all essential and vital records.

- Contribute personnel, records, and other resources necessary to support identity verification and recovery needs during and after a disaster.
- Serve as a liaison to the EOC as requested.
- Serve as an official scribe to the BOCC during emergency or disaster-related meetings and other related activities.
- Partner with state and federal disaster recovery teams, as needed.

Douglas County Coroner

The Douglas County Coroner is responsible for all duties associated with deceased individuals in the county, including pronouncement of death, death investigation, notifications, autopsies, and body removal.

- Contribute personnel, records and other resources necessary to support the identification, verification and disposition of deceased victims.
- Serve as a liaison to the EOC as requested.
- Protection of personal effects with the deceased at the time of death.
- Coordinate notification efforts for relatives of deceased individuals.
- Conduct investigation regarding the cause and manner of death, including autopsy as required.
- Determine cause and manner of death.
- Implement mass fatalities procedures as needed in the event of an emergency or disaster.
- Provision of expert personnel in scientific identification and all other services as needed.
- Provide information about fatalities to the public information officer (PIO) and the EOC.
- Coordinate the recovery of remains during and following an incident.
- Provision of temporary morgue and mortuary services and acquire expanded mortuary services where required.
- Partner with state and federal DMORT teams, as needed.

Douglas County Sheriff

The Douglas County Sheriff's Office provides for the safety and security of Douglas County residents.

- Implementation of the Incident Command System (ICS), including determining locations of Incident Command Posts and establishing necessary positions and functions.
- Wildland fire suppression in non-fire district, and unincorporated areas of Douglas County.
- Hazardous materials planning, education, response and cleanup, in cooperation with Douglas County fire districts/departments including OEM.
- Coordinate search and rescue operations, including the activation and deployment of DCSAR, and heavy rescue and urban search and rescue USAR efforts.
- Provision of animal control services via contracted animal control officers and their coordination with the EOC and first responders for

animal rescue requests in the affected area, and coordination with the Douglas County Animal Response Team (DCART) for animal disaster sheltering activities and facilities.

Patrol

- Determination of the need for population evacuations and provision of instructions to uniformed law enforcement personnel regarding the conduct of evacuation operations.
- Implement available public warning measures.
- Direct and implement emergency evacuation operations.
- Coordinate the actions of field personnel in the response to the immediate incident and scene, including rescue efforts, population protection, access control, incident mitigation actions and communications.
- Ensure the implementation of ICS on-scene, establishment of Incident Command Post (ICP), filling of necessary positions and/or request EOC support for these positions as needed.
- Order the mobile command post to the ICP.
- Assess the incident, in cooperation with OEM and determination of appropriate response actions.
- Conduct and coordination of search and rescue operations utilizing Deputies and Douglas County Search and Rescue personnel.
- Provision of law enforcement, traffic control, and access control within the disaster area(s) and in other areas of the county.
- Provision of security at the Incident Command Post, temporary emergency shelters, and in evacuated and disaster-impacted areas.
- Provide support personnel and staff to the EOC as needed and available to support overall incident operations.
- Coordinate the deployment of mounted patrol, uniformed reserve officers, Community Safety Volunteers (CSVs) and uniformed explorer cadets.

Detentions

- Provide for the welfare of residents, visitors and staff in the Justice Center during an emergency including evacuation, shelter-in-place, and lock-down procedures.

- Provide for the welfare of inmates, visitors, and staff in the Douglas County Detentions Center during an emergency including evacuation, shelter-in-place, and lock-down procedures.
- Provide security and support personnel and staff to the EOC as needed and available to support overall incident operations.
- Provide or coordinate transportation resources and services with the EOC.
- Provide logistics support (food service, blankets, etc.) in cooperation with emergency shelter personnel or response personnel through the EOC.

Investigations

- Create a photographic and or video record of the damage or incident scope.
- Provide investigative support and support services to National Transportation Safety Board/Federal Aviation Authority (NTSB/FAA) and other investigative agencies.
- Commit division personnel as directed to assist with evacuation, shelters and Coroner's Office support.

Douglas County Treasurer

The Treasurer is responsible for ensuring that the county can fund the ongoing needs of any emergency or disaster, and if assets are available.

- Partner with the Finance department as requested.
- Advise the BOCC as requested.
- Assist with after-incident documentation requirements as requested.
- Provide a liaison to the EOC as requested.

9.1.5 DOUGLAS COUNTY EMERGENCY SERVICES AGENCIES

Emergency Services agencies include 911 Communications/Regional Dispatch, Emergency Medical Services (EMS), local Fire Districts and Search and Rescue.

911 Communications

Emergency communications includes all 911 communications centers within Douglas County. This plan specifically addresses emergency communications as part of the county system and in unincorporated areas of Douglas County.

- Establish a communications system and dispatch procedures to coordinate requested resources.
- Provide support to Incident Command and the EOC upon notification and ensure 24-hour staff coverage as needed and available.
- Maintain a distribution list of all support agency contact persons, make necessary notifications, activate support agencies, as necessary, and maintain ongoing communications to support mission assignments.
- Coordinate the provision of all mutual aid resources to requesting parties outside of the county upon direction of the Incident Commander in accordance with appropriate resource request procedures and available assets.
- Ensure compliance with all local, state, and federal communications requirements.
- Delegate responsibility for ordering mutual aid and other resources to the EOC as agreed upon between the Communications Manager and the EOC Manager.
- Implementation of available public warning measures.
- Coordination of communications and provision of communications staff support for field command post(s).

Emergency Medical Services (EMS)

Emergency Medical Services agencies are responsible for the care and transport of all patients or injured parties within the County.

- Provide timely and efficient patient care to the citizens and visitors of Douglas County.
- Establish appropriate transportation guidelines and procedures for transferring patients from the scene of an emergency or disaster to available hospitals in Colorado.

- Establish a Medical Control Officer, and other designated staff, to be assigned to the ICP as needed or requested.

Fire Districts and Departments

The fire departments and districts that serve Douglas County are responsible for providing all services related to fire prevention and suppression. Additionally, the fire districts/departments will act in a support capacity for all EMS and law enforcement services as needed or requested.

- Assume responsibility and response authority for structural and wildland fires in their respective jurisdictions.
- Conduct all regularly assigned functions relating to fire prevention and suppression to include deployment of personnel and equipment.
- Establish an Incident Commander on all fire related incidents and maintain continuous communication with OEM and the EOC.
- Provide assistance in all rescue operations as needed or requested.
- Inspection of all damaged areas for fire and safety hazards.
- Assist the Sheriff's Office in disseminating information to the public, providing evacuation operations, providing fire security in evacuated areas, and providing fire protection for emergency shelters.

Douglas County Search and Rescue (DCSAR)

The Douglas County Search and Rescue Team, Inc,. a 501(c)3 organization, is responsible for all search and rescue functions within the county, under the direction of the Douglas County Sheriff.

9.1.6 COUNTY DEPARTMENTS AND FUNCTIONS

Each County Division/Department has a role in emergency management, before, during and after emergencies and disasters.

Douglas County **Attorney**

The County Attorney is responsible for the provision of legal counsel and assistance to county officials before, during and after disaster and emergency incidents in Douglas County.

- Preparation of legal documents (disaster declarations, curfews, and price controls).
- Risk Management staff will prepare documents necessary to recovery monies from insurance providers, state/federal disaster assistance programs, or other funds or combinations of funding sources.
- Facilitate legal considerations for medical care and compensation for injured county employees.

Douglas County **Communications and Public Affairs**

- Provide support personnel and staff to the EOC as needed and available to support overall incident public information.
- Conduct media operations as assigned by Agency Administrator/EOC

Douglas County **Community Development**

Community Development is responsible for county planning, building and land use considerations and provides damage and building assessment data during and after emergencies and disasters. Community Development consists of three divisions: Planning Resources; Planning Services; and Parks, Trails, and Building Grounds ("PTBG"). PTBG also manages recreation activities at Parker Water and Sanitation District's Rueter-Hess Reservoir.

- Provide for personnel for structure and facility inspections to determine safety of individual structures, businesses, residences and public buildings and to identify needed repairs.
- Assist as needed in the coordination and conducting of damage assessment on a county wide basis in collaboration with other county divisions and departments.
- Participation with emergency management personnel on long-term disaster recovery and hazard mitigation planning to ensure the compatibility of community redevelopment plans and hazard mitigation measures with the comprehensive county land use plans and other community development plans.

Douglas County **Community Services**

Community Services provides a wide range of community services through non-profit partners and direct programing. Direct programs include support for those who are unhoused, those facing eviction, at-risk youth, older adults needing in-home care and limited transit. Community Services partners with various community-based organizations who provide additional services to meet basic needs such as food, housing, shelter and transportation and who serve certain vulnerable populations such as older adults and those with disabilities. Community Services supports linkages across non-profit organizations through the Community of Care Network, Seniors, Council, Homeless Initiative, Faith-Based Initiative, Older Adult Initiative, Youth Commission and Douglas County Transit Solutions.

Douglas County Office of **Emergency Management (OEM)**

- Activate and manage the Douglas County Emergency Operations Center (EOC).
- Coordinate with Communications/Dispatch centers for emergency public information, warning systems, the establishment of procedures for releases of disaster-related information, establishment of joint information center (JIC), and other public information related concerns.
- Requests additional levels of assistance from other county or city agencies, mutual aid partners, the North Central Region (NCR), and/or the State of Colorado based on the assessment of Incident Command.
- Support the facilitation of mutual aid assistance.
- Provide emergency information assessments and assist the Agency Administrator and the Sheriff with recommendations to county officials concerning need for local disaster declarations, travel restrictions, curfews or other temporary social restrictions.
- Establish communications with Colorado Division of Homeland Security and Emergency Management (DHSEM).
- Prepare and distribute situation reports and damage assessment reports for Agency Administrator, County Commissioners, Sheriff's Office Command Staff and DHSEM.
- Facilitation and coordination of volunteer amateur radio resources used for back-up communications and additional radio frequencies.
- Support lead agencies in the coordination and utilization of volunteer organizations.

- Support incident command's decisions regarding population evacuations, as requested.
- Assessment of emergency conditions and determination of required levels of immediate assistance.
- Provide liaison support to Incident Command incidents.
- Provide support personnel and staff to the EOC as needed and available to support overall incident operations.
- Support lead agencies for temporary shelters for household pets and non-commercial backyard livestock including those that are co-located with human shelters.
- Support lead agencies for human shelters, including those that are co-located with animal shelters and those addressing access and functional needs considerations.
- Coordinate the maintenance of the EOP, scheduling and conducting training and exercises of the plan, and ensure the EOP compliments other county planning efforts such as the Continuity of Operations Plan (COOP), Recovery Plan, etc.
- Assist the Sheriff's Office in the coordination of wildland fire suppression efforts in non-fire district areas of Douglas County and as requested under mutual aid.

Douglas County **Facilities, Fleet and Emergency Support Services (FFESS)**

FFESS is responsible for providing operational support to the EOC and Incident Command regarding all facilities and fleet issues:

- Provide necessary support and facilities services to assist in the management of the event.
- Ensure adequate facilities for all county operations during and after an emergency.
- Ensure access to additional facilities as required to support the incident and/or community.
- Make available updated floor plans for county owned/occupied facilities.
- Restore public facilities, services and utilities.
- Secure land use agreements, rental agreements, and facilities contracts as needed to support emergency operations.

- Provide necessary support, fleet services and vehicles to assist in the management of the event.
- Provide fuel for fleet services and vehicles needed to support operations.
- Provide maintenance and repair support to emergency response vehicles, heavy equipment, and other county vehicles and equipment as needed in support of emergency operations.
- Provide transportation services in support of emergency response and recovery efforts, including the movement of county personnel, equipment and supplies to designated staging areas.
- Procure and deliver any other materials or equipment needed or requested by the Incident Commander or the Office of Emergency Management.
- Provide staffing to the EOC, as requested.
- Provide audio/visual support for the EOC and/or other locations throughout the county to facilitate emergency related communications and conferences.

Douglas County **Finance**

The Finance department is responsible for all financial considerations for emergencies and disasters:

- Administer finance considerations for emergency situations relevant to the Douglas County Sheriff's Office expenditures.
- Procurement of emergency-related supplies and materials and administration of vendor contracts for emergency services and equipment.
- Assist with resource tracking, office services, printing services, record keeping and documentation of disaster-related costs and financial commitments.
  - Record-keeping and documentation of disaster-related time, costs and financial commitments.
- Assist in reimbursement process following an event.
- Ensure emergency payroll needs are addressed.
- Participation with other departmental representatives on county damage assessment teams at EOC and joint damage assessment teams (local, state and federal), as needed.

- Providing all documentation and records regarding worker's compensation during disasters or emergency situations involving county personnel, along with equipment damage claims.
- Administer finance considerations for emergency situations relevant to the Douglas County expenditures.
- Provide support personnel and staff to the EOC as needed and available to support overall incident operations.
- Ensure forms and documentation for expenditures are complete.

Douglas County **GIS**

GIS is responsible for providing the EOC and ICP with all mapping (both paper and digital) requested during and after an emergency or disaster. They will also provide support services as needed throughout the incident, including but not limited to:

- Providing scanning and printing services during the duration of the incident.
- Coordination of data acquisition from adjacent counties and other agencies.
- Upload and download GPS waypoints and tracks.
- Administer and deploy the C-COP Tool and add layers as needed.
- Digitize paper maps and provide large format printing.
- Create databases as needed by the EOC, Incident Commander and General Staff.

Douglas County **Human Resources**

Human Resources is responsible for assisting with the coordinating and time tracking of county human resources and services necessary for the emergency or disaster.

- Assist with coordinating time tracking and personnel during incident scheduling.
- Provide subject matter insight for scheduling requirements of personnel when requested.
- Assist with after-incident documentation requirements as requested.

- Provide guidelines for emergency hiring and staff reconstitution following an incident.
- Provide a liaison to the EOC as requested.

Douglas County **Human Services**

Human Services is responsible for directing, controlling and coordinating all human services operations.

- Identify human services concerns and needs, prioritize those needs, and find appropriate resources to meet those needs.
- Assist persons/families with human services needs after qualified personnel have rescued them from disaster situations.
- Coordinate volunteer support for human service's needs.
- Coordinate with the Incident Commander or the EOC in assessing overall human services resource needs during response and recovery operations and maintenance of situation status information.
- Provision of human services technical support.
- Advising the BOCC on actions to be taken regarding human services matters.
- Provide a liaison to the EOC as requested.

Douglas County and DCSO **Information Technology (IT)**

Information Technology (IT) is responsible for providing operational support to the Incident Commander and the EOC regarding all technology issues. In the case of a Cyber Attack event, IT is responsible for assuming the Incident Command role for the County and working closely with the Policy Group and the EOC. For non-cyber incidents it is additionally responsible for the procurement of the following items when needed or requested by the Incident Commander:

- Providing and identifying the need for additional cellular service.
- Providing for additional telephone services.
- Providing necessary support to facilities to assist in the management of the event.
- Procuring and delivering any other materials or equipment needed or requested by the ICP or OEM.

- Providing the point of contact for obtaining and maintaining telephone, PC/laptop and internet support.
- Douglas County IT coordinates all wired, and internet communications technology for the county.
- DCSO IT coordinates all wired, radio and internet communication for the Sheriff's office.
- Provide technical support/resources for communications during response and disaster recovery efforts.

Douglas County **Public Works – Operations & Engineering**

Public Works- Operations is responsible for maintaining working systems and roadways in the event of an emergency or disaster.

- Maintain and repair all county road systems within respective jurisdictions to ensure minimal disruption in entering or exiting threat impact areas.
- Provide personnel, equipment, supplies and materials for flood or fire control and flood or fire mitigation measures.
- Expedite restoration of public facilities and utilities in priority areas dictated by the current situation.
- Provide for the removal of debris to permit emergency rescue operations and movement of emergency vehicles and supplies, with priority assigned to critical emergency services lifelines.
- Provide personnel and heavy rescue equipment in support of search and rescue operations.
- Provide damage assessment information to the EOC on roads and equipment belonging to the county.
- Restoration of damaged county roads and bridges and other infrastructure.
- Provide equipment and personnel as necessary to meet incident support requirements.
- Participate with representatives of other county departments on Douglas County damage assessment teams.
- Provide a liaison or staffing for the EOC as requested.

Public Works- Engineering is responsible for maintaining public facilities and infrastructure in the event of an emergency or disaster.

- Provide for emergency repairs to public buildings, hospitals, utilities, the EOC, and other essential facilities for restoration and continued operation of county government functions.
- Provide personnel for structure and facility inspections to determine safety of individual structures (businesses, residences, and public buildings), including during rescue operations and to identify needed repairs (or to implement condemnation procedures when necessary).
- Provide emergency traffic control measures including equipment, barriers and marking of dangerous areas in coordination with the Sheriff's Office.
- Provide damage assessment information to the EOC on buildings and equipment belonging to the county.
- Restoration of damaged county public services and facilities.
- Administration of the county floodplain management program and matters relating to participation in the National Flood Insurance Program (NFIP).
- Assist with potable water provision with resources, equipment and personnel.
- Provide equipment and personnel as necessary to meet incident support requirements.
- Participate with representatives of other county departments on Douglas County damage assessment teams.
- Provide a liaison or staffing for the EOC as requested.

9.1.7 PARTNERSHIP OF DOUGLAS COUNTY GOVERNMENTS (PDCG)

The Partnership of Douglas County Governments (PDCG) includes elected officials and representatives from the following entities: Town of Castle Rock, Town of Parker, Town of Larkspur, City of Lone Tree, City of Castle Pines, Highlands Ranch Metropolitan District, Douglas County School District, Douglas Public Library District, and Douglas County (represented by the BOCC and the Sheriff). In September 2011, the PDCG adopted the "Intergovernmental Agreement for Disaster-Emergency Mutual Aid and Disaster Emergency Resources Assistance". The PDCG was updated and amended on August 6th, 2019 (See General Appendices 3E).

Each member agency affiliated with the PDCG has adopted the IGA. This IGA provides a road map for mutual aid and response assistance during a disaster. While mutual aid has always been a standard for operations within our local government agencies, this IGA solidified and clarified roles and responsibilities of each agency when responding collectively to an incident that is growing beyond normal day to day operations.

The Douglas County Emergency Operations Center (EOC) and the Douglas County Incident Management Team (IMT) may be activated depending upon the size, complexity and duration of the incident.   The EOC and the IMT are Emergency Management assets within Douglas County that are activated by the OEM. The EOC and the IMT are referred to within the PDCG IGA as "County-wide assets that may be utilized to assist a [Partnership] Party experiencing a disaster-emergency."

Additionally, the IGA established the Emergency Management Coordinating Group (EMCG) which provides a vehicle for parties within Douglas County to coordinate preparedness, response, recovery and mitigation activities.

9.1.8 DOUGLAS COUNTY EMERGENCY SUPPORT AND AFFILIATED AGENCIES

The provision of emergency management in Douglas County is dependent upon a coordinated response from multiple county and support entities.

All Health Network

All Health Network provides support to the county through coordinated response to crisis intervention / behavioral health and substance abuse and is and is coordinated by DCHD or ESF 8 when the EOC is activated.

Amateur Radio Operators/AUXCOMM

ARES of Douglas and Elbert Counties (Region 1, District 5) is responsible for providing communications assistance as requested, under the direction of the Douglas County Sheriff and OEM. Specific roles and responsibilities will vary according to the incident. Auxiliary Communications (AUXCOMM) covers a broad range of systems that could potentially be used during an incident to include: High Frequency (HF), Very High Frequency (VHF), Ultra High Frequency (UHF), satellite communications (SATCOM), microwave, Wi-

Fi, digital, video, photos, Voice over Internet Protocol (VoIP), and other modes. AUXCOMM is not a standard ICS position but is made up of amateur radio operators that provide auxiliary support to emergency management.

American Red Cross (ARC)

If requested, the ARC, in conjunction with Douglas County agencies, will provide support services during and after an emergency or disaster.

- Provide for immediate assistance to disaster survivors, including food, water, shelter, clothing, physical and behavioral health and referrals in conjunction with appropriate Douglas County agencies.
- Management of emergency shelters for mass care, in cooperation with Douglas County agencies, including registration, feeding, lodging, and responding to public inquiries concerning shelter residents.
- Provide temporary and immediate housing for displaced disaster survivors.
- Assist with bulk distribution of emergency supplies.
- Assist ESF 8 with mass inoculations.
- Provide damage assessment information upon request.
- Staff a multi-agency resource center.
- Assist incident survivors with emergency needs.
- Register displaced persons and provide welfare information services.

Colorado Disaster Relief (Southern Baptist Convention)

If requested, Colorado Disaster Relief, in conjunction with Douglas County agencies, will provide support services during and after an emergency or disaster.

- Provide immediate assistance to disaster survivors, including food, water, and counseling.
- Provide food, water and other assistance to emergency response personnel and emergency relief workers.

Douglas County Animal Response Team (DCART)

When requested by OEM, the DCART is responsible for the establishment of measures for animal disaster response including:

- Coordination of animal relief measures, the assurance of their care, and the search for their owners.
- Assist shelter managers with problems associated with displaced persons bringing pets and/or non-commercial backyard livestock to shelter facilities.
- Evacuation/shelter in place care and feeding of animals.

Hospitals

- Are coordinated ESF 8 when the EOC is activated.
- Establish hospital incident command.
- Maintain communications with external agencies through county dispatch centers and local or county emergency management.
- Update bed availability when queried, keeping divert status current, providing updated information to all EMS responders and transport agencies.
- Provide treatment of all patients at the hospital.
- Provide decontamination for patients.
- Provide hospital representative to the EOC if requested.

Municipal Chief Executive Officers (Chief Elected Officials)

Municipal Chief Elected Officials have responsibility for the people within their jurisdiction as outlined in state statute and city/town ordinances and resolutions.

- Formal declaration of a local disaster or emergency and issuance of other official orders regarding population protection and temporary restrictions, including evacuation orders, establishment of curfews, and enactment of price controls.
- Notification to county OEM when a declaration is expected or signed to begin coordinating efforts.
- Approval and commitment of municipal resources and funds for disaster/emergency response and recovery.

- Activation and management of municipal EOCs, where available.
- Establishment of intergovernmental liaison in multijurisdictional incidents, including coordination of emergency efforts with the OEM and participation as part of the county Policy Group.

Municipal Emergency Management Offices:

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

Public Information Officers (PIO)

Public Information Officers disseminate emergency public information and establish procedures for the release of information to the media with the assistance of the Incident Public Information Officer (PIO) or JIC as appropriate.

Public and Private Utility Companies

Coordinate with local emergency responders, the EOC and OEM concerning:

- Disruption and restoration of utility services

- Safety and engineering expertise
- Access to hazardous and evacuation areas
- Contingency planning, training and education
- Continuity of Operations and business services

Salvation Army

If requested, the Salvation Army, in conjunction with Douglas County agencies, will provide support services during and after an emergency or disaster.

- Provide immediate assistance to disaster survivors, including food, water, counseling, and medical advice and assistance.
- Provide food, water and other assistance to emergency response personnel and emergency relief workers.
- Assist with spontaneous and offered food/beverage donations related to meal service or mass care operations.
- Provide financial assistance if available in the short, immediate and long-term phases of recovery.

School Districts

The Douglas County School District is responsible for the safety and protection of students, staff and personnel.

- Preparation and maintenance of an Emergency Management Plan for the school district.
- Provision of resources for evacuation and sheltering of endangered populations when requested (i.e. buses, facilities, feeding, etc.).

State Donations & Volunteer Coordination Team (DVCT):

- Facilitate and support the coordination of unsolicited donations made from the general public and private sector during and after disasters.
- Assist with the coordination of spontaneous unaffiliated volunteers.

- Promote coordination between the EOC and support agencies engaged in donations, and volunteer coordination and private sector partners.
- Provide ESF 15 – Public Information with public messaging support.

Douglas County Health Department

Responsible for directing, controlling and coordinating all public health operations:

Environmental Health

- Aid with recommendations on the disposal of hazardous materials

- Provide environmental health services

- Inspect food and water supplies, as well as evaluate and recommend methods for disposal of contaminated foods

- Conduct tracebacks or recalls of adulterated products, in cooperation with State and Federal officials as well as the food industry

Epidemiology / Disease Control and Surveillance

- Provide disease control, surveillance, and investigation

- Provide guidance to healthcare providers, coroners, schools, first responders, and other key stakeholders

- Conduct vector surveillance

Emergency Preparedness and Response

- Identify public health needs in affected areas and develop response strategies

- Issue non-pharmaceutical interventions and orders

- Serve as ESF #8 lead, coordinating activities as requested. This includes staffing of the County Emergency Operations Center's ESF #8 chairs as requested to support the operation. This will be supported based on personnel availability.

- Request appropriate ESF #8 organizations to activate and deploy public health, medical, behavioral health and veterinary medical personnel, equipment, and supplies (in coordination with ESF #11 or ESF#6a).

- Coordinate through the Douglas County office of emergency management (OEM) emergency operations centers (EOC), if activated, for requests of additional ESF #8 resources, as necessary, to support response operations.

- Assess asset requests based on relevant threat information and submit them to Douglas County OEM, which then forwards them to the State Emergency Operations Center (SEOC) for processing. If approved, these requests may result in the deployment of assets from the Strategic National Stockpile (SNS). The decision to formally request SNS assets must be made at the state level.

9.2 STATE AND FEDERAL AGENCIES

9.2.1 COLORADO DIVISION OF HOMELAND SECURITY & EMERGENCY MANAGEMENT (DHSEM)

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

9.2.2 FEDERAL GOVERNMENT

- Through FEMA, responding to national emergencies and providing 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 roles and responsibilities of federal resource providers are outlined in the National Response Framework.

9.3 EMERGENCY SUPPORT FUNCTION (ESF) RESPONSIBILITIES

9.3.1 ESF ANNEXES

When the Emergency Operations Center (EOC) is activated, various County departments and agencies, along with partner agencies and organizations, are assigned specific functions to support emergency management operations. These assignments can involve direct participation within the EOC or providing indirect support from other locations. **Table 3 – ESF Responsibility Matrix** details the Primary (P) and Support (S) roles for each participating County department, agency, or organization.

Emergency Support Functions (ESFs) offer a standardized framework for managing all-hazards response and recovery efforts. The fifteen (15) ESF categories and their sub-functions used by Douglas County are closely aligned with those in the National Response Framework (NRF). However, to best meet local requirements, Douglas County has customized its ESF structure and definitions to reflect the specific support functions needed within its County EOC. Each ESF Annex in the plan provides a general description of that ESF, outlines its major response and recovery responsibilities, and identifies the primary and support agencies involved. The ESF structure and the accompanying matrix are designed to give an overview of the responsibilities for agencies and entities called upon for support. While some ESFs concentrate mainly on response activities, others deliver a variety of support functions throughout both the response and recovery phases. **ESF 5 – Emergency Management** is responsible for the overall coordination of all Emergency Support Functions.

Emergency Support Functions (ESFs) and the Community Lifelines concept are interrelated (refer to **Section 9.4 Community Lifeline Responsibilities** for more details). Community Lifelines represent the critical services within a community (e.g., power, water, safety) that must be stabilized or restored to reduce threats to life and property. In contrast, ESFs provide the organizational structure within the EOC, bringing together various departments, agencies, community organizations, and industries to improve coordination and integration for the purpose of stabilizing or re-establishing these Lifelines. Consequently, a single ESF may contribute to supporting one or more Community Lifelines:

Safety and Security Community Lifeline

- ESF 4 – Fire Fighting

- ESF 9 – Search and Rescue

- ESF 13a – Law Enforcement

- ESF 13b – Evacuation and Traffic Management

Food, Water, Shelter Community Lifeline

- ESF 6 – Mass Care, Housing

- ESF 6a – Animal Issues

- ESF 7a – Resources and Logistics

- ESF 7b – Donations Management

- ESF 7c – Volunteer Coordination

- ESF 8 – Public Health

Health & Medical Community Lifeline

- ESF 6a – Animal Issues

- ESF 8 – Public Health

- ESF 8a – Mass Fatality

Water Systems Community Lifeline

- ESF 12 – Public Service (Utilities) Restoration and Recovery

- ESF 8 – Public Health

- ESF 8a – Mass Fatality

Energy (Power & Fuel) Community Lifeline

- ESF 1 – Transportation

- ESF 3a – Public Works - Operations and Engineering

- ESF 12 – Public Service (Utilities) Restoration and Recovery

- ESF 13b – Evacuation and Traffic Management

Communications Community Lifeline

- ESF 2 – Telecommunications and Information Technology

- ESF 15a – Public Information

- ESF 15b – Warning and Communications

Transportation Community Lifeline

- ESF 1 – Transportation

- ESF 3b – Debris Management

Hazardous Materials Community Lifeline

- ESF 10 – Hazardous Materials Response and Recovery

9.3.2 ESF RESPONSIBILITY MATRIX

Understanding the ESF Responsibility Matrix Designations:

- **P = Primary Responsibilities:** The agency marked with "P" is the designated primary or lead agency for all activities related to that specific ESF. These agencies typically have a statutory or functional duty to coordinate all other agencies involved in that ESF.

- **U = Unified Responsibilities:** The letter "U" signifies that leadership for accomplishing the ESF may be shared by more than one agency, or that the lead agency will be determined based on the specific situation.

- **S = Supporting Responsibilities:** The letter "S" identifies county agencies that possess resources that could be used to support the ESF. An agency designated as "P" or "U" is responsible for coordinating the efforts of agencies designated as "S" to help achieve the ESF's objectives.

This matrix serves as a guideline for agencies with pre-assigned roles and is designed to be flexible, allowing for quick and efficient adaptation during disaster response and initial recovery efforts.

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Table 3 – ESF Responsibility Matrix

P = Primary Responsibilities; U = Unified Responsibilities; S = Supporting Responsibilities

Stakeholder / Emergency Support Function	ESF 1 Transportation	ESF 2 Telecommunications & IT	ESF 3a Road & Bridge and Engineering	ESF 3b Debris Management	ESF 4 Fire Fighting	ESF 5 Emergency Management	ESF 6 Mass Care/Housing & Human Services	ESF 6a Animal Issues	ESF 7a Resources & Logistics	ESF 7b Donations Management	ESF 7c Volunteer Coordination	ESF 8 Public Health & Environment	ESF 8a Mass Fatality	ESF 9 Search & Rescue	ESF 10 Hazardous Materials	ESF 11 Environment, Agri. & Nat. Resources	ESF 12 Public Service Restoration	ESF 13a Law Enforcement	ESF 13b Evacuation & Traffic Management	ESF 14 Recovery	ESF 15a Public Information	ESF 15b Warning & Communication
Board of County Commissioners	S	S	S	S	S	U	S	S	S	S	S	S	S	S	S	S	S	S	S	S	U	S
County Manager	S	S	S	S	S	U	S	S	S	S	S	S	S	S	S	S	S	S	S	S	U	S
Assessor						S														S		
Clerk & Recorder						S																
County Attorney						S																
Coroner						S						S	U*						S			
District Attorney																			S			
Finance						S			S	S										S		
Treasurer						S																
Sheriff	S	S		S	U	S	S	U	S	S	S	S	S	U	U	U	S	U	P	S	U	U
Douglas County HAZMAT					S										U			S				
Cooperative Extension								S								S				S	S	
Emergency Management	S	S				U	P		U	U	P	S	S				U			U	S	U
Facilities (FFESS)	S			S		S	S	U	S	S	S	S				S		S				
Public Works Operations	U		U	P		S			S					S	S	S	S	S	S	S		
Human Resources									S											S		
Human Services	S						S		S		S									S	S	
Information Technology		P																				
Open Space/Parks	S			S			S		S					S		S		S		S	S	
Community Planning	S		S	S	S				S								S			U	S	

* Coroner is has Unified Responsibilities with Public Health for ESF 8 during Mass Fatality Events

Matrix continued on next page.

P = Primary Responsibilities; U = Unified Responsibilities; S = Supporting Responsibilities

Stakeholder / Emergency Support Function	ESF 1 Transportation	ESF 2 Telecommunications & IT	ESF 3a Road & Bridge and Engineering	ESF 3b Debris Management	ESF 4 Fire Fighting	ESF 5 Emergency Management	ESF 6 Mass Care/Housing & Human Services	ESF 6a Animal Issues	ESF 7a Resources & Logistics	ESF 7b Donations Management	ESF 7c Volunteer Coordination	ESF 8 Public Health & Environment	ESF 8a Mass Fatality	ESF 9 Search & Rescue	ESF 10 Hazardous Materials	ESF 11 Environment, Agri. & Nat. Resources	ESF 12 Public Service Restoration	ESF 13a Law Enforcement	ESF 13b Evacuation & Traffic Management	ESF 14 Recovery	ESF 15a Public Information	ESF 15b Warning & Communication
Douglas County Search & Rescue						S						S	S	U		S		S	S			
American Red Cross						S	S		S	S		S	S								S	
Colorado Vol. Orgs. Active in Disasters									S	S	S											
Douglas County Health Department						S	S	S	S			P	U*			S	S		S	S	S	U
AllHealth Network												U	S									
Fire Departments/Districts					U	S			S			S	S	U	U					S	S	S
Hospitals							U					S	S									
Douglas County Animal Response Team								U								U						
Douglas County Schools	U					S	S					S	S					S	S	S	S	
Salvation Army						S	U		S	S		S	S									
Douglas County Community Foundation											P											
Society of American Military Engineers			S	S																S		
Urban Flood & Drainage Control			S	S																S	S	S
Private Sector/Critical Infrastructure	S	U	S	S			S		S			S	S				U			S	S	S
Municipal Agencies	S	S	S	S	S	U	S	S	S	S	S	S	S		S	S	U	U	S	S	S	U
State Agencies	S	S	S	S	S	U	S	S	S	S	S	S	S	S	S	S	U	U	S	S	S	U
Federal Agencies	S	S	S	S	S	U	S	S	S	S	S	S	S	S	S	S	S	U	U	S	S	U

9.3.3 ESF RESPONSIBILITIES

Many of these ESF-related functions are carried out in the field using the Incident Command System (ICS) management structure. When the EOC is active, its activities in these areas should support the on-scene ICS measures and respond to specific resource requests from Incident Command. All functions described in this section can become active EOC operations during a large-scale disaster or a prolonged government relief effort.

The Director of the Office of Emergency Management (OEM) / EOC Manager has the authority to direct the activation of specific ESFs based on the EOC's current activation level. Once an ESF is activated, its representatives will coordinate their

activities with and within the EOC and collaborate with other activated ESFs also operating in the EOC.

For each ESF, specific primary and support agencies have been identified. The designated Primary (P) agency is responsible for coordinating the efforts of all Support (S) agencies to fulfill the roles and responsibilities assigned to that ESF. In many situations, the determination of the lead agency depends on the specific circumstances of the emergency or disaster; in such cases, potential lead agencies are identified as having a Unified (U) responsibility, indicating shared leadership or situational leadership. While the OEM might initially designate the lead agency, this leadership role can be transferred to better meet the needs of the operational response and initial recovery efforts. All stakeholders designated for an ESF will continue to be involved in support roles as required. Agencies not initially assigned a role within a specific ESF may be brought in if the event evolves and their support is identified as necessary.

ESFs are interdependent. For instance, ESF 1 – Transportation will likely be called upon by other ESF coordinators to help transport personnel, equipment, supplies, evacuees, and animals. Similarly, ESF 13b – Evacuation may need to coordinate with ESF 1 – Transportation and ESF 15a – Public Information.

Some ESFs are subdivided in the responsibility matrix (e.g., into subcomponents a, b, c) to clarify distinct roles. However, when the EOC is activated for an incident, these subcomponents will operate collectively under the main ESF, even if multiple subcomponents are engaged. The structure and roles detailed in this plan are designed to be a flexible foundation that can be adapted and expanded as needed. The matrix provided below serves as a quick reference guide to illustrate the relationships between various agencies, entities, and functions within this Plan. More detailed information on the each of the EOC ESF Roles and functions can be found in **Table 4 Emergency Support Functions Annexes**.

Table 4 – ESF Annexes

ESF #	ESF Name	Lead Agency	Responsibilities
ESF 1	Transportation	FFESS/DCSD	Provide for coordination, control, and allocation of transportation assets in support of the movement of emergency resources, including the evacuation of people and the

ESF #	ESF Name	Lead Agency	Responsibilities
			redistribution of food and fuel supplies.
ESF 2	Communications, IT and Cybersecurity	DCSO IT/County IT	Provide communications, IT support, and data products to response and recovery efforts of first response and County agencies and cyber-related incidents.
ESF 3	Public Works Operations	Public Works Operations	Evaluate, maintain, and support control and restoration of public roads, bridges and drainage. Support private sector access in support of the restoration of critical private infrastructure (i.e., electrical, gas, communications, and water lines). Assists in the performance of debris removal and damage assessment. Provide for debris clearance, roads, highways and bridge repairs, engineering, construction, repair and restoration of essential public works systems and services.
ESF 4	Firefighting	DCSO/Fire District Partners	Provide for the mobilization and deployment, and coordination of all firefighting resources to combat urban and wildland fire incidents.
ESF 5	Emergency Management	Office of Emergency Management	Provide for the overall management and coordination of the County's emergency operations in support of local response agencies and jurisdictions. Maintain and activate the County Emergency Operations

ESF #	ESF Name	Lead Agency	Responsibilities
			Center as needed. Collect, analyze and disseminate critical information on emergency operations for decision making purposes. Identify the roles and responsibilities of County government in coordinating mutual, State and Federal assistance. ESF 5 responsibilities are generally assumed by the EOC Manager. Depending upon the size and complexity of the incident, there may also be an additional person staffing the ESF 5 position.
ESF 6 ESF 6A	Mass Care & Animal Issues	Office of Emergency Management	Manage and coordinate disaster sheltering, feeding and first aid for evacuees and individuals affected by emergencies or disasters. Provide temporary housing, food, clothing, and special human needs in situations that do not warrant mass care systems. This assistance may continue well after the emergency phase of the response. Assist in coordinating and managing volunteer resources. Manage and coordinate disaster sheltering, feeding and first aid for the companion animals and non-commercial backyard livestock of evacuees and individuals affected by emergencies or disasters. Provide for the evacuation, transportation, decontamination, care, shelter, treatment and/or disposal of companion animals and non-commercial backyard livestock, impacted by disasters or disaster related disease outbreaks. This assistance may continue well after the emergency phase of the response.

ESF #	ESF Name	Lead Agency	Responsibilities
			Assist in coordinating and managing volunteer resources.
ESF 7	Logistics	Office of Emergency Management	Secure resources through mutual aid agreements, volunteer organizations, and procurement procedures for all ESFs, as needed. Provide coordination, tracking and documentation of personnel, equipment, supplies, facilities, and services used during disaster response and initial relief and recovery operations. Support effective reception and integration of augmentation resources.
ESF 8 & 8B	Public Health Coroner's Office	Douglas County Health Department	Provide a flexible organizational structure capable of meeting the requirements of many emergency scenarios. Public Health and Medical Services provides the mechanism for a coordinated response to the public health and medical component of any pre-planned event, potential incident, or actual incident. This ESF includes those needs associated with public health, environmental health, hospitals, fatalities management, behavioral health, ancillary partners, and some components of veterinary care. This also includes coordination with pre-hospital partners such as emergency medical services (EMS). ESF #8 should be looked at as supporting the entire public health and medical system and has strong coordination with emergency management, EMS/Fire, and other key partners/disciplines depending on the nature of the response to an incident.

ESF #	ESF Name	Lead Agency	Responsibilities
			ESF #8B is designed to provide coordination and support in the event of a natural or man-made disaster resulting in the event of a natural or man-made disaster, to include pandemic, resulting in a mass fatality situation. A mass fatality disaster is an event that results in a number of fatalities which overwhelms the normal capacity of the coroner's office of jurisdiction. Support and coordination for body recovery, victim identification, working with local and state authorities to provide temporary mortuary solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
ESF 9	Search and Rescue	Douglas County Sheriff's Office	Provide coordination and resources for ground, water, and airborne activities to locate, identify and remove persons lost or trapped in stricken areas, buildings and other structures. Provide for specialized emergencies and rescue operations.
ESF 10	Hazardous Materials	DCSO	Provide response to potential or actual hazardous materials incidents. Provides for inspection, containment and oversight of cleanup of hazardous materials accidents or releases.
ESF 11	Environmental, Agricultural and Natural Resources	Office of Emergency Management	Provide for the coordination of response, mitigation and recovery efforts related to the county's

ESF #	ESF Name	Lead Agency	Responsibilities
			cultural, environmental, agricultural (food) and natural resources (including water supply). Provide for the evacuation, transportation, decontamination, care, shelter, treatment and/or disposal of livestock and wildlife impacted by disasters or foreign animal disease. ESF 11 includes the functions of assisting to the response to livestock and agricultural health issues / disease outbreaks, providing technical expertise, coordination, and support of livestock and agricultural emergency management when agricultural interests are affected by disaster; providing technical expertise, coordination and support of cultural, environmental and natural resources affected by disasters. ESF 11 coordinates with State and Federal Lands, State and U.S. Forest Service, State Department of Agriculture (CDA) and U.S. Department of Agriculture (USDA), and Bureau of Land Management.
ESF 12	Public Services, Utilities	Appropriate Utility Agency Representative(s)	Provide for the rapid restoration of emergency and government services, roads, bridges and publicly held critical facilities. Support the restoration of private sector critical infrastructure. Coordinate the rationing and distribution of emergency power and fuel.
ESF 13 A & 13B	Law Enforcement	Douglas County Sheriff's Office	Provide for the protection of life and property by enforcing laws, orders and regulations including the movement of persons from threatened or hazardous areas. Provides force and critical infrastructure protection,

ESF #	ESF Name	Lead Agency	Responsibilities
			security planning and general law enforcement assistance, security, traffic and access control, in both pre-incident and post-incident situations. Provide for the timely and appropriate decision to evacuate or shelter in place at-risk populations. Coordinate the designation and implementation of effective traffic management to ensure the expedient access of response resources and the evacuation of the public as needed.
ESF 14	Recovery	Agency Administrator	Ensure that procedures and experts are available to provide preliminary estimates and descriptions. Estimates of the extent of damage should be based on observations by engineers and assessment teams. Assessments provide a basis for determining the need for a County, State or presidential disaster declaration.
ESF 15	Public Information	DCSO PIO	Provide for effective collection, control, and dissemination of public information to inform the general public adequately of emergency conditions and available assistance. Coordinate efforts to minimize rumors and misinformation during an emergency.

9.4 COMMUNITY LIFELINES RESPONSIBILITIES

9.4.1 COMMUNITY LIFELINES

The Federal Emergency Management Agency (FEMA) developed the Community Lifelines concept to better identify and understand the impacts on essential community services during disasters, including the root causes of these disruptions. Lifelines help responders pinpoint service breakdowns, report on these impacts, and focus efforts on stabilizing the affected services. Implementing this framework in response activities means assigning experts the responsibility of managing specific, interdependent systems that are vulnerable to failure during emergencies. This coordinated approach also promotes engagement with private sector partners in both preparedness and response efforts.

The following are the seven lifelines FEMA has identified as critical:

- Safety and Security.

- Food, Hydration, Shelter.

- Health and Medical.

- Water Systems.

- Energy.

- Communications.

- Transportation.

- Hazardous Material.

Each Community Lifeline is composed of various components and subcomponents that define a community's critical elements. The Lifelines framework is beneficial for managing both small- and large-scale incidents and fundamentally aims to foster deeper collaboration among all response partners. Although Lifelines are primarily used to assess an incident's impacts during the response phase, they also support activities across all phases of emergency management. Incidents often reveal vulnerabilities in essential services; this information allows supporting partners to develop better mitigation and preparedness procedures, thereby reducing the effects of future events. Following an incident, the assessment tools associated with Lifelines help emergency managers prioritize recovery efforts, guiding communities back to their pre-incident operational status or to a new state of normalcy.

9.4.2 SAFETY AND SECURITY

Immediately after a disaster strikes, emergency managers focus on mitigating all threats to the life safety of survivors. This work typically involves dispatching all first response partners and can necessitate deploying specialized teams, such as search and rescue, to assist everyone affected. Douglas County relies on numerous agencies and departments to support the Safety and Security Lifeline, including the Douglas County Sheriff's Office, local police and fire departments, health and emergency medical partners, the Douglas County Regional Dispatch Center, and others.

9.4.3 FOOD, WATER, SHELTER

Once immediate life safety concerns are managed, communities must ensure that comprehensive support services are available for displaced survivors. The Food, Water, and Shelter Lifeline ensures that all survivors, along with their pets and service animals, have access to safe and sanitary resources to meet their basic, immediate needs. In Douglas County, providing these services requires the combined efforts of various community partners, depending on the nature of the disruption. For instance, stabilization activities might require goods from organizations like the Salvation Army, The Red Cross, or Voluntary Organizations Active in Disaster (VOADs); vehicles for transportation from Fleet and Facilities, the Douglas County School District, National Guard, or RTD; and the distribution of these commodities by these same partners and many others.

9.4.4 HEALTH AND MEDICAL

Health and medical services are vital for successful response and recovery operations. Following a disaster, survivors, as well as their pets and service animals, require access to necessary medical and veterinary care. Health and Medical partners prepare for this by ensuring local medical systems can manage patient movement, public health services are accessible to all survivors, fatality management support is adequate, and medical supply chains are prepared to distribute sufficient medical supplies to care providers. In Douglas County, this aspect of the response supports life safety priorities through the capabilities of the Douglas County Health Department, the Coroner's Office, the local fire districts, local hospital systems, and additional support from all levels of government and the private/non-profit sector.

9.4.4 WATER SYSTEMS

Water systems encompass essential components that ensure the availability and safety of water for communities. Potable Water Infrastructure includes intake facilities that source raw water from natural sources, treatment plants that purify water to meet safety standards, storage reservoirs that hold treated water, and distribution networks that deliver potable water to homes and businesses. Additionally, Wastewater Management involves the collection of used water through sewer systems, storage in conveyance infrastructure, treatment facilities that remove contaminants, and discharge processes that safely release treated water back into the environment. Together, these sub-components form a comprehensive framework vital for public health, environmental protection, and community resilience.

9.4.5 ENERGY

Supporting both immediate and long-term energy needs is crucial in disaster response. Energy services include providing generators to critical facilities and supplying fuel for first responders and survivors, including those who depend on power for life-sustaining medical care. To stabilize this lifeline, Douglas County should engage local, county, and private sector public works and utility entities, for successful service restoration.

9.4.6 COMMUNICATIONS

Access to stable commercial communication systems is vital for survivors needing life-saving emergency services. It is also essential to ensure that land radio communication networks are operational, public safety answering points (PSAPs) are available to the public, and survivors can access financial services. Similar to the Energy Lifeline, the Communications Lifeline is supported by public and private utility and communication companies, municipal and county public works departments, and the Douglas County Regional Communication Center.

9.4.7 TRANSPORTATION

Disasters often impact transportation infrastructure, requiring debris removal or alternative access routes to affected areas. This lifeline covers multimodal transportation routes, including air, rail, and road accessibility for both survivors and responders. In Douglas County, efforts to stabilize this lifeline are conducted by the Douglas County Public Works, Douglas County FFESS, Douglas County School District, municipal public works department, RTD and the Colorado Department of Transportation, as well as other local, public, and private public works entities.

9.4.8 HAZARDOUS MATERIALS

To prevent a disaster's impacts from escalating within communities, partners responsible for the Hazardous Material Lifeline must ensure that all contaminated areas are identified and secured before, during, and after an incident. Operations related to hazardous materials in Douglas County will be conducted by the Sheriff's Office as the official DERA with support from agencies such as local fire districts, the Douglas County Health Department and along with other local jurisdictional departments and agencies.

9.5 RSF RESPONSIBILITIES

Recovery Support Functions (RSFs) assist local governments by helping to solve problems, enhancing access to resources, and promoting coordination among diverse stakeholders and partners. Douglas County implements the RSF model when its focus begins to transition from emergency response activities to recovery operations.

Detailed descriptions of each RSF and how RSF responsibilities are assigned are available in the Douglas County Recovery Plan.

9.6 INDIVIDUAL ROLES AND RESPONSIBILITIES

Sections 9.1 – 9.5 of this EOP detail the responsibilities of the numerous groups, departments and agencies that have lead or supporting responsibilities in the event of a disaster.

In addition to the broad responsibilities and functions of those groups, departments and agencies, their respective leadership positions are also directly and individually responsible for the each of the responsibilities noted for their area of ownership in this EOP or by legal statute.

9.7 EMERGENCY SUPPORT FUNCTION LEADS

When the Emergency Operations Center (EOC) is activated, various County departments and agencies, along with partner agencies and organizations, are assigned specific functions to support emergency management operations. These assignments can involve direct participation within the EOC or providing indirect support from other locations. **Table 3 – ESF Responsibility Matrix** details the Primary (P) and Support (S) roles for each participating County department, agency, or organization.

Emergency Support Functions (ESFs) offer a standardized framework for managing all-hazards response and recovery efforts. The fifteen (15) ESF categories and their

sub-functions used by Douglas County are closely aligned with those in the National Response Framework (NRF). However, to best meet local requirements, Douglas County has customized its ESF structure and definitions to reflect the specific support functions needed within its County EOC. Each ESF Annex in the plan provides a general description of that ESF, outlines its major response and recovery responsibilities, and identifies the primary and support agencies involved. The ESF structure and the accompanying matrix are designed to give an overview of the responsibilities for agencies and entities called upon for support. While some ESFs concentrate mainly on response activities, others deliver a variety of support functions throughout both the response and recovery phases. ESF #5 – Emergency Management is responsible for the overall coordination of all Emergency Support Functions.

Emergency Support Functions (ESFs) and the Community Lifelines concept are interrelated. Community Lifelines define the critical services essential for a community (like power, water, and safety) that must be stabilized or restored to protect lives and property. ESFs, on the other hand, provide the organizational structure within the EOC. They bring together various departments, agencies, community organizations, and industries to improve coordination and integration for the purpose of stabilizing or re-establishing these Lifelines. While each ESF may support one or more Community Lifelines, the following list identifies the primary Douglas County agencies and partners assigned to each specific ESF:

ESF #1 Transportation: Douglas County FFESS (Facilities, Fleet, and Emergency Support Services); Douglas County School District

ESF #2 Communications: Douglas County IT/DCSO (Douglas County Sheriff's Office) IT; ARES (Amateur Radio Emergency Service)/AUXCOM (Auxiliary Communications)

ESF #3 Public Works and Engineering: Douglas County Public Works Department

ESF #4 Fire Fighting: Local Fire District Representative(s)

ESF #5 Emergency Management: Douglas County OEM (Office of Emergency Management)

ESF #6 Mass Care/Animal Issues: Douglas County OEM

ESF #7 Logistics: Douglas County OEM

ESF #8 Public Health: Douglas County Public Health Department; Douglas County Coroner's Office

ESF #9 Search and Rescue: Douglas County Search and Rescue

ESF #10 Hazardous Materials: Douglas County Sheriff's Office

ESF #11 Environmental, Agricultural and Natural Resources: Douglas County OEM

ESF #12 Public Services, Utilities: Relevant Utilities Representative

ESF #13 Law Enforcement: Douglas County Sheriff's Office

ESF #14 Recovery: Douglas County Agency Administrator

ESF #15 Public Information/Warning & Communications: Douglas County Sheriff's Office PIO Public Information Officer), Douglas County PIO; Douglas Regional Dispatch

10. DIRECTION, CONTROL, AND COORDINATION

10.1 OPERATIONAL MANAGEMENT, DIRECTION, AND CONTROL

The purpose of the Direction, Control and Coordination section is to provide an overview of Douglas County's concept for operational management, direction, and control for incident Command, EOC Operations, consequence management, community stabilization, dispatch and mutual agency coordination (MAC). The following describes the key concepts of emergency management which lay the foundation for their operational use during response and recovery operations.

10.1.2 INCIDENT COMMAND

Douglas County utilizes the principles of NIMS and ICS to manage incidents and emergencies. There are five basic functional sections within ICS, which are:

- Incident Command.

- Operations.

- Planning.

- Logistics.

- Finance/Administration.

Additional functional sections may be activated as needed such as an "Intelligence/Investigations" for epidemiological events and law enforcement activities.

The functional size and number of positions within the ICS can expand or contract to address the evolving needs as an incident progresses. ICS components during an activation may be adjusted to meet the unique operational needs of each incident.

10.1.3 EOC OPERATION

The Emergency Operations Center (EOC) serves as a central hub where county government facilitates interagency coordination and makes executive decisions to support incident response and recovery operations. Its purpose is to offer a centralized location for public safety agencies, emergency responders, support organizations, and policymakers to coordinate their efforts in prioritizing tasks, planning, providing support, managing communications, and handling consequence management activities.

The authority to activate the EOC rests with at least one of the following officials: the Douglas County Sheriff, one or more Douglas County Commissioners, the Douglas County Manager, or the Douglas County Director of the Office of Emergency Management (OEM) (or their designated representative).

The EOC can be activated before a formal emergency declaration is made. It can also be activated for pre-planned events, particularly those expected to attract large crowds. Situations that may warrant an EOC activation include:

- When the County is affected by an imminent or ongoing disaster.

- To manage significant requests for mutual aid received from another jurisdiction that has appropriately requested assistance.

- Upon the request of an Incident Command (IC) or Unified Command (UC) when an incident exceeds the County's capacity for an adequate response.

- When an emergency has overwhelmed the local dispatch public safety answering point.

The EOC does not direct or control on-scene response efforts. Instead, it performs coordination functions, which include:

- Collecting, evaluating, and disseminating incident information.

- Analyzing the impacts on the jurisdiction and setting priority actions.

- Managing requests for resources, as well as their procurement and utilization.

Decisions made through the EOC are intended to be broad in scope and provide general guidance on priorities. Information is distributed by the EOC Manager, while tactical decisions are coordinated by field response personnel. The EOC acts as a coordinated link between county management/elected officials and the field personnel who are coordinating the execution of event priorities.

The EOC provides resource support to field command during an incident. Most incidents in Douglas County are managed by field incident command without needing EOC activation. However, there are other situations where EOC activation is appropriate, even if no field incident command system is in place. Significant and complex events will likely require both field incident command and EOC activation.

The EOC supports the Incident Command Post (ICP) or multiple ICPs during a large event, as well as the broader community. It helps establish a common operating picture of the incident, provides situational awareness, assists on-scene command with external coordination needs, and aids in securing additional resources. The EOC handles and fulfills requests for resources and information and provides policy direction across the community. Furthermore, the EOC is responsible for managing and coordinating the consequences of any event, whether planned or spontaneous (this is known as Consequence Management). This allows the ICP and emergency responders to concentrate on the tactical and strategic requirements of the incident.

The EOC is directed by the EOC Manager, who operates under the guidance of county management/the Policy Group. The EOC assists in coordinating logistics, resources, and information during large incidents in the county. The EOC is organized into Sections: Operations, Planning, Logistics, and Finance & Administration.

- **County Management/Policy Group:** This group is responsible for the overall policy management of the emergency. It provides policy direction and guidance for the emergency response, including setting priorities, making key decisions, allocating resources, assigning tasks, and resolving conflicts.

- **EOC Management:** This function is responsible for coordinating all components and resources of the emergency management system for the community during and after an emergency. EOC Management also directs,

controls, and coordinates the numerous incident support activities that may arise in an emergency incident, including consequence management.

- **Operations Section:** This section is responsible for supporting and coordinating all incident-related tactical operations as directed by EOC Management/Policy Group. It coordinates priority actions with other EOC Sections and ensures that resource deployment aligns with operational objectives. The majority of the Emergency Support Functions (ESFs) in the EOC report to the Operations Section.

- **Planning Section:** This section is responsible for preparing the Incident Support Plan (ISP) when appropriate and maintaining the status of resources. The Planning Section conducts EOC briefings to ensure all staff are aware of current response efforts and objectives.

- **Situation Unit:** As a unit within the Planning Section, it is responsible for collecting, analyzing, and displaying incident-related information, producing Situation Reports, and providing a Common Operating Picture for both the EOC and Incident Command.

- **Logistics Section:** This section is responsible for providing communications services, tracking resources, and procuring the equipment, supplies, personnel, transportation, and facilities needed to support the response.

- **Finance/Administration Section:** This section is responsible for ensuring all financial records are maintained and for tracking all costs associated with the incident, including cost recovery efforts.

The EOC's capabilities are supported by a volunteer team composed of members from governmental departments and agencies across the county, as well as subject matter expert volunteers from the community. Personnel assigned to the EOC (the EOC Team) are expected to have the decision-making authority to negotiate and coordinate their respective department or organization's response and recovery activities with other departments/organizations to achieve common goals and objectives. Additionally, personnel assigned to the EOC should have the ability to acquire and allocate resources. Having key personnel and subject-matter experts co-located in the EOC for the duration of an emergency expedites decisions and promotes face-to-face coordination. Redundant systems are available within the EOC to facilitate communication between EOC representatives and their respective field personnel and office staff, as well as with higher levels of government.

The organization of the EOC also includes some or all of the necessary Emergency Support Functions (ESFs), with each ESF specializing in a specific area of disaster coordination and support. Each ESF is described in detail in the Emergency Support Function Annex of this Plan.

Inside the EOC, a standardized management structure is implemented to manage the EOC's operational system and organize Multi-Agency Coordination group functions. A further discussion and diagram of the EOC management structure can be found in Appendix C.

Any activation of the EOC will be supported by the necessary Emergency Support Functions (ESFs) required to manage the incident. Some ESFs not initially activated may be added later as the nature and scope of the incident become clearer.

The EOC provides a vital link in coordinating complex incidents that involve multiple governmental jurisdictions. The EOC will be activated at the level appropriate to support the incident's complexity, as determined by the EOC Manager.

- **Level 3 Activation:** The EOC is activated with OEM Staff only. The EOC is opened, and staff begin to monitor the incident and assume basic EOC roles. This level is used in the early phases of an incident that has the potential to grow large enough to require EOC coordination but does not currently require it. The EOC is in a "leaning forward" mode, ready to call in additional staff if the situation escalates.

- **Level 2 Activation:** The incident has grown and requires EOC coordination and support; however, not all ESFs are needed to manage the incident. The EOC Manager will determine which ESFs will be activated based on the incident.

- **Level 1 Activation:** The incident has grown to a level of complexity requiring support from most, if not all, ESFs.

The EOC reports critical disaster status and information to its team members, stakeholders, and critical county staff/elected officials via internal EOC Situational Awareness systems, email, and texts. The EOC reports critical disaster status and information to the State of Colorado via WebEOC.

Douglas County's primary EOC is located in the Douglas County Justice Center, 4000 Justice Way, Castle Rock, Colorado. If an alternate EOC (AEOC) is needed, operations can be relocated to the Jefferson County EOC or the El Paso County EOC. Both of these are "warm" EOCs (i.e., constantly ready to be activated) and have the necessary connectivity and equipment to rapidly establish Douglas County

EOC operations and processes and temporarily host the Douglas EOC Team in a relatively short timeframe. The Douglas County EOC also has the capability to operate as a virtual EOC (VEOC), with EOC members working remotely while communicating, interacting, and capturing information via internet cloud-based software and systems.

10.1.4 DOC OPERATION

Specific departments activate a Department Operations Center (DOC) during an incident or emergency. The DOC operates much like an EOC to coordinate the response and recovery actions and resources for an emergency on a departmental level. In an activation, a DOC will report to the EOC and share information through the designated representative. Within Douglas County the following departments may stand up a DOC:

- Douglas County Public Health Department
- Douglas County Human Services

10.1.5 DISPATCH

During EOC activation, some dispatch personnel from law enforcement, fire, and rescue may be assigned to report to the EOC to assist with communications functions during the activation and until they are no longer required.

10.2 NATIONAL INCIDENT MANAGEMENT SYSTEM

Douglas County adopted the National Incident Management System (NIMS) as the basis for disaster response and management via *Resolution No. R004-151 Adopting the National Incident Management Systems* and the *Incident Management Guidelines and Standards* as the inter-jurisdictional disaster emergency plan on September 21, 2004.

The NIMS provides guidance for all levels of government, nongovernmental organizations (NGOs), and their subsequent private sector partners to work together to mitigate, respond to, and recover from incidents or disasters. NIMS outlines three core components: Resource Management, Command and Organization, and Communications and Information Management.

Resource Management:

Douglas County utilizes the EOC Resource Management System to manage resources during the full disaster cycle. These resources include personnel,

supplies, equipment, etc. and are intended to be shared resources between organizations.

Command and Organization:

Douglas County uses ICS to manage incidents and provide support. See Figure 2 and 3 for Douglas County ICS Structures.

Communications and Information Management:

Douglas County utilizes the following to manage disaster communications and maintenance of critical information:

- Chain of command and communications.

- Crisis Communications Plan information.

- Radio systems, as applies; and

- Veoci, WebEOC or other comparable emergency management software, etc.

10.3 DELEGATION OF AUTHORITY – INCIDENT COMMAND

During an incident, management authority for actions is transferred through a formal written document called a Delegation of Authority. This transfer can occur, for example, from a Fire District to the Sheriff and County, and subsequently from the Sheriff and County to an Incident Commander of an Incident Management Team (IMT) or to another agency. One such agency could be the Colorado Division of Fire Prevention and Control (CDFPC), particularly if the incident is a wildland fire that qualifies for Emergency Fire Fund (EFF) funding. Many agencies mandate that a written Delegation of Authority be provided to an Incident Commander before they assume command of larger incidents. While a Delegation of Authority can be initially arranged verbally (via phone or radio) between two representatives, both parties must officially sign the written document as soon as practically possible thereafter.

A Delegation of Authority document should clearly outline the following:

- Legal Authorities & Restrictions

- Financial Authorities & Restrictions

- Agency or Jurisdictional Objectives

- Agency or Jurisdictional Priorities

- Expectations

- Constraints

- Cost Share Arrangements

- Turn-back Goals (objectives for returning responsibility to the original agency)

- Reporting Requirements

- Demographic Overview & Potential Issues

- Political Implications

- Plan for Public Information Management

- Process for Communications

- Plan for Ongoing Incident Evaluation

The Delegation of Authority procedure smooths the transition of command between different incident management agencies or teams. This document is an integral part of the briefing package given to an incoming Incident Management Team or agency. For Douglas County, the standard Delegation of Authority form and its Addenda are available in Appendix E4.

Once the Sheriff's Office assumes responsibility for a wildland fire incident, it also assumes financial responsibility for firefighting efforts and must assign a local incident management team to provide the command and control infrastructure needed to manage the fire (as per C.R.S. 30-10-513).

For Douglas County, the authority to delegate command to an Incident Commander of an IMT or another agency, or to receive authority for the oversight and financial obligation of an incident, requires approval from the following positions:

- Douglas County Sheriff **and** a Commissioner or County Manager*

- Douglas County Undersheriff **and** a Commissioner or County Manager*

- Director of Emergency Management **and** a Commissioner or County Manager*

*Refer to the Emergency Delegation of Authority Resolution (EDAR) for the line of succession.

It is important to note that the Douglas County Fire Operations Plan (FOP) for wildland fires permits certain delegations to State and Federal officials under specific circumstances. For instance, the County may issue a Delegation of Authority to the Colorado Division of Fire Prevention and Control (DFPC) for active fires being considered for the Colorado Emergency Fire Fund (EFF).

When a wildland fire exceeds the county's capability to control or extinguish it, the Sheriff (or their designee) will seek State support by requesting assistance from the Division of Fire Prevention and Control (DFPC). If a transfer of authority and responsibility for fire suppression to the DFPC is agreed upon, the Sheriff (or designee) and the Director of DFPC (or designee) must sign a Delegation of Authority.

It is important to distinguish that during all-hazards disasters, a formal Delegation of Authority is typically not used. Instead, a Disaster Declaration is made. In such cases, the affected political subdivision requests assistance from the County or State, and the provision of resources and assumption of responsibilities occur through mutual agreement. Crucially, the political subdivision (e.g., town, city, or special district) retains its legal statutory sovereignty and continues to govern its jurisdiction.

The Douglas County Emergency Delegation of Authority Resolution (EDAR, found in Appendix E5) details the authority granted to a Commissioner and the County Manager during emergency conditions, a State of Emergency, and/or a Local Disaster. This includes the power to declare a State of Emergency and/or a Local Disaster, transfer and delegate authority, and access the County Emergency Disaster Funds. These funds are allocated annually in the budget for Douglas County Government (as per the Emergency and Disaster Finance Policy, Attachment B4).

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10.4 ORGANIZATION CHART

Figure 5 – Command and Control Organization Chart
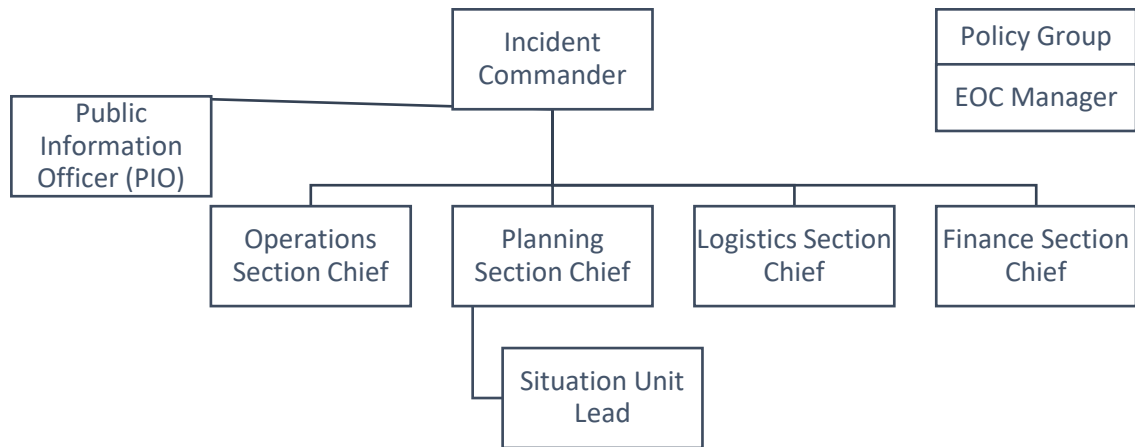
10.5 CONTROL OF RESPONSE ASSETS

During an emergency activation, the first responder to arrive on scene—typically the Douglas County Sheriff's Office (DCSO) for law enforcement incidents or the local Fire District for fire incidents—initially has the authority to deploy and direct personnel resources. Once these personnel assets are on-scene or have reached their assigned location, the designated Incident Commander (IC) or another site lead takes over responsibility for them. Douglas County adheres to Incident Command System (ICS) standards during all activations, which include defined roles, responsibilities, and reporting structures.

If the Emergency Operations Center (EOC) is activated and the authority for ordering resources has been delegated from Dispatch to the EOC, then field-level responders will coordinate with the EOC to request, acquire, and allocate necessary resources and information.

Proper documentation must be completed for all tactical assets. This ensures they are used appropriately during the incident and returned correctly once it has concluded. All resource usage—whether resources are provided to Douglas County or by Douglas County— can be updated and documented either within the Dispatch CAD system or within the EOC Logistics system.

10.6 MULTI-AGENCY COORDINATION GROUP

Larger scale emergencies may involve one or more responsible jurisdictions and/or multiple agencies. The greater the complexity, impact and geographic scope of an emergency, the more multi-agency coordination may be required. Management personnel from the responsible jurisdictions may form a Unified Command and/or a Multi-Agency Coordination (MAC) group. Provision is made for situational assessment, determining resource requirements, establishing a logistical system and allocating resources. Various emergency operations centers, dispatch centers and other essential facilities located in or adjacent to the affected area are activated at this time and make every effort to share and communicate information to form a common operating picture for the incident. The Douglas County EOC will make the DCEOC system available to MAC participants for the purpose of sharing and communicating information in order to form a common operating picture for incident response and coordination.

11 INFORMATION COLLECTION, ANALYSIS AND DISSEMINATION

The DCEOC will serve as the hub for information collection, analysis, and dissemination of information relating to the incident or event. The PIO/JIC within the EOC plays a large role in the collection, analysis, and dissemination of information. Information gathered by responders on scene, by communications centers and dispatch centers, the media, and the public in general will be communicated to the EOC and analyzed by stakeholders, departments, agencies and organizations, and verified.

Information needed to be disseminated to responders will be disseminated via the on-scene incident command staff and information needing to be disseminated to the public will be disseminated via the PIO/JIC. Available social and media outlets will be utilized by the PIO/JIC to get necessary information to the public as soon as possible.

Periodic EOC briefings will be held to update agencies, departments, organizations, and entities of the current status of the incident, event, or disaster. The briefings will take place as often as necessary, determined by the EOC Manager. Briefings should occur at least once per shift, with the understanding that the schedule may be and will be adjusted to suit the needs of the situation.

Information needing to be shared with other levels of government, other agencies and departments outside the county, and the private sector will be shared as often

as necessary, through scheduled and ad hoc coordination calls, to ensure public safety, economic integrity, and effective resources for response and recovery.

11.1 IDENTIFIED CRITICAL INFORMATION REQUIREMENTS

Pre-EOC activation the OEM On-Call staff member collects and analyzes critical informational requirements. Once the EOC is activated the combined EOC staff assumes these responsibilities:

- Current situational considerations
- Incident trends
- Resource allocation needs
- Operational assignments
- Unmet needs to support incident support planning

Once the EOC is activated it is the responsibility of all activated ESFs to collect critical information elements pertinent to their function and to provide them periodically or as needed to the EOC Manager and/or the EOC Situation Unit. These Critical Information Elements include (but are not limited to):

- Operational Period
- Summary of current Incident Situation
- Current situational considerations
- Incident trends
- Resources Committed
- Resources Gaps/Needs
- Resource allocation needs
- Operational assignments
- Unmet needs to support incident support planning
- Agencies involved
- Assistance Anticipated
- Current Deaths/Injuries
- Current Damages
- Evacuation Status
- Disaster Sheltering Status
- Road Closures
- Other Closures
- Critical Issues
- Accomplishments to date/this operational period
- Planned actions

- Future Threats

11.2 PROCESS FOR INFORMATION COLLECTION AND REPORTING

The OEM On-Call and EOC constantly monitor trusted sources (e.g., state or federal partners, Incident Command, the Incident Management Team [IMT], public safety or law enforcement, or regional information sharing platforms) to collect and report on information related to situational awareness and incident intelligence.

11.3 PROCESS FOR ANALYZING AND FILTERING INFORMATION

The OEM On-Call and EOC is also tasked with analyzing and filtering the gathered information to ascertain incident intelligence during day-to-day operations, before and during a pre-planned event, and during an emergency incident.

11.4 PROCESS FOR INFORMATION SHARING

The DCEOC system is the primary system used for sharing the gathered information internally and externally with Incident Command, local jurisdictions, partners and stakeholders. WebEOC is the primary system used to communicate information to the SEOC. As a back-up platform, the EOC uses Microsoft Teams to share necessary information.

11.5 PROCESSES FOR DISSEMININATION OF INFORMATION

If needed, for example if an emergency is imminent, OEM will develop and distribute an email and/or text notification that provides information on the incident at hand, any preparedness actions, and further actions needed. This notification will be pushed out to the County leadership, staff, and other critical partners. Public information alerts are coordinated with the Public Information Officer (PIO) or other responsible parties along with Douglas County Regional Dispatch as the Emergency Alert System Operator for the County.

11.6 PROCESS FOR INFORMATION STORAGE AND RETENTION

The DCEOC system is used to store short-term information. All incident files are subsequently archived within the system for future access and analysis and information retention adheres to DCSO process and policies.

12. COMMUNICATIONS

12.1 COMMUNICATIONS PLAN SUMMARY

In the event of a disaster, Douglas County will initiate actions appropriate to the coordination of support for county communications. Douglas County will make every effort to support local personnel and equipment needs, and to integrate municipal resources when appropriate.

12.2 TACTICAL INTEROPERABILITY COMMUNICATIONS PLANS

Douglas coordinates the interoperability of communications plans through the North Central Region (NCR) Tactical Interoperability Communications Plan (TICP) which is a guide that documents the interoperable communications structure, assets, and policies and procedures for a given jurisdiction / agency / organization / other entity. Douglas County also maintains an internal TICP that includes all the interoperability communications resources available within each department/agency/organization, identifies who controls each resource, and the use of operational procedures that exist for activation and deactivation of the identified resources. The Douglas County TICP is managed by the Douglas County Sheriff's Office IT Department, can be accessed via the radio department on-call or Dispatch and meets the requirements found in Colo. Rev. Stat. § 24-33.5-2509.

13. ADMINISTRATION

13.1 EMPLOYEE REASSIGNMENT

During an emergency, certain employees may be reassigned to complete alternative duties that differ from their regular day-to-day responsibilities.

In 2015 the following verbiage was added to all Douglas County and DCSO job descriptions *"In the event of an emergency/disaster in or near the county, all County employees are expected to make every effort to be available to assist the County Manager, Elected/Appointed Officials and Department Directors to ensure the continued operation of any and all necessary County functions. This may mean being available to perform additional duties and hours beyond what is normally required."*

13.2 WORKER'S COMPENSATION

Douglas County provides workers' compensation benefits, as required by statute, for all employees who are injured within the course and scope of their employment. An employee who sustains an injury resulting from a work-related injury shall notify their supervisor, in writing, by completing the Notification of Work Injury forms, within four days of the injury. For employees injured during the course of an activation for a large-scale emergency or disaster the EOC will also assist with coordination with HR to manage initial incident information and actions. The Notification of Work Injury procedures are available on the Douglas County Intranet. The injured employee is to keep Risk Management updated on their progress, work status, and all issues related to their injury. Prompt reporting helps ensure appropriate coverage through Workers Compensation. The complete worker's compensation policy may be found on the Douglas County Intranet.

13.3 INSURANCE

Insurance is a vital part of cost recovery after a disaster and can be an important aspect of how quickly a community is able to recover. Douglas County has participated in the National Flood Insurance program since 1980.

13.4 TIMEKEEPING

Tracking employee time spent on emergency operations is an important aspect of determining disaster costs and opportunities for reimbursement. Douglas County maintains the same timekeeping policies during regular operations and during emergency operations. All employee time is tracked in the JD Edwards system in order to maintain accurate records. The JD Edwards system automatically sends records to the finance and administration department when completed. Employees working directly in support of emergency operations may be provided with a Business Unit code, specific to the time tracking for that incident, to record their time to. If, for some reason, this timekeeping software cannot be used, employees are instructed to maintain their records manually and then send their records to the finance and administration department on a designated day once every week. More detailed information on timekeeping policies can be found in the Douglas County Employee Handbook, on the Douglas County Intranet site.

13.5 RECORDS RETENTION

In order to provide normal government operations following a disaster, each department or agency must take actions to protect essential records. The Douglas

County Records Retention Schedule calls for organization in functional categories rather than by department. Therefore, the schedule for the retention of records produced during a large-scale emergency or disaster is dependent upon record type and ultimate ownership. The Records Retention Policy can be found on the Douglas County Intranet under the County Policies and Procedures tab. Other departments and agencies are encouraged to follow this procedure or arrange safekeeping of their records in another manner.

13.6 USE OF VOLUNTEERS

Volunteers are an important part of the disaster response and recovery cycle. Douglas County incorporates volunteers into this process on an as needed basis. The lead for volunteer coordination is EOC Logistics and is centralized in the EOC during early stages of an incident. In later stages of an incident the coordination may be moved to a Volunteer Coordination Center at a location convenient to the areas of volunteer deployment. Douglas County may also delegate management of volunteers to a volunteer coordination agency during response and recovery from a major disaster. Management of donations may be delegated to the Douglas County Community Foundation (DCCF).

13.7 DOCUMENTING RESPONSE AND RECOVERY OPERATIONS

Douglas County has established policies and procedures for documenting response and recovery operations including cost recovery information, requests for aid, budget control, legal protections, operational efficiency, and other areas. Douglas County's documenting procedures follow and are in accordance with the State of Colorado and FEMA guidelines. More detailed information regarding the documentation of response and recovery operations can be found in the EOC Operations Guide, the Emergency and Disaster Operations (EDAR) plan, Crisis Track databases and other relevant departmental documentation policies.

13.8 AFTER ACTION REPORTING

After the conclusion of training exercises and post real-world incidents, conducting After Action Reviews (AARs) is a critical component of evaluating the efficacy of the EOP and the overall disaster response. AARs convene key stakeholders, including emergency responders, local government officials, and community partners, to discuss the response efforts. These reviews facilitate an open dialogue where participants can reflect on what worked well, what challenges were encountered, and how coordination between agencies and departments unfolded. AARs document:

- The activities that took place;

- Any issues found;

- Any areas for improvement;

- Successes;

- Overall Lesson's Learned.

The information gathered during these discussions is subsequently documented and synthesized into an Improvement Plan that includes actionable recommendations for future responses.

Capturing after action information and lessons learned is essential for enhancing future preparedness actions. This process allows for the identification of gaps in resources, training, and communication that may have hindered response efforts. By examining the nuances of each training, exercise or incident, emergency managers refine protocols, update training programs, and bolster community outreach efforts, ensuring that the county is better prepared for future disasters. Moreover, these insights offer an opportunity to foster a culture of continuous improvement among all stakeholders involved in emergency management. Policy adjustments based on AAR findings can lead to more effective strategies that ultimately save lives and protect property in times of crisis.

14. FINANCE

14.1 AUTHORITIES AND POLICIES

The Douglas County Emergency Delegation of Authority Resolution No. R-016-096, dated 11/18/2016, details the authority given to a Commissioner and the County Manager during emergency conditions, a State of Emergency and/or a Local Disaster, including the ability to declare a State of Emergency and/or a Local Disaster, transfer and delegate authority, and have access to the County Emergency Disaster Funds allocated annually in the budget for Douglas County Government.

The EDAR authorizes the County Manager (Agency Administrator) to maintain a written Emergency and Disaster Finance Policy and to provide funding recommendations to the Board of County Commissioners and the Douglas County Sheriff's Office to ensure that the Douglas County Government goals, measures

and procedures implemented under the EOP can be attained during emergency conditions, a State of Emergency and/or a local disaster.

The Douglas County Emergency and Disaster Finance Policy, last updated August for 2015, provides for the delegation of procurement, contracts, purchasing card limits, employee overtime or other wage compensation and allocation of funds requirements during an emergency or disaster incident.

14.2 EMERGENCY PROCUREMENT AND SPENDING

During EOC activation for an emergency or disaster incident, EOC Logistics is responsible for the procurement of any resources that are needed, above and beyond those provided via Dispatch or Mutual Aid, for an emergency response. The resource request and ordering process generally follow the following steps:

1. Request for resource is transmitted to the EOC through an ESF desk or directly to EOC Logistics via a 213RR or verbal request transcribed to a 213RR.

2. The 213RR is assigned to a member of the EOC Logistics Team utilizing the EOC Resource Request tracking and management system.

3. Request reviewed and validated by EOC Logistics.

4. Contract or other vendor that can supply needed resources identified by EOC Logistics.

5. Resource received and delivered to the requester by Logistics.

6. Payment reconciled by EOC Logistics or documented for future payment.

7. Details of order, payment reconciliation of payment or need for future payment is provided to EOC Finance.

8. EOC Finance tracks all resource request payment reconciliations or need for future payment and assures that all outstanding expenses for the incident are reconciled and documented.

Douglas County utilizes any existing County contracts first to make purchases or secure services. If such a contract is not available, Logistics works with County and Sheriff's Office contract managers to utilize an Emergency Purchase Authorization to procure the necessary resources provided it is in accordance with the County Emergency and Disaster Finance Policy and with County procurement guidance.

15.3 EMERGENCY CONTRACTING

An emergency/disaster may create the immediate need for contracted services or other resources that cannot meet all the requirements of the County's Contract Policy. Under emergency/disaster circumstances, the inability to have a contract or agreement would threaten the operation of County government, or the health, safety and welfare of County residents. The normal County's Contract Policy requires that contracts and agreements receive legal and fiscal review and approval prior to execution. This would still apply to the extent possible but could be waived if critical to ensure the success of the management of the emergency/disaster incident.

Emergency and Post-disaster contracts will be managed by DCSO and County contract managers. Allowing emergency contracting during and after an incident is an important way to avoid lengthy contract bidding processes and speed up response and recovery efforts; however, it must be carefully managed in order to prevent the jurisdiction and its residents from being taken advantage of by unscrupulous contractors. The Douglas County Emergency and Disaster Finance Policy allows for:

- Elimination or reduction of permits, applications, or other fees imposed by the County during a state of emergency.

- Suspension of regular purchasing procedures like contract notices or lowest-bidder requirements.

- Contractor registration requirements prior to an incident.

More detailed information regarding the policies and procedures for the use of emergency contractors can be found in the Douglas County Emergency and Disaster Finance Policy (See Attachment B4).

15.4 CONTRACTING LAND USE AGREEMENTS

Along with emergency contracting provisions, Douglas County has land use agreements specific to emergency situations in place and the County Attorney may work with OEM on an ad hoc basis for land use agreements as needed in the course of a disaster incident. For example, emergency incidents such as a wildland fire or flood may require local, state, or federal agency access to land, facilities and/or equipment to support response and recovery operations. This may be for direct access to perform emergency operations or incident support such as staging area locations, command centers, or recovery centers. During these situations Douglas

County will utilize Land Use and Facility Rental Agreements, commonly referred to as Land Use Agreements as a streamlined and simplified method for acquisition procedures. Agreements must be negotiated and signed. Rental requirements are usually short term, for an undefined period, and open only during the length of the incident. However, facilities and land use agreements can be negotiated in advance.

16.   LOGISTICS

16.1 MUTUAL AID AND REGIONAL AID AGREEMENTS

During emergencies that exceed its capacities, Douglas County can request external assistance through:

- Formal agreements (Mutual Aid Agreements/Intergovernmental Agreements - MAAs/IGAs) with neighboring jurisdictions and other agencies.

- Memorandums of Understanding (MOUs) with volunteer emergency organizations.

- MAAs and IGAs, which outline resource sharing (personnel, equipment) during emergencies, require County Board of Commissioners approval. All requests for agreement approval and reviews must be submitted via email for accurate record-keeping. Existing agreements undergo regular review, with necessary updates coordinated with partner agencies and submitted for approval.

The following is a list of existing IGAs, MMAs, MOUs, and regional aid agreements that Douglas County maintains as of 1Q 2025:

- CRS 24-33.5—705.4 – Colorado Revised Statue that provides for All-Hazards resource mobilization and supports political sub-divisions to enter into MAA and IGA.

- IGA with Partnership of Douglas County Governments (2011 and 2019)

- MAA for wildfire attack helicopter dip-sites with Denver Water (2024)

- Jurisdictional and Regional MAA's may change from year to year. MOU's with partners may also change from year to year. Douglas County OEM keeps a list of all current/active Mutual Aid Agreements and MOUs.

16.2 RESOURCE GAPS

All Douglas County departments are encouraged to complete an inventory and document their resources, both critical and regular, on a regular basis and move to address any resource gaps prior to an incident. Douglas County conducted a formal Capability Assessment Gap Analysis on May 16, 2024 which assisted in identifying and documenting the gaps within the jurisdiction. More detail on the final assessment can be found in the Capability Assessment Gap Analysis finding report located [See Attachment B6]. After completing this assessment, which was centered on the most prevalent hazards affecting Douglas County (listed in the Measure 7.4 and 7.5), Douglas County identified Public Health/Environmental Response, Mass Fatality Management (Coroner's Office), Emergency Planning(OEM and all County Departments), Public Information and Warning, and Mass Search and Rescue as the top five areas with resource gaps and are actively working on plans to address these gaps in the 2025 – 2010 timeframe.

16.3 RESOURCE TRACKING

The Douglas County OEM's/EOC regular process for resource ordering, tracking, and requesting is outlined in the steps below. Additional details can be found after these steps.

1. Requests are received in the EOC Resource Request Tracking System.

2. Request, if not transmitted as a 213RR, is converted to a 213RR order in the system.

3. 213RR Request is assigned to EOC Logistics (If this request cannot be filled here, then move to step 3.)

4. 213RR Request assigned to Logistics or to the appropriate ESF to procure. (If this request cannot be filled here, then move to step 4.)

5. 213RR Request assigned to Mutual Aid (or other option). (If this request cannot be filled here, then move to step 5.)

6. 213RR Request assigned to the State (note that all previous steps must have been tried before sending a request to the State to fill).

Douglas County utilizes an internet-based incident and event management platform within the Douglas County EOC. This platform supports ICS, provides provisions for NIMS, and is compliant with both. As long as personnel have access to the internet and have prior authorization, they can access the EOC System to view and input information regarding resource tracking and maintain situational awareness on the incident. A single-point ordering system is utilized, and the EOC Logistics Section utilizes the EOC System and the 213RR resource request form to track any and all resources from order to procurement to fulfillment. If, for some reason, The EOC System is not accessible, back up forms of communication and documentation, such as email, are used. In all cases where state/federal resources are requested, the 213RR must be completed and submitted to the state emergency operations center.

Resource requests that cannot be filled by Douglas County's existing inventories may be procured or purchased from private sector entities, NGOs, and/or other community partners (e.g., MAAs). The Logistics Section coordinates with the Finance Section and County Procurement to purchase and receive resources using various methods (e.g., commercial vendors, private partners, and/or County contracts).

16.4 SPECIALIZED RESOURCES

Douglas County maintains a high level of emergency response resources but recognizes that resource gaps or supply-chain issues may necessitate external assistance. To address this potential need, the following process is in place:

1. An agency or individual identifies a resource shortfall and alerts EOC Logistics.

2. EOC Logistics reviews Mutual Aid Agreements (MAAs) to identify agencies or jurisdictions capable of providing the needed resources.

3. If an applicable MAA exists, it is activated. If not, Logistics coordinates with state, county, or other entities to find alternative resource sources.

4. Upon resource identification, Logistics, Procurement, Finance, and other involved departments follow standard procurement procedures. Specialized resources may require additional approvals from leadership. The *Douglas County Disaster Finance Policy* (See Attachment B4) provides detailed guidelines.

16.6 RESOURCE MANAGEMENT PLAN

The County uses the EOC System for all its resource tracking needs, and employees are encouraged and trained to use the EOC System as their first source of information in regard to needed and available resources. If an employee recognizes that there is a lack of necessary resources and the jurisdiction's capabilities have been exceeded, they will make a recommendation to their supervisor that either mutual or regional aid agreements be activated or emergency contracting/purchases be considered to fill the gap with resources. It is then up to the relevant supervisor of the department/office/agency that has identified the gap to notify the proper channels to see that gap met by the appropriate means.

A full guide to Douglas County's resource management plan can be found in the *Douglas County Resource Mobilization Plan*. This plan identifies in detail Douglas County's available resources, where they are accessible online, and the process for requesting and using the resources during day-to-day and response operations.

16.7 LOGISTICAL SUPPORT

The EOC is directly supported by the EOC Logistics Team and indirectly supported by contracting management for both the Douglas County Sheriff's office and Douglas County local government administration.   The EOC Logistics Team receives specialized training throughout the year in order to support the logistics needs of an incident. The EOC Logistics Chiefs manage the EOC Logistics Team and have additional specialized training in incident logistics up to and including EOC Logistics Section Certification and/or IMT Logistics Chief Certification.

In addition, Douglas County hosts a number of pre-planned events throughout the year which vary in size from large scale one-off events like the BMW Classic Golf Championship to smaller events like local craft fairs. The following is a list of the yearly events that require pre-planning.

- Douglas County Fair.
- BMW Classic Golf Championship at Castle Pines Golf Club.
- Multiple Fireworks displays throughout the year.

In order to prepare for these events, and the additional one-off events that take place throughout the year, the emergency management department may activate the EOC and EOC Logistics and have additional staff on stand-by in case they are needed to activate. Resource needs and capabilities are estimated based on each event. Prior to the event itself, generally one to two months in advance, the emergency management departments take inventory of the resources it will need for the event to ensure the necessary resources are in place before the event.

17.   PLAN DEVELOPMENT AND MAINTENANCE

The development and maintenance of the Douglas County EOP and related plans and annexes are crucial for effective emergency management. The development of the EOP is a legal responsibility of Douglas County and the Office of Emergency Management is responsible for the County's emergency management, planning and operations, and plans an update to the EOP every 4-5 years to ensure alignment with current mitigation, response, and recovery programs and planning. The development and update of the EOP is a deliberate process guided by FEMA's Comprehensive Preparedness Guide (CPG) and Colorado Division of Homeland Security and Emergency Management (DHSEM) Guidelines. The EOP is developed and updated with stakeholder and partner input. Maintenance of the plan is the responsibility of the Director of the Office of Emergency Management who conducts annual evaluations to maintain currency and accuracy. EOP supporting plans and incident, event and ESF Annexes may be updated on a different schedule than the EOC or on an as needed basis.

17.1 EOP COORDINATION

The Douglas County Board of Commissioners will formally approve and issue this EOP every 4-5 years. The Director of the Office of Emergency Management (OEM) is responsible for managing all plan reviews, revisions, and updates, and will secure necessary signatures. Departments proposing changes outside of OEM must submit them to OEM via email for version control and accountability. OEM will also coordinate updates to supporting plans, and incident, event and ESF Annexes with the appropriate departments to maintain consistency across all documents. Agencies are encouraged to perform and document annual EOP reviews as per their internal policies.

17.2 PLANNING AND COORDINATION RESPONSIBILITY

The Director of the Office of Emergency Management is tasked with maintaining, distributing, and updating this EOP. Revisions to this EOP will be coordinated by the Director of the Office of Emergency Management, who will also review and approve any proposed revisions to this EOP.

Per the Emergency Delegation of Authority Resolution (EDAR, Appendix E5a), Douglas County Emergency Services (DCES) is directed by the Office of Emergency Management (OEM) and supported by the Facilities, Fleet and Emergency Support Services (FFESS) staff and is defined as a cross-functional collaborative group representing all Elected Official Offices, Departments, and Divisions who

participate and/or have a role in emergency management and preparedness for Douglas County Government. The DCES is responsible for working collaboratively to revise the Plan.

17.3 EOP UPDATES

The Douglas County Office of Emergency Management (DCOEM) is responsible for establishing cycles of training, reviewing, evaluating and making updates to the EOP as well as the timeline in which these will occur. These include:

Ongoing Activities:

- Continuous monitoring,

- Incorporating information from internal as well as external After-Action Review findings and Lesson's Learned.

Annual Review (typically occurring throughout the year or with a specific focus)

- Annual plan review,

    - Verification of roles and responsibilities,

    - Accuracy checks,

    - Stakeholder input,

- Training and Exercises

    - Agencies are responsible for ensuring their staff are trained on the EOP and their assigned roles in the EOP,

    - Annual exercises, both internal and multi-agency, are crucial for testing the Plan's effectiveness and identifying gaps. The EOP is exercised annually via either a functional or full-scale exercise.

- Evaluation through After-Action Reviews (AARs) and Improvement Plans (IPs)

    - Following exercises and significant incidents AARs are developed to document what happened, what went well, and what needs improvement,

    - Improvement Plans (IPs) outline corrective actions to address the identified shortfalls and inform plan updates.

Cyclical updates:

- o Annual updates – based on the annual reviews and evaluations, the EOP is updated as needed to incorporate changes, correct errors, and address identified deficiencies,

- o Comprehensive Review and Promulgation every four – five years. This cycle allows for more significant revisions and alignment with broader strategic planning efforts and with current mitigation, response, and recovery programs and planning.

Formal EOP Change:

- Specific portions of the EOP are updated on a limited number of pages.

- Changes are numbered for identification allowing for clear tracking.

- A memorandum is issued to document holders, providing instructions on inserting new pages and removing old ones, ensuring accurate updates to physical copies.

- Document holders are responsible for noting these changes in the EOP's Record of Changes.

- This type of formal change does not alter the original document date or require new signatures.

EOP Revision:

- A complete rewrite of the EOP (i.e. revision or when substantial changes are made that result in essentially a new document) may occur when multiple pages of the document have been updated, major portions of the document have been removed, or substantial text has been added.

18. LAWS, AUTHORITIES, AND REFERENCES

18.1 LEGAL BASIS OF EMERGENCY OPERATIONS AND ACTIVITIES

Section 24-33.5-707 of the Colorado Revised Statutes and Douglas County Resolution No. R005-175 requires Douglas County to develop and maintain a countywide EOP. Douglas County has an all-hazards plan that encourages a cooperative relationship between all local, state, federal agencies, boards, and

organizations that have an emergency management function. Douglas County Office of Emergency Management (OEM) is the central point of coordination within the county for response and recovery from disasters that exceed the capabilities of a single jurisdiction

18.2 SENIOR OFFICIALS' EMERGENCY AUTHORITIES

Douglas County Resolution No. R-016-0096 adopted the revised Emergency and Disaster Authorizations (EDAR) which identifies and authorizes the Douglas County Sheriff and the Douglas County Emergency Manager (or their designees) to conduct emergency management operations in Douglas County.

18.3 PRE-DELEGATE EMERGENCY AUTHORITIES

Douglas County has identified the following pre-delegated emergency authorities:

- In the case of the absence or vacancy of the Douglas County Sheriff, Douglas County has identified the Sheriff's designee, per DCSO policy and procedure *P&P-A-100, Office Structure* to act with the full authority of the Sheriff, during an emergency.

- In the case of the absence or vacancy of the County Manager, Douglas County has identified, by adoption of the EDAR, the Deputy County Manager and then the Director of Human Resources, and then the Director of Finance, and then the Director of Facilities, (in that successive order) to act with the full authority of the County Manager during an emergency.

18.4 CONTINUITY OF OPERATIONS AND CONTINUITY OF GOVERNMENT PROVISIONS

COOP and COG plans are vital to the successful response to and recovery from an emergency or other incident. Outlined below are the lines of succession for Douglas County's Sheriff, County Manager, Director of Emergency Management.

Douglas County Sheriff

- Undersheriff
- Designated Division Chief

County Manager

- Director of Human Resources

- Director of Finance

Director, Office of Emergency Management

- Deputy Director, Office of Emergency Management

- Senior ESU Manager

- Other ESU Manager

Douglas County's COOP/COG plan as specific to each individual department and each COOP/COG also contains information relating to how it will continue performing essential functions during emergency operations. This includes lines of succession (like above) for each essential function, delegations of authority, protection of vital records, and other procedures for utilizing alternate facilities if needed. COOP plans are reviewed and updated annually for each department.

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A. EMERGENCY SUPPORT FUNCTION ANNEXES

ESF 1 – TRANSPORTATION

Definition: Provide for coordination, control, and allocation of transportation assets in support of the movement of emergency resources, including the evacuation of people and the redistribution of food and fuel supplies.

Activation Criteria: The Director of Emergency Management will activate this ESF, as needed, to meet established or anticipated transportation needs during disaster response and recovery operations.

Lead County Agency – Unified: Emergency Management, FFESS

Supporting Agencies: Sheriff's Office, Public Works - Operations, Public Works – Engineering, Human Services, Open Space, EMS agencies, Douglas County School District, Private Sector, Airport, Municipal, State and Federal agencies.

Supporting Plans/Annexes: Rapid Needs Assessment Operating Plan, Damage Assessment Annex, Debris Management Plan, Resource Mobilization Annex

Planning Assumptions:

1. The transportation infrastructure in some areas or sectors will sustain damage and/or contamination from hazardous chemicals, explosives, fire, radiological materials, or biological hazards. Natural hazards such as snow, ice, floods, tornados, can cause significant damage to the infrastructure or render it unusable for substantial periods of time. The damage and/or contamination will influence the accessibility of relief services.

2. Disaster response will require effective transportation coordination.

3. Priority for the clearing of access routes will be determined in order to permit sustained flow of emergency relief.

4. The requirement for transportation capacity will exceed the availability of local assets.

Roles and Responsibilities: Source, track, document, and provide assistance in mobilizing transportation resources in support of emergency and disaster response and recovery operations. Coordinate with other ESFs as needed.

1. Determine current and anticipated transportation resource needs based on information provided by the IC staff (EM).

2. Contact supporting agencies to determine the availability of transportation resources to meet current and anticipated transportation needs. (EM)

3. Assess and report the availability of transportation resources. (supporting agencies)

4. In coordination with the Infrastructure Branch Director and the Situation Analysis Unit, develop a transportation plan to support EOC and Incident Command Operations.

5. Arrange for the acquisition or use of required transportation resources.

6. If Douglas County Parks or Open Space is involved, arrange to place large signs at entrances, turn off irrigation systems, monitor gates, segregate auto/pedestrian areas through use of barricades or flagging.

7. Coordinate with the Situation Analysis Unit to determine the status of transportation routes in and around the affected area.

8. Develop a Transportation Plan which identifies routes of ingress and egress; thus facilitating the movement of response personnel, the affected population, and shipment of resources and material.

9. Establish contact with local transportation agencies and schools to establish availability of equipment and transportation resources for use in evacuations and other operations as needed.

10. Coordinate the delivery of transportation resources with the IC staff. (EM)

11. Identify unmet needs to the ESF 5-Emergency Management coordinator who will coordinate and request State and Federal assistance through Division of Homeland Security & Emergency Management. (EM/RB)

Definition: Provide communications, IT support, and data products to response and recovery efforts of first response and County agencies and cyber-related incidents.

Activation Criteria: The Director of Emergency Management will request County Information Technology Services Division in cooperation with DCSO Information Technology to activate this ESF, as needed, to meet established or anticipated needs for communication, information technology, geographic information systems, and computer support needs during disaster response and recovery operations. In most cases DCSO IT support will likely be the first response due to their proximity to the EOC.

Lead County Agency – Primary: County and DCSO Information Technology Services

Supporting Agencies: Sheriff's Office, Emergency Management, Amateur Radio Emergency Services (ARES), Auxiliary Communications (AUXCOM), Health and Environment, the private sector, Municipal, State and Federal agencies

Supporting Plans/Annexes: Cyber Security Annex

Planning Assumptions:

1. The coordination of communications and IT assets during an emergency situation is essential to facilitate timely response activities during an emergency incident.

2. A significant portion of the emergency communications systems in the affected area may be overwhelmed or inoperable during an emergency situation or in the aftermath of a disaster.

3. In a disaster or emergency, all available telecommunications and IT assets will be used to the extent necessary to achieve a coordinated response.

4. In the case of a cyber-attack there could be little to no warning of an attack affecting the confidentiality, integrity, or availability of information technology resources. In the case of a virus or malware infiltration, the effects may not be felt for months or years after the

initial attack. Even when evidence of an incident is discovered that information may not be communicated to all impacted agencies/organizations due to the sensitivity/proprietary nature of the information. Cyber-incidents occurring within the private sector may not be openly communicated.

5. A cybersecurity incident could affect critical infrastructure and key resource sectors as disruption of services, theft of funds, or information in a manner that will create public panic and loss of public trust.

6. Situational awareness and coordination activities may be challenged by disruptions to network and communications systems.

7. Internal and external IT resources will be utilized in any incident with cyber-related issues, including significant cyber threats and disruptions; crippling cyber-attacks against the Internet or critical infrastructure information systems; technological emergencies; or declared disasters.

Roles and Responsibilities: Provide radio, telephone, geographic information systems (GIS), GPS, computer support and cybersecurity response and recovery services. Coordinate with other ESFs as needed.

1. Install, activate, and maintain telephone, radio and GIS systems for the EOC.

2. Establish contact/coordination with the EOC staff, Incident Command (IC) staff(s) as appropriate. (Information Technology Services)

3. Determine current and anticipated telecommunications and IT needs based on information provided by the IC and EOC staff. (Information Technology Services)

4. Contact supporting agencies to determine the availability of telecommunication and IT resources to meet current and anticipated needs. (Information Technology Services)

5. Assign Amateur Radio (ARES) and/or Auxiliary Communications (AUXCOM) operators as necessary to facilitate operations.

6. Continually monitor and test the activated radio, telephone, audio-visual and computer systems. Keep EOC management informed of system failures and restoration activities.

7. Assess and report the availability of resources. (supporting agencies)

8. Coordinate the delivery of telecommunication and IT support with the IC staff. (Information Technology Services)

9. Ensure coordinated production of technical data (collection, analysis, storage, and dissemination). (Information Technology Services)

10. Assist EM in the development of a County-wide situation assessment. (Information Technology Services)

11. Develop instructional guidance for use of radios, telephones, audio-visual and computer systems and conduct training sessions for EOC Staff as necessary.

12. Coordinate with the telephone company(s) to obtain portable telephone banks as necessary.

13. Identify unmet needs to the ESF 5-Emergency Management Coordinator who will coordinate and request State and Federal assistance through the Division of Homeland Security & Emergency Management. (Information Technology Services, EM)

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ESF 3A – PUBLIC WORKS

Definition: Evaluate, maintain, and support control and restoral of public roads, bridges and drainage. Support private sector access in support of the restoration of critical private infrastructure (i.e., electrical, gas, communications, and water lines). Assists in the performance of debris removal and damage assessment.

Activation Criteria: The Director of Emergency Management will request Public Works) to activate this ESF as needed to meet established or anticipated needs for Public Works - Operations and engineering support during disaster response and recovery operations.

Lead County Agency – Primary: Public Works – Operations, Public Works – Engineering

Supporting Agencies: Community Development, CDOT, Urban Drainage & Flood Control District (UDFCD), Society of American Military Engineers (SAME), Municipal, State and Federal agencies

Supporting Plans/Annexes: Rapid Needs Assessment Plan, Damage Assessment Plan, Debris Management Plan

Planning Assumptions:

1. Assistance may be needed to perform damage assessments, structural evaluations, make emergency repairs to essential public facilities, reduce hazards by stabilizing or demolishing structures, and provide emergency water for human health needs.

2. Access to the disaster area will be dependent upon the re-establishment of ground routes. In many locations emergency road repairs will be given top priority to support immediate life-saving emergency response activities.

3. Rapid damage assessment of the disaster area will be required to determine potential workload.

4. Significant numbers of personnel with engineering and construction skills along with construction equipment and materials will be required from the outside area.

Roles and Responsibilities: Provide Public Works operations and engineering expertise, staff, equipment, and materials in support of emergency and disaster response and recovery operations. Coordinate with other ESFs as needed.

1. Establish contact/coordination with the EOC staff, Incident Command staff(s) as appropriate. (Public Works Operations and Engineering Services)

2. Determine current and anticipated Public Works - Operations and engineering needs based on information provided by the IC staff. (Public Works Operations and Engineering Services)

3. Contact supporting agencies to determine the availability to Public Works - Operations and engineering resources to meet current and anticipated needs. (Public Works Operations and Engineering Services)

4. Assess and report the availability of resources. (Supporting agencies)

5. Coordinate the delivery of Public Works - Operations and engineering support with the IC staff, EOC staff, or appropriate jurisdiction. (Public Works Operations and Engineering Services)

6. Identify un-met needs to ESF 5-Emergency Management Coordinator who will coordinate and request State and Federal assistance through the Division of Homeland Security & Emergency Management. (Public Works Operations and Engineering Services)

7. Assist EM in the development of a County-wide situation assessment. (Public Works Operations and Engineering Services)

8. Maintain current status on all construction/engineering activities being conducted (Public Works Operations and Engineering Services)

ESF 3a- Public Works Checklist

1. Open a Public Works - Operations and Engineering tracking log. (Public Works Operations and Engineering Services)

2. Establish contact/coordination with the EOC staff, Incident Command staff(s) as appropriate. (Public Works Operations and Engineering Services)

3. Determine current and anticipated Public Works - Operations and engineering needs based on information provided by the IC staff. (Public Works Operations and Engineering Services)

4. Contact supporting agencies to determine the availability to Public Works - Operations and engineering resources to meet current and anticipated needs. (Public Works Operations and Engineering Services)

5. Assess and report the availability of resources. (Supporting agencies)

6. Coordinate the delivery of Public Works - Operations and engineering support with the IC staff, EOC staff, or appropriate jurisdiction. (Public Works Operations and Engineering Services)

7. Identify un-met needs to ESF 5-Emergency Management Coordinator who will coordinate and request State and Federal assistance through the Division of Homeland Security & Emergency Management. (Public Works Operations and Engineering Services)

8. Document Public Works - Operations and engineering support in the log. (Public Works Operations and Engineering Services)

9. Assist EM in the development of a County-wide situation assessment. (Public Works Operations and Engineering Services)

10. Provide updates for Situation Reports and Briefings. (Public Works Operations and Engineering Services)

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Definition: Provide for debris clearance, roads, highways and bridge repairs, engineering, construction, repair and restoration of essential public works systems and services.

Activation Criteria: The Director of Emergency Management will request Public Works - Operations to activate this ESF as well as the Douglas County Debris Management Plan, to support and coordinate the management of current or anticipated debris on public property resulting from a disaster event.

Lead County Agency – Primary: Public Works - Operations

Supporting Agencies: Sheriff's Office, Douglas County Health Department, Property Management, Urban Drainage and Flood Control District, Society of American Military Engineers, Private Sector/ Critical Infrastructure, Municipal, State and Federal agencies

Supporting Plans/Annexes: Rapid Needs Assessment Plan, Damage Assessment Plan, Debris Management Plan

Planning Assumptions:

1. Assistance may be needed to perform debris assessment and to clear debris.

2. Access to the disaster area will be dependent upon the re-establishment of ground routes. In many locations debris clearance will be given top priority to support immediate life-saving emergency response activities.

3. Rapid debris assessment of the disaster area will be required to determine potential workload.

4. Emergency environmental and legal clearances will be needed for handling and storage/disposal of materials from debris clearance and demolition activities.

5. Significant numbers of personnel with engineering and demolition skills along with construction and debris removal equipment may be required from the outside area.

Roles and Responsibilities: Support and coordinate the assessment, prioritization, removal and disposal of debris from public property resulting from an emergency/disaster event.

1. Establish contact/coordination with the EOC staff, Incident Command staff(s) as appropriate. (Public Works Operations and Engineering Services)

2. Determine current and anticipated debris management needs based on information provided by the IC staff. (Public Works Operations and Engineering Services)

3. Coordinate an assessment of public health and environment issues with public health and environment. (RB, DCHD)

4. Contact supporting agencies to determine the availability to debris management resources to meet current and anticipated needs. (RB)

5. Assess and report the availability of resources. (supporting agencies)

6. Coordinate the delivery of debris management support with the IC staff, EOC staff, or appropriate jurisdiction. (RB)

7. Identify un-met needs to ESF 5 Emergency Management Coordinator, who will coordinate and request State and Federal assistance through the Division of Homeland Security & Emergency Management. (RB)

8. Assist EM in the development of a County-wide debris situation assessment. (Public Works Operations and Engineering Services)

9. Maintain current status on all debris removal activities being conducted (Public Works Operations and Engineering Services)

Definition: Provide for the mobilization and deployment, and coordination of all firefighting resources to combat urban and Wildland fire incidents.

Activation Criteria: The Director of Emergency Management will request the activation of this ESF, as needed, to meet established or anticipated needs for firefighting support during disaster response and recovery operations.

Lead County Agency-Unified: The Douglas County Sheriff's Office is the lead agency for the County. This responsibility is shared with the 10 independent fire districts and the agencies responsible for State and Federal lands within the County. The Sheriff's Office (SO) will coordinate the assumption of lead agency responsibilities as indicated by the specific event.

Supporting Agencies: Airport, Douglas County Hazmat, Amateur Radio Emergency Services, Auxiliary Communications Services, Municipal, State and Federal agencies, private sector, DCSAR

Supporting Plans/Annexes: Wildland Fire Annex, All Hazards Evacuation, Alert & Warning Annex

Planning Assumptions:

1. Major fires and other emergencies that exceed local capabilities will occur.

2. Responders may face added difficulties or hindrances after a disaster because of extensive damage to the local infrastructure. Such damage may then create environmental safety and health hazards such as downed power lines, unstable foundations or structures, exposure to biohazards, toxins, and blood-borne pathogens.

3. Terrorism events may result in major structural fires, structural collapse, mass casualties, and the need for mass decontamination.

4. Access to damaged areas will be restricted.

5. Successful operations require organized, interagency cooperation at all levels of government.

6. Efficient and effective mutual aid among the various local jurisdictions, State, and Federal fire agencies requires the use of the

ICS together with compatible firefighting equipment and communications.

Roles and Responsibilities: Support structural and wildfire field operations through close coordination with other Local, State and the private sector. Coordinate firefighting support to disaster response and recovery operations that may not be directly fire related.

1. Establish contact/coordination with the EOC staff, Incident Command staff(s) or as appropriate. (SO or delegated agency)

2. Coordinate fire, emergency medical with all impacted jurisdictions. (SO or delegated agency)

3. Determine current and firefighting needs based on information provided by the IC staff(s). (SO or delegated agency)

4. Contact supporting agencies to determine the availability of telecommunication and IT resources to meet current and anticipated needs. (SO or delegated agency)

5. Assess and report the availability of resources. (Supporting agencies)

6. Coordinate the delivery of firefighting support with the IC staff, EOC staff, or appropriate jurisdiction. (SO or delegated agency)

7. For wildfire related events, requests for resources will be forwarded to the Pueblo Interagency Dispatch Center (refer to the Fire Operating Plan for details on wildfire response).

8. Identify un-met needs to the ESF 5-Emergency Management, who will coordinate and request State and Federal assistance through the Division of Homeland Security & Emergency Management. (SO, EM, Liaison)

9. Assist EM in the development of a County-wide situation assessment. (SO or delegated agency)

NOTE: Refer to the Fire Operating Plan (FOP) for additional information on wildfire prevention, mitigation, response, and recovery.

ESF 5 – EMERGENCY MANAGEMENT

Definition: Provide for the overall management and coordination of the County's emergency operations in support of Local response agencies and jurisdictions. Maintain and activate the County Emergency Operations Center as needed. Collect, analyze and disseminate critical information on emergency operations for decision making purposes. Identify the roles and responsibilities of County government in coordinating mutual, State and Federal assistance. ESF 5 responsibilities are generally assumed by the EOC Manager. Depending upon the size and complexity of the incident, there may also be an additional person staffing the ESF 5 position.

Activation Criteria: The Director of Emergency Management will activate this ESF, as required, to meet current and anticipated special event, response and recovery operations. In addition to activating the EOC any time the Incident Management Team is activated, the director may also activate the EOC as requested by any County agency or in support of regional, State or national disaster management activities. County GIS will be activated in support of this ESF.

Lead County Agency-Primary / Unified as determined: Emergency Management

Supporting Agencies: Assessor, Coroner, Sheriff's Office, County Administrator, County Attorney, Finance, Public Works - Operations, Douglas County GIS, Douglas County Health Department, Douglas County Schools, Fire Districts/Departments, EMS Services, Amateur Radio Emergency Services, American Red Cross, Salvation Army, others as appropriate for EOC activation and operations (determined by the Director of Emergency Management)

Supporting Plans/Annexes: Comprehensive Emergency Management Plan (CEMP), Annexes, ancillary plans and operating plans.

Planning Assumptions:

1. ESF 5 supports and coordinates all other ESFs and the overall execution of the Douglas County Emergency Operations Plan.

Roles and Responsibilities: Provide rapid activation and sustained operations of the Emergency Operations Center (EOC), for the effective coordination of Local agencies and integration with private, State and Federal response and recovery operations.

1. Assess the situation to determine the level of EOC activation, priorities and immediate actions required for the coordination of joint response efforts and mitigation/recovery planning. (EM)

2. Initial notification and recall EOC/ESF representatives (EM staff, SO staff, BOCC) as appropriate. (EM)

3. Implement the County Plan in support of ICS field operations. Activate or request the activation of specific ESFs as appropriate. (EM)

4. Establish direct communications with the Incident Command staff(s) and affected jurisdictions.

5. Request status reports as appropriate from affected municipalities and communities. (EM)

6. Compile and display incident status information, including maps, within the EOC. (EM & Douglas County GIS)

7. Notify the Division of Homeland Security & Emergency Management of initial situation assessment. Provide periodic updated situation reports as needed. (EM)

8. Conduct periodic internal briefings for all EOC personnel. (EM, GIS, all ESF representatives)

9. Coordinate response and recovery resources beyond normal mutual aid, based on requests by the Incident Command staff (s) through Dispatch. (EM)

10. Collect, evaluate and disseminate emergency information. (EM, PIO, GIS)

11. Support/coordinate essential public safety actions such as public warning and evacuation. (SO, EM)

12. Confirm delegation of authority for approving the use of County resources and for releasing emergency information to the public and news media. (EM) Coordinated through the EOC and IC.

13. Manage/coordinate resources, including allocation of facilities, services, personnel, equipment, materials, and other critical resources as requested by the IC. (Dispatch, EM,)

14. Coordinate Municipal and County requests for State and Federal assistance. (EM and Policy Group when activated)

15. Determine 24-hour EOC staffing requirements and provide for shift changes when extended EOC operations and additional support staff are required. (EM)

16. Implement financial record keeping procedures to track resources and to document all disaster related costs and financial commitments. (Finance, EM)

17. Coordinate functions, such as resource management and public information that are being performed both in the field using ICS and in the EOC to minimize misinformation and duplication of effort. (EM, PIO, Dispatch)

18. Assess and document damages. Provide results to the Division of Homeland Security & Emergency Management. (EM, GIS)

19. Determine the need to declare a Local disaster or State of emergency and/or the need to enact other orders such as evacuation orders, curfews, or orders to control prices. (EM, SO, BOCC)

20. Involve elected officials whenever possible, to make formal requests for public and private resources on behalf of the County or other Local jurisdictions. (EM)

21. Coordinate public information activities and news media releases with IC and lead PIO. (PIO)

22. Coordinate disaster recovery activities, including decisions about re-entry into disaster areas, reconstruction of damaged services and facilities, and identification of long-term hazard mitigation issues and plans. (EM)

23. In large events involving multiple EOC activations, coordinate information flow using appropriate situational awareness tools such as WebEOC and EMSystems. (EM, GIS)

24. Implement EOC deactivation procedures when the emergency/disaster situation is over. (EM)

25. Provide updates for Situation Reports and briefings. (EM)

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Definition: Manage and coordinate evacuation points, disaster sheltering, feeding and first aid for evacuees and individuals affected by emergencies or disaster. Provide temporary housing, food, clothing, and special human needs in situations that do not warrant mass care systems. This assistance may continue well after the emergency phase of the response. Assist in coordinating and managing volunteer resources.

Activation Criteria: Activated by the EOC Manager in the event that residents of Douglas County are displaced from their homes by floods, wildfires or other natural disasters, or are forced to leave their homes due to a power failure or accident involving hazardous materials the County for short-term sheltering, and with the assistance of the American Red Cross for longer-term sheltering, will open and manage temporary shelters and provide for the immediate needs of shelter residents for lodging, food, clothing and personal items.

Lead County Agencies: Office of Emergency Management with the support of Fleet, Facilities and Emergency Support Services (FFESS), the American Red Cross, Rocky Mountain Medical Reserve Corps, Salvation Army and other COVOAD member agencies.

Supporting Agencies: Sheriff's Office (Victim's Advocate), Board of County Commissioners, 2-1-1, Sheriff, Airport, Facilities, Fleet & Emergency Support Services, Douglas County Health Department, Human Services, Community Services, Open Space, Douglas County Schools, private sector, Municipal, State and Federal agencies, and COVOAD member agencies.

Supporting Plans/Annexes: All Hazards Evacuation, Alert & Warning Annex, Shelter Operations Plan

Planning Assumptions:

1. Douglas County assets will provide initial set up and support for evacuation sheltering needs. Private and volunteer organizations, i.e., American Red Cross, The Salvation Army, member agencies of COVOAD, etc., will support ongoing ESF 6 activities through the provision of shelter volunteers, feeding, and emergency first aid relief to individuals and families, not normally available from government resources. These local organizations will work in cooperation with

Douglas County in responding to, and recovering from, the effects of an emergency or disaster event.

2. Each level of government, private and volunteer organizations will respond to an incident within the limits of its available resources, including prearranged mutual aid, and subsequently may request assistance from its next highest level of support if required, e.g., municipality to county to state to federal government.

3. Not all disaster victims will require mass care services. Some victims will go to mass shelters, others will find shelter with friends and relatives; many victims will remain with or near their damaged homes.

4. Mass care shelter facilities will receive priority consideration for structural inspections to ensure safety of occupants, and for restoration of utilities or support by temporary means, i.e. portable generators, portable toilets and potable water.

5. Inquiries regarding individuals residing within the affected area will begin immediately after the general public is made aware of the emergency or disaster by the media or other means. An initial moratorium may be issued to activate the system and determine the boundaries of the affected area.

6. Douglas County OEM is the primary support agency for mass care operations under ESF 6.

Roles and Responsibilities: Provide safe, clean, secure temporary housing and basic needs for citizens displaced by disasters. Law enforcement personnel and other emergency responders are encouraged to consider the American Red Cross designated shelters as relocation sites for evacuees. Douglas County OEM should be contacted to arrange for shelter opening, preparation and management. American Red Cross can be contacted for long term shelter support and management. DCSO and law enforcement personnel from other jurisdictions in the County are responsible for providing security for designated shelters, if available.

1. Assess the situation to determine the need for mass care, sheltering and human services. (EM)

2. Notify shelter coordinators to initiate the establishment of shelters. (EM)

3. Coordinate shelter locations and anticipated opening times. (IC, EM)

4. Identify logistical needs to ESF 7a representative. (EM, FFESS)

5. Coordinate potable water, food, restroom facilities & solid waste disposal needs. (EM, FFESS)

6. Request status reports as appropriate from shelter coordinators. (EM, ARC)

7. Coordinate volunteer support to sheltering and Human Services needs. (ARC, HS, COVOAD, 2-1-1, Community Services, Community Development)

8. Coordinate emergency and recovery welfare services including registration and inquiry and Human Services Programs. (ARC, HS, COVOAD, FFESS)

9. Identify unmet mass care, sheltering and human services needs to ESF 5-Emergency Management Coordinator who will coordinate and request State and Federal assistance through DHSEM/SEOC. (ARC, FFESS, HS and EM)

10. When needed, ensure staffing of the shelters with ARES personnel. (EM)

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ESF 6A – ANIMAL SHELTERING & ISSUES

Definition: Manage and coordinate disaster sheltering, feeding and first aid for the companion animals and non-commercial backyard livestock of evacuees and individuals affected by emergencies or disaster. Provide for the evacuation, transportation, decontamination, care, shelter, treatment and/or disposal of companion animals and non-commercial backyard livestock, impacted by disasters or disaster related disease outbreaks. This assistance may continue well after the emergency phase of the response. Assist in coordinating and managing volunteer resources.

Activation Criteria: Activated by the EOC Manager in the event that residents of Douglas County are displaced from their homes by floods, wildfires or other natural disasters, or are forced to leave their homes due to a power failure or accident involving hazardous materials the County for short-term sheltering, and with the assistance of the American Red Cross for longer-term sheltering, will open and manage temporary animal shelters and provide for the immediate needs of companion animals and non-commercial backyard livestock for shelter, food and basic medical care.

The Director of Emergency Management will activate this ESF, as required, in response to current or anticipated needs of evacuated or displaced citizens with companion animals and non-commercial backyard livestock support needs.

Lead County Agency-Primary: Emergency Management

Supporting Agencies: Douglas County Animal Response Team (DCART), Douglas County Animal Control, Facilities, Fleet & Emergency Support Services, Cooperative Extension, Douglas County Health Department, Municipal, State and Federal agencies, Humane Colorado, Parks and Trails, Open Space

Supporting Plans/Annexes: All Hazards Evacuation, Alert & Warning Annex, Animal Response Annex

Planning Assumptions:

> 1. Pet ownership is one of the biggest risk factors for evacuation failure prior to, and during, natural disasters. Evacuation failures occur when people do not have clearly communicated options for the evacuation and sheltering of their pets during a disaster incident.

2. The County in providing emergency management services, shall, at a minimum, include provisions for the care of companion and service animals as denoted in the Pets Evacuation and Standards Act of 2006. Animal care planning beyond that mandated by the PETS Act of 2006 shall be determined at the discretion of the County and resources to provide such care may be acquire by the emergency service provider or be acquired via mutual aid agreements with other agencies, non-governmental organizations or private entities and may constitute non-reimbursable expense within disaster declaration.

3. In emergencies resulting in the need to shelter both people and animals, efforts shall be made to co-locate such facilities.

4. Support may include mass care as well as sheltering, resource coordination and ordering, veterinary care and surge capacity, provisions for the protection of public health and safety, animal evacuation and transportation, emergency public information, risk reduction and public outreach programs addressing companion and service animal issues and long-term recovery issues related to these specific animal populations.

5. Conduct of activities under this appendix will rely heavily upon citizen volunteers. It is encouraged that such individuals become a part of the County Animal Response Team (CART) so that the CART can facilitate training in emergency response and management that will impart an understanding of the process and their specific roles and requirements as an animal responder.

Roles and Responsibilities: Rapid and safe evacuation, decontamination, care, shelter, treatment and/or disposal and documentation of animals impacted by disaster.

In the event of the introduction of a foreign animal disease, the DCART Coordinator will work closely with the Douglas County Health Department, the State departments of Agriculture and Natural resources, and the Division of Wildlife's Animal and Plant Health Inspection Service (APHIS) to ensure an integrated response.

1. Liaise with the Incident Command Staff(s) to determine specific animal control issues. (DCART Coordinator)

2. Identify the needs and means of animal evacuation, sheltering, care, collection care, euthanasia by a veterinarian when necessary and disposal as needed. (Animal Control, SO, EM, DCART, SO)

3. Activate the DCART if needed. (EM)

4. Support and coordinate the animal related activities of displaced persons brought into shelters and of field activities/staffs. (EM, DCART)

5. Coordinate mutual aid support with Local agencies. (EM, FFESS)

6. Identify animal related response and recovery resource short-falls to the ESF 5-Emergency Management Coordinator who will request State and Federal assistance through the Division of Homeland Security & Emergency Management. (DCART Coordinator)

7. Coordinate reception of State and Federal animal response and recovery resources (Veterinary Medical Assistance Team (VMAT) with Incident Command Staff(s). (EM, DCART Coordinator)

8. Coordinate documentation, shelter and care of animals as needed. (DCART)

9. Coordinate with State and Local agencies to ensure a coordinated response to animal health/disease issues. (EM/DCART)

10. Track and document animal response and recovery activities and support until no longer needed for field operations. (Animal Control, DCART Coordinator)

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Definition: Secure resources through mutual aid agreements, volunteer organizations, and procurement procedures for all ESFs, as needed. Provide coordination, tracking and documentation of personnel, equipment, supplies, facilities, and services used during disaster response and initial relief and recovery operations. Support effective reception and integration of augmentation resources.

Activation Criteria: The Director of Emergency Management will activate this ESF, as required, to meet current and anticipated special event, response and recovery operations. The coordination of resources and logistical support to response and recovery operations is a core function of the Emergency Operations Center.

Lead County Agency-Primary: Emergency Management

Supporting Agencies: Sheriff's Office, Finance, Airport, Douglas County Health Department, Human Resources, Human Services, Community Development, Community Services, Public Works - Operations, American Red Cross, Colorado Volunteer Organizations Active in Disasters, Fire Districts/Departments, Douglas County Schools, Salvation Army, Municipalities, State and Federal agencies, ARES, AUXCOM and the private sector.

Supporting Plans/Annexes: Resource Mobilization Annex

Planning Assumptions:

1. Successful sustained emergency and disaster operations are contingent upon an efficient and effective resource support function.

2. Logistical support necessary to save lives will receive first priority.

3. Transport of resources may require staging areas and support from ESF-1 (Transportation). In the case of a large-scale event, county, state and federally agreed upon decisions should be made in the identification of location and legal arrangement for staging areas.

4. The primary source of equipment, supplies, and personnel shall be made from county resources and local sources outside the impacted area. Support resources outside of the disaster area(s) will be directed to fulfill unmet needs.

5. Acquisition of resources will be accomplished in accordance with the Emergency and Disaster Finance Policy, which would exempt existing procurement requirements.

Roles and Responsibilities: Effective coordination of Local resources (within Douglas County and adjacent mutual aid partners) in support of response and recovery operations; rapid notification of the Division of Homeland Security & Emergency Management of unmet resource needs; and effective delivery and documentation of resource actions.

1. Develop and maintain an up-to-date directory of key contacts for goods, supplies, facilities and services. (EM, FFESS/AA)

2. Coordinate resource request and acquisition with Dispatch in the EOC and the Incident Dispatch Team at the ICP. (EM, FFESS/AA)

3. Develop and maintain master Emergency Resource List. (EM, FFESS/AA, Finance)

4. Secure mutual aid agreements with other agencies and jurisdictions. (EM, FFESS/AA)

5. Identify resource shortfalls and determine methods for acquisition, if needed, during an emergency or disaster. (EM, FFESS/AA)

6. Prioritize requests for emergency supplies, equipment and services, and coordinate actions in response to requests. (EM, FFESS/AA)

7. Authorize the acquisition, distribution, use and maintenance of essential emergency resources and personnel. (AA)

8. Identify unmet needs to the ESF 5 Emergency Management Coordinator who will coordinate and request State and Federal assistance through the Division of Homeland Security & Emergency Management. (EM, FFESS/AA)

9. Pre-arrange for contracts for equipment, supplies and services during disaster. (EM, FFESS/AA)

10. Establish emergency purchase authorization procedures and identify authorized vendors. (FFESS/AA, Finance)

11. Develop and maintain detailed logs of resource requests and disbursements and records of expenditures. (Finance)

ESF 7B – DONATIONS MANAGEMENT

Definition: Determine needs and establish a means to collect, receive, account for, store, manage, distribute, and dispose of donated goods, services, funds, and materials.

Activation Criteria: The Director of Emergency Management will coordinate activation of this ESF with DCCF and/or COVOAD to ensure the effective management of donations.

Lead Agency - Unified: Emergency Management

Supporting Agencies: Sheriff's Office, Open Space, Community Development, Community Services, Finance, Facilities, Fleet & Emergency Support Services, Colorado Volunteer Organizations Active in Disasters (COVOAD), Douglas County Community of Care Network, Douglas County Schools, Douglas County Health Department, State Donations & Volunteer Coordination Team (DVCT), Municipal, State and Federal agencies.

Supporting Plans/Annexes: Resource Mobilization Annex

Planning Assumptions:

1. The successful management of disaster donations requires a united, cooperative, and coordinated effort by the county and the state, volunteer organizations, community-based organizations, business and industry, and the general public.

2. For most disaster situations, the donations management function can and should be handled by and through Douglas County government and the Douglas County EOC. However, a large-scale and/or particularly severe disaster may require state assistance in managing the flow of unsolicited donations.

3. Full use of county, state, and voluntary organization donations management resources should occur before federal assistance is sought.

4. Once emergency conditions in the disaster area are known (typically via the media), individuals and relief organizations from outside the disaster area will begin to collect materials and supplies and organize teams to assist the affected area. Often,

officials in the disaster area may not be aware of such assistance efforts.

5. Individuals and organizations will feel compelled to go to the disaster area to offer assistance, be it material goods or services.

6. Donations management response activities may be necessary before a Presidential major disaster declaration, as rapid coordination efforts are often required to mitigate potential donations problems in the response phase of disaster operations.

7. In the event of a damaging disaster causing significant injuries, loss of life, and destruction of property, donors will offer a wide variety of assistance – including cash, goods, equipment and loan of equipment and the services of individual.

8. Offers of assistance will be made to all levels of government as well as to voluntary organizations.

9. Cash donations to recognized nonprofit voluntary organizations with disaster experience are generally preferable to in-kind donations or material donation (including volunteer services).

10. The vast majority of expertise, experience, and capability for donations management rests with the voluntary relief organizations of the COVOAD so the involvement and assistance of such nonprofit expertise is highly desirable for efficient donations management.

11. To the extent possible, all field facilities required for a successful donations management operation (i.e. staging areas, reception centers, warehouses, distribution centers) should be located within, or in close proximity to, the affected local jurisdiction.

12. Non-useful and unwanted donations can be expected. Such items may include unsorted dirty or climate-inappropriate clothing, used mattresses, highly perishable foods, worn-out or cast-off items (junk), etc. These items must be planned for and disposed of in a manner that would not be considered offensive to the giving party. (Such disposal activities should not be publicized in any manner).

13. Surplus donations (that are usable) will have to be properly dispensed to worthy causes at the conclusion of disaster response and recovery operations.

Roles and Responsibilities: Coordinate the definition of needs, solicitation, receipt, storage, distribution, and documentation of donated goods in support of field operations and general recovery activities/needs of the public.

1. Work with ESFs 5/6/6a/7a to determine potential donation needs. (EM, COVOAD, DCART)

2. Establish donations guidelines for the public. (EM, COVOAD, DCART)

    a. What is needed and/or being requested?

    b. Where should donations be delivered?

    c. Where should volunteers report?

    d. When are donations being accepted?

    e. Condition requirements of donations?

3. Coordinate the release of guidance to the public with ESF-15a. (EM, COVOAD, DCART, PIO)

4. Request 2-1-1 assistance, as appropriate. (EM)

5. Establish donation acceptance locations. (EM, DCART)

6. Coordinate site staffing and logistics. (EM, COVOAD, DCART)

7. Liaise with site staff to maintain situational awareness of available donation needs. (EM, COVOAD, DCART)

8. Coordinate delivery support with ESFs 1/5/7a/11 and appropriate ICS staff. (EM, COVOAD, DCART)

9. Track all donations activities and provide an update during the periodic EOC situation briefing and for the Situation Report. (EM, COVOAD, DCART)

10. All cash, checks and electronic transactions (ACH) donations payable to Douglas County will be deposited by the Douglas County Treasurer's Office into a separate bank account and all

donations activities will be tracked in accordance with Douglas County Finance Department procedures. (Treasurer, Finance)

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ESF 7C – VOLUNTEER MANAGEMENT

Definition: Coordinate the mobilization and direction of volunteer resources in support of disaster response and recovery activities.

Activation Criteria: The Director of Emergency Management may activate this ESF as needed to support a wide range of coordinated/directed activities to support community response and recovery. Activation of this ESF may also be needed for the management of spontaneous volunteerism.

Lead County Agency-Primary: Emergency Management

Supporting Agencies: Douglas County Libraries, Human Services, Sheriff's Office, Facilities, Fleet & Emergency Support Services, Community Services, Douglas County Community of Care Network, COVOAD agencies, Douglas County Health Department, Medical Reserve Corps (MRC), Senior Resource Center (SRC), Municipal, and State agencies

Supporting Plans/Annexes: Resource Mobilization Annex

Planning Assumptions:

1. The successful management of disaster volunteers may require a united, cooperative and coordinated effort by the county and the state, volunteer organizations, community-based organizations, business and industry, and the general public.

2. For most disaster situations, the volunteer management function can and should be handled by and through Douglas County government and the Douglas County EOC. However, a large-scale and/or particularly severe disaster may require state assistance in managing the flow of volunteers, particularly spontaneous, unaffiliated volunteers.

3. Full use of county, state, and voluntary organization volunteer management resources should be occurring before federal assistance is sought.

4. Once emergency conditions in the disaster area are known (typically via the media), individuals and relief organizations from outside the disaster area will begin to collect materials and supplies and organize teams to assist the affected area. Often, officials in the disaster area may not be aware of such assistance efforts.

5. Individuals and organizations will feel compelled to go to the disaster area to offer assistance be it material goods or services.

6. Volunteer management response activities may be necessary before a Presidential major disaster declaration, as rapid coordination efforts are often required to mitigate potential volunteer and spontaneous volunteer problems in the response phase of disaster operations.

7. In the event of a damaging disaster causing significant injuries, loss of life, and destruction of property, volunteers will offer a wide variety of assistance and services.

8. Offers of assistance will be made to all levels of government as well as to voluntary organizations.

9. Cash donation to recognized nonprofit voluntary organizations with disaster experience are generally preferable to volunteer services from spontaneous, unaffiliated volunteers.

10. The vast majority of expertise, experience, and capability for volunteer management rests with voluntary relief organizations such as COVOAD members so the involvement and assistance of such nonprofit expertise is highly desirable for efficient volunteer management.

Roles and Responsibilities: Identify roles for volunteers and coordinate their mobilization, activities, and demobilization.

1. Contact service organizations and the Incident Command Staff to determine needs for volunteers. (EM)

2. Identify skills and numbers needed. (EM)

3. Coordinate a legal review of potential liabilities to the County, response agencies and to volunteers assisting with response and recovery efforts. (EM, Risk Management, County Attorney)

4. Identify a volunteer coordinator(s) to meet with and direct volunteer activities and act as liaison with response and service organizations. (EM)

5. Request assistance from COVOAD and 2-1-1, as appropriate. (EM)

6. Identify reporting locations, skills, shifts, and resources needed. (EM)

   a. Volunteer staffing

   b. Volunteer direction

   c. Volunteer safety

   d. Volunteer care and feeding

7. Coordinate the dissemination of information for volunteers with the PIO. (EM and PIO)

10. Coordinate the integration of volunteer resources into response and service organization activities. (EM)

11. Document volunteer services and hours. (EM)

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ESF 8A – PUBLIC HEALTH

Definition: ESF 8 is designed to provide a flexible organizational structure capable of meeting the requirements of many emergency scenarios. Public Health and Medical Services provides the mechanism for a coordinated response to the public health and medical component of any pre-planned event, potential incident, or actual incident. This ESF includes those needs associated with public health, environmental health, hospitals, fatalities management, behavioral health, ancillary partners, and some components of veterinary care. This also includes coordination with pre-hospital partners such as emergency medical services (EMS). ESF 8 should be looked at as supporting the entire public health and medical system and has strong coordination with emergency management, EMS/Fire, and other key partners/disciplines depending on the nature of the response to an incident.

Activation Criteria: The Director of Emergency Management may activate this ESF as needed to support a wide range of coordinated/directed activities to support public safety, public health and human services. When a mass casualty or complex event occurs in Douglas County, multiple disciplines may be called into action to provide this support and resources. Activation of ESF 8 to respond to medical surge or other health and medical components of the incident or event will establish the necessary coordination to integrate field-level response strategies with jurisdictional response. Field-level response refers to those decisions and activities directed at the incident to minimize the effects on health, life-safety and property. In some instances, responses usually assigned to ESF 8 may warrant more specific attention within the command structure. When this occurs and personnel are available, ESF 8 will assign an appropriate liaison to the area to create an efficient system.

Lead County Agency - Unified: Douglas County Health Department & Douglas County Coroner's Office (in Mass Fatality Events)

Supporting Agencies: Coroner, EMS, Behavioral Healthcare, Hospitals/Private Physicians/Medical Practices, DCOEM, Ancillary Partners, Vitalant

Supporting Plans/Annexes: DCHD Annex A ESF8 Operational Plan, Mass Fatality Annex

Planning Assumptions:

1. The ESF 8 component of a response will be organized through the system described in the DCHD Annex A ESF8 Operational Plan and the Douglas County Mass Fatality Annex

Roles & Responsibilities: Mass Fatality Management, Medical Services, Veterinary Medical Support, Behavioral Healthcare, Agricultural Safety & Security

- Provision of county public health services and operations, as deemed critical to the incident, for disaster response and recovery may include:

  o Identify public health needs in affected areas and develop response strategies

  o Provide assistance with recommendations on the disposal of hazardous and radiological materials

  o Provide disease control, surveillance and investigation

  o Provide mass prophylaxis

  o Provide guidance to healthcare providers

  o Issue quarantine and isolation orders

  o Provide medical surge care planning, coordination, and logistics support

  o Provide for environmental health

  o Inspect food and water supplies and evaluate and recommend methods for disposal of contaminated foods

  o Conduct vector surveillance

  o In cooperation with State and Federal officials as well as the food industry, conduct trace-backs or recalls of adulterated products

  o Request appropriate ESF 8 organizations to activate and deploy public health, medical, behavioral health and veterinary medical personnel (in coordination with ESF 11), equipment, and supplies in response to requests for local public health and medical assistance, as appropriate.

  o Make requests to the Colorado Department of Public Health and Environment (CDPHE) for activation of additional ESF 8 resources, as necessary, to support response operations.

- o Evaluate requests for assets, which may include Strategic National Stockpile (SNS) assets, based upon relevant threat information and submit the requests to CDPHE, or other designated partners, as appropriate.

- o Assist with family reunification

- o Assist with patient tracking

- o Assist with hospital surge operations

- o Assist with hospital evacuation

- o Assist with outpatient diagnosis and treatment

- o Assist with hospital triage

- o Assist with patient education

- o Assist in surge staffing at triage centers, surge hospitals

- o Facilitate and/or support Alternate Care Facilities

- o Support behavioral health response/crisis counseling

- o Support mass fatalities management

- o Support with death investigation

- o Coordinate with other ESFs for operational support

- o Coordinate all health and medical messaging/risk communications to the public in conjunction with the County PIO(s) and provide subject matter expertise for any health and medical information released.

- o Coordinate ESF 8 activities between impacted and supporting jurisdictions.

- o Coordinates with Bonfils Blood Center which collects, tests, manufactures and distributes blood and blood products to maintain a safe and adequate community blood supply using the Blood Availability and Safety Information System as baseline data for ESF 8 activation.

- o Liaises with Bonfils Blood Center to coordinate local public announcements around blood supply needs and donation logistics.

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ESF 8B – MASS FATALITY

Definition: ESF 8B is designed to provide coordination and support in the event of a natural or man-made disaster to include pandemic, resulting in a mass fatality situation. A mass fatality disaster is an event that results in a number of fatalities which overwhelms the normal capacity of the coroner's office of jurisdiction. Support and coordination for body recovery, victim identification, working with local and state authorities to provide temporary mortuary solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

Activation Criteria: The Director of Emergency Management may activate this ESF as needed to support a wide range of coordinated/directed activities to support public safety, public health and human services. When a mass fatality event occurs in Douglas County, multiple disciplines may be called into action to provide this support and resources. Activation of ESF 8B to respond to a mass fatality incident or event will establish the necessary coordination to integrate field-level response strategies with jurisdictional response. Field-level response refers to those decisions and activities directed at the incident to minimize the effects on health, life-safety and property. In some instances, responses usually assigned to ESF 8B may warrant more specific attention within the command structure. When this occurs and personnel are available, ESF 8B will assign an appropriate liaison to the area to create an efficient system.

Lead County Agency - Unified: Douglas County Coroner's Office, Douglas County Health Department (for Public Health events)

Supporting Agencies: DCSO, Fire Departments/EMS, Behavioral Healthcare, DC OEM

Supporting Plans/Annexes: DCHD Annex A ESF8 Operational Plan, Mass Fatality Annex

Planning Assumptions:

1. Hospitals and medical centers may have their own plan for mass fatality management.
2. Coordination and operations for mass fatality management that arises out of a criminal event (i.e. mass shooter/mass knife attack, etc.) will be managed according to applicable law enforcement policies and standard operating procedures. Public safety and local hospitals will

communicate to coordinate family assistance, reporting, crisis information and other sensitive data.

3. The Coroner is ultimately responsible for mass fatality management in Douglas County resulting from a disaster. Under Colorado law, the county Coroner's office is the agency vested with the authority and responsibility to determine the cause and manner of death of any fatalities, victim identification, and notification of next of kin from incidents which occur within the county jurisdiction.

4. The Coroner may or may not be deployed to the EOC, having responsibilities at the fatality incident site, at examination center operations and/or at the Family Assistance Center (FAC). If not deployed to the EOC the Coroner will appoint a representative to the EOC as the ESF 8B Fatalities Management Unit Leader to coordinate County resources and request and respond to mutual aid services. The Coroner or ESF 8B Fatalities Management Unit Leader will respond to the EOC when activated in support of a mass fatalities event. The Fatalities Management Unit will co-locate with the ESF 8 Lead if ESF 8 is activated.

5. The Coroner/Fatalities Management Unit will be in charge of coordinating local and regional mass fatality operations utilizing this annex.

6. The Coroner/Fatalities Management Unit will support other local, state and federal agencies that may have jurisdiction for the event including, but not limited to, the Sheriff's Office, National Transportation and Safety Board (NTSB), etc.

7. Depending on the capabilities of the county facilities and personnel, and the number of fatalities, the Coroner's Office resources may be quickly overwhelmed.

8. For incidents resulting in mass fatalities which overwhelm local resources, mutual aid (written or unwritten) may be requested from those agencies which make up the North Central Region (NCR).

9. In a localized mass fatality incident, not all bodies may require an exam. The need for exams to be performed will be incident-specific and will be determined by the Coroner's Office who has primary jurisdictional authority.

10. The Coroner will adhere to the principles of the Incident Command System (ICS) when used in managing operations.

11. Resource mobilization is coordinated to effectively manage, order, and supply mass fatality response resources with operational coordination for local, regional, and statewide support. Resource mobilization will work to benefit the respective Coroner's offices, the Incident Command System, Financial Tracking and Documentation activities, and will be

facilitated through local, county, and state Emergency Operations Centers (EOC).

Roles & Responsibilities: Mass Fatality Management, Victim Identification Center (VIC) support

- Provide county mass fatality operations, as deemed appropriate and critical to the incident, for disaster response and recovery may include:

    - Support mass fatalities management

    - Support death investigations

    - Support Temporary Field Examination Center operations

    - Support Family Assistance Center (FAC) operations

    - Support Victim Identification Center (VIC) operations

    - Support mass fatalities field support and logistics

    - Support family reunification

    - Support with victim tracking

    - Support behavioral health response/crisis counseling in coordination with ESF 8 Public Health

    - Coordinate with other ESFs for operational support

    - Coordinate ESF 8B activities between impacted and supporting jurisdictions.

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ESF 9 – SEARCH AND RESCUE

Definition: Provide resources for ground, water, and airborne activities to locate, identify and remove persons lost or trapped in stricken areas, buildings and other structures. Provide for specialized emergencies and rescue operations.

Activation Criteria: The Director of Emergency Management may activate this ESF as needed to meet current and anticipated search and rescue operations. The agency having jurisdiction and/or the responding agency will request the activation of a SAR team (either land or urban) through the DCSO.

Lead County Agency – Unified: DCSO

Supporting Agencies: Douglas County Offices, Departments and Divisions, DCSAR, Fire Districts, Local, State and Federal Agencies.

Supporting Plans/Annexes: All Hazards Evacuation, Alert & Warning Annex, Rapid Assessment Annex, Damage Assessment Annex

Planning Assumptions:

1. The safety of the rescue personnel is foremost in any operation.

2. A major disaster or civil emergency may generate conditions that vary widely in scope, urgency, and degree of devastation. Substantial numbers of people could be in life threatening situations requiring prompt rescue and medical care. Because the mortality rate will dramatically increase beyond 72 hours, search and rescue efforts must begin immediately.

3. People may become lost, trapped or otherwise isolated. Government must be prepared to seek out, locate, and rescue such persons.

4. Missing persons may be injured or deceased. Search and rescue activities must be prepared to provide aid to injured persons.

5. A missing or lost person is always considered to be alive and in need of rescue until such time that a person of authority (Sheriff or his designee) concludes that there is no chance of survival or support, including rescue, and is no longer required.

6. Inclement weather may be a factor in any wilderness, urban/technical search and rescue activity – restricting the types of resources to be

used, the length of time they can be used and even the locations to be searched.

7. Under some circumstances, the incident scene is also a crime scene and care must be taken to protect evidence.

Roles and Responsibilities: The Sheriff's Office is the lead for all search and rescue operations in unincorporated areas of Douglas County. The DCSO has delegated the responsibility for land search and rescue support to the Douglas County Search and Rescue Team. The DCSO relies upon the Fire districts for urban search and rescue in such cases as a structural collapse.

1. Liaise with the Incident Command staff(s) to determine specific SAR/USAR support needs (i.e. capabilities, where, when, and anticipated duration). (SO or FD)

2. Identify and contact mutual aid and regional SAR/USAR resources in support of current and anticipated needs. (FD and SO)

3. Identify SAR/USAR resource short-falls to ESF 5 who will request State and Federal assistance through the Division of Homeland Security & Emergency Management. (FD, SO, EM)

4. Coordinate reception of State and Federal SAR/USAR resources with Incident Command staff(s). (EM, SO, FD)

5. Coordinate logistical support if needed. (EM)

6. Track and document SAR/USAR activities and support until no longer needed for field operations. (FD or SO)

7. Update SAR/USAR activities during the periodic EOC situation briefing and for the Situation Report. (FD or SO, EM)

8. Identify unmet needs to the ESF 5 Emergency Management Coordinator who will coordinate and request State and Federal assistance through the Division of Homeland Security & Emergency Management. (SO, EM)

9. Track and document search and rescue related activities. (SO or FD)

ESF 10 – HAZARDOUS MATERIALS

Definition: Provide response to potential or actual hazardous materials incidents. Provides for inspection, containment and oversight of cleanup of hazardous materials accidents or releases.

Activation Criteria: The appropriate fire or law enforcement agency will request activation of this ESF in support of response to significant hazardous material situations. This ESF may also be activated by the Director of Emergency Management when hazardous materials expertise and/or resources are needed in support of human or animal health emergencies/disasters.

Lead County Agency - Unified: Sheriff's Office, Fire Departments/Districts (FD) and Douglas County HAZMAT

Supporting Agencies: Douglas County Health Department, Public Works - Operations, Local Emergency Planning Committee (LEPC), Municipal, State and Federal agencies

Supporting Plans/Annexes: All Hazards Evacuation, Alert & Warning Annex

Planning Assumptions:

1. Large quantities of Hazardous Substances are transported via highway, rail, air, and pipeline within and through the County on a daily basis. Therefore, there is a probability of an actual or potential release occurring on any given day as a result of transportation accident and/or incident.

2. Hazardous Substances are manufactured, stored, distributed utilized and disposed of at numerous fixed facilities located throughout the County. Therefore, there is a significant probability of an actual or potential release occurring on any given day.

3. Hazardous chemical or biologic agents could possibly be used either as a causative agent or byproduct (debris and human remains/biohazard) at any large-scale suspected or actual terrorist events.

4. Hazardous substance incidents may occur simultaneously following a major disaster such as a flood or terrorist attack.

5. Exceptions to current disposal practices may be necessary during major disasters.

Roles and Responsibilities: As the Designated Emergency Response Authority (DERA), the Sheriff's Office is the lead hazardous material response agency in unincorporated Douglas County. Delegation of this authority in our incorporated communities is at the discretion of Local government.   This ESF is responsible for coordinating Local, State and Federal response in support of current and anticipated hazardous material operations in the field. This ESF will also work closely with other ESF representatives (EM, PH&E, PIO) to ensure the integration of the in-field situation assessment is clearly communicated to agencies that may not be directly involved in the tactical/technical response but have a role in the potential broader impacts of a hazardous materials event. This ESF may also be called upon to support the personal protection, decontamination, surveillance and sampling needs of ESF 3a, 4, 8a, 8b, 11 and 13a during response and recovery operations related to human or animal health disasters.

1. Liaise with the Incident Command staff(s) to determine specific hazardous materials response and recovery support needs (i.e., capabilities, where, when, and anticipated duration). (SO, FD, DC HAZMAT)

2. Ensure downwind/downstream actions have been taken into consideration. (SO or FD)

3. Ensure Douglas County Health Department and LEPC have been notified. (SO)

4. Coordinate with the EPA, as appropriate. (SO, FD, DC HAZMAT)

5. Identify and contact local, mutual aid and regional hazmat response and recovery resources in support of current and anticipated needs. (SO or FD)

6. Identify hazmat response and recovery resource short-falls to the ESF 5 Emergency Management Coordinator who will request State and Federal assistance through IC and the Division of Homeland Security & Emergency Management. (FD, SO, EM)

7. Coordinate reception of State and Federal hazmat response and recovery resources with Incident Command staff(s). (SO, EM)

8. Coordinate logistical support, if needed from the IC. (EM)

8. Track and document hazmat response and recovery activities and support until no longer needed for field operations. (FD or SO)

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Definition: Provide for the coordination of response, mitigation and recovery efforts related to the county's cultural, environmental, agricultural (food) and natural resources (including water supply). Provide for the evacuation, transportation, decontamination, care, shelter, treatment and/or disposal of livestock and wildlife impacted by disasters or foreign animal disease. ESF 11 includes the functions of assisting to the response to livestock and agricultural health issues / disease outbreaks, providing technical expertise, coordination, and support of livestock and agricultural emergency management when agricultural interests are affected by disaster; providing technical expertise, coordination and support of cultural, environmental and natural resources affected by disasters. ESF 11 coordinates with State and Federal Lands, State and U.S. Forest Service, State Department of Agriculture (CDA) and U.S. Department of Agriculture (USDA), and Bureau of Land Management.

Activation Criteria: This ESF will be activated by the Director of Emergency Management/EOC Manager in response to current or anticipated impacts to cultural, environmental, agricultural or natural resources. Disasters often impact or damage critical aspects of these areas, such as in animal disease outbreaks or the destruction of historically sensitive areas or critical watersheds. Restoration of these assets is critical to community response and recovery efforts.

Lead County Agency: Emergency Management

Supporting Agencies: Sheriff's Office, Public Works - Operations, Public Works – Engineering, Community Development, Fire Departments/Districts, CSU Extension, Municipal, State and Federal agencies

Supporting Plan/Annexes: NA

Planning Assumptions:

1. The ESF 11 component of a response may be multi-faceted depending on impacts specific to the environment, agriculture, natural resources or all three.

2. Upon declaration of an emergency, the county may invoke temporary controls on local resources and travel to contain the spread of infectious disease among domesticated animals and food products.

3. Douglas County Health Department may need to escalate public health and safety inspections and surveillance. The type and number will be dependent on the cause and impact of the incident or disaster.

4. The State of Colorado has jurisdictional control for agricultural animal health issues, particularly disease outbreaks. Depending on the severity of the incident the jurisdictional control may rapidly move from the state jurisdiction of CDA to the Federal jurisdiction of the USDA. In these cases, local government and emergency management may or may not provide active supporting roles.

5. County departments and municipalities act as the primary agencies with jurisdictional control for protecting, recovering and restoring natural, environmental, cultural, and historic resources at the local level before, during, and after an emergency or disaster of countywide significance.

Roles and Responsibilities: Restoring agricultural animal health is primarily the responsibility of the Colorado Department of Agriculture. Restoring natural, environmental, cultural, and historic resources is primarily the responsibility of county and municipal government. The accomplishment of this shared responsibility requires close coordination with state, county and municipal agencies to provide access and security for these critical activities. Emergency Management (ESF 11) will act as the coordinator for these activities and may delegate this role as appropriate to the situation.

1. Gather status information regarding agricultural animal, natural, environmental, cultural, and historic resources (EM, Extension, CDA, Community Development)

2. Develop an overall situation assessment of the status of agricultural animal, natural, environmental, cultural, and historic resources (EM, Extension, CDA, Community Development)

3. Work with stakeholders and subject matter experts to determine needs and priorities for security and access to agricultural animal, natural, environmental, cultural, and historic resources. (EM, SO, FD)

4. Support and coordinate response and restoration activities for ESF 11 areas with the incident command staff(s). (EM)

5. Identify related response and recovery resource shortfalls and request State and Federal assistance through the EOC. (Division of Homeland Security & Emergency Management, EM)

6. Track and document agricultural animal, natural, environmental, cultural, and historic resources activities and estimated costs. (EM)

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ESF 12 – PUBLIC SERVICES, UTILITIES

Definition: Provide for the rapid restoration of emergency and government services, roads, bridges and publicly held critical facilities. Support the restoration of private sector critical infrastructure. Coordinate the rationing and distribution of emergency power and fuel.

Activation Criteria: This ESF will be activated by the Director of Emergency Management in response to current or anticipated disruptions of public services. Disasters often damage critical infrastructure, such as power and communications lines. Restoration of these assets is critical to community response and recovery efforts.

Lead County Agency – Unified: Emergency Management and the private sector

Supporting Agencies: Sheriff's Office, Public Works - Operations, Community Development, Community Services, Fire Departments/Districts, the private sector (i.e. Xcel Energy, CORE Electric, Mountain View Electric, Black Hills Energy and CenturyLink, water and sanitation districts), Municipal, State and Federal agencies

Supporting Plan/Annexes: Emergency Operations Plan (EOP), Power Outage Annex, PSPS Annex, PSPS Critical Action Plan

Planning Assumptions:

1. An emergency or disaster, either natural or manmade, may disable key electric and liquid fuels generation/production, distribution and delivery facilities resulting in local, statewide and possibly regional (e.g., Western United States) blackouts and/or brownouts. Additionally, the fuel supply system used for generation may be interrupted.

2. Pre-planned Public Safety Power Shutoffs (PSPS) may affect electrical distribution and delivery facilities resulting in extended local or regional power outages.

3. The transportation and telecommunications infrastructures may be affected.

4. Sudden, widespread blackouts or fuel shortages could result in public alarm and anxiety given the timing of the event (i.e., winter / summer) and potential duration (i.e., days/weeks/months).

5. Delays in the production, refining, and delivery of petroleum-based products may occur as a result of loss of commercial electric power.

6. Deployment of first responders (e.g., law enforcement or health officials) to various locations may be required.

7. Notification to the public could result in mass gatherings, anxiety and possibly civil unrest, requiring crowd control.

8. Limited access to transportation fuels could impact businesses, the provision of health services, and consumer mobility.

Roles and Responsibilities: Restoring public service is primarily the responsibility of the private sector. The accomplishment of this shared responsibility requires close coordination with County and municipal agencies to provide access and security for these critical activities. Public Services, Utilities (ESF-12) will act as the coordinator for these activities and may delegate this role as appropriate to the situation (i.e. Public Works - Operations may need to coordinate clearing access to damaged power lines, while FD and DCSO may need to coordinate access to areas that have been closed to the public after a fire or other disaster).

1. Gather status information from Local providers of critical public services (power, communications, medical services, fuel, food and water). (EM, Information Technology Services)

2. Develop an overall situation assessment of the status of critical public services. (EM, service providers)

3. Work with public service providers to determine needs and priorities for security and access to critical infrastructure. (EM, SO, FD)

4. Support and coordinate the public service restoration activities with the incident command staff(s). (EM)

5. Identify public service restoration related response and recovery resource shortfalls and request State and Federal assistance through the EOC. (Division of Homeland Security & Emergency Management, EM)

6. Track and document public service restoration and estimated costs. (EM)

ESF 13A – LAW ENFORCEMENT

Definition: Provide for the protection of life and property by enforcing laws, orders and regulations including the movement of persons from threatened or hazardous areas. Provides force and critical infrastructure protection, security planning and general law enforcement assistance, security, traffic and access control, in both pre-incident and post-incident situations.

Activation Criteria: This ESF will be activated by the Director of Emergency Management in response to current and anticipated threats to public safety, order and the security of lives and property.

Lead County Agency - Primary: Sheriff's Office

Supporting Agencies: District Attorney, Public Works - Operations, Douglas County HAZMAT, ARES, Municipal, State and Federal agencies, Coroner, Parks, Trails, and Building Grounds, Douglas County Schools, and DCSAR.

Supporting Plans/Annexes: All Hazards Evacuation, Alert & Warning Annex, Rapid Needs Assessment Annex, Damage Assessment Annex, Active Threat Annex

Planning Assumptions:

1. Major disasters and other emergencies which exceed local capabilities have and will continue to occur in Colorado.

2. Local law enforcement departments will be the primary response agency

3. The potential for local law enforcement resources to become depleted can happen at any time; this is especially true during and after a major disaster or terrorism event. Natural disasters and other emergencies in Colorado have shown that normally available law enforcement resources may be difficult to obtain and utilize because of massive disruptions of communications, transportation, and utility systems.

4. Natural hazard, technological, and / or human - caused events may result in mass casualties and damage. Because of the potential that crime scenes may occur, there will be the need for additional law enforcement resources for security and investigations.

5. Successful law enforcement operations during an emergency will require organized, interagency cooperation at all levels of government.

Roles and Responsibilities: Preserve and rapidly restore public order and security is essential to response and recovery operations. The Sheriff's Office will perform under its statutory authority to ensure the preservation of public order, the prevention of criminal activity, the preservation and collection of evidence, criminal investigations and prosecution.

1. Liaise with the Incident Command staff(s) to determine the need for support from and to law enforcement agencies in support of current and anticipated needs. (SO)

2. Activate the Douglas County Incident Management Team, if needed/requested. (SO)

3. Coordinate the staffing in support of EOC, dispatch and field operations. (SO, EM, ARES)

4. Develop an overall situational assessment of law enforcement needs within the County. (SO)

5. Liaise with municipal and State law enforcement agencies to determine mutual aid/assistance needs. (SO)

6. Support and coordinate the law enforcement activities with the incident command staff(s). (SO)

7. Liaise with State and Federal law enforcement agencies, as needed, in support of law enforcement operations. (SO)

8. Identify law enforcement resource shortfalls to the ESF 5 Emergency Management Coordinator who will coordinate and request State and Federal assistance through IC and the Division of Homeland Security & Emergency Management. (SO)

9. Track and document law enforcement related activities, costs, and support until no longer needed for field operations. (SO)

ESF 13B – EVACUATION & TRAFFIC CONTROL

Definition: Provide for the timely and appropriate decision to evacuate or shelter in place at-risk populations. Coordinate the designation and implementation of effective traffic management to ensure the expedient access of response resources and the evacuation of the public as needed.

Activation Criteria: The Director of Emergency Management will activate this ESF in support of the Incident Command staffs decision to order an evacuation of at-risk populations

Lead County Agency - Primary: Sheriff's Office

Supporting Agencies: FFESS, Douglas County Health Department, Public Works - Operations, Community Development (PTBG Division), Fire Departments/Districts, Municipal, State and Federal agencies.

Supporting Plans/Annexes: All Hazards Evacuation, Alert & Warning Plans

Planning Assumptions:

1. Evacuations can range from a short-distance movement caused by a relatively concentrated threat (i.e. wildfire, active threat) to a catastrophic incident requiring a large-scale evacuation covering a widespread area (i.e. non-dissipating slow moving hazardous materials plume).

2. County officials and the Office of Emergency Management must be well informed and prepared to initiate evacuation operations once an evacuation has been deemed necessary by Incident Command. Public Information releases and extensive coordination are required to ensure a safe and efficient relocation of people, vital equipment, and essential supplies from threatened areas. Public officials are also expected to:

   a. Provide security and access control for evacuated areas.

   b. Provide temporary shelter and services for evacuees.

   c. Coordinate the return of people to their homes, as safety permits.

   d. Manage recovery operations.

   e. Return to normal operations.

3. The location and severity of the incident will determine whether a "Pre-Evacuation" or "Evacuation" will be issued. Under a **Pre-Evacuation** Order: Government officials strongly urge and recommend persons in designated evacuation areas to relocate to safer locations for their own safety. Personal discretion allowed, but not advised.

4. Under an **Evacuation** Order: Government officials order all persons in designated evacuation areas to relocate to safer locations for their own safety. Personal discretion is not to be a deciding factor. An Evacuation Order will apply to the public in general. Exceptions would include public safety officials, disaster response personnel and organizational / agency / business employees designated as "critical workforce" or "essential". However, all of these individuals will be expected to eventually seek adequate shelter prior to the onset of dangerous conditions. Persons who refuse to comply with a mandatory evacuation order will not be arrested nor forcibly removed from their homes. However, they should not expect rescue or other lifesaving assistance after the onset of dangerous conditions. (The same will hold true for persons ignoring a voluntary evacuation order.)

5. Evacuation notification will take place through the Code Red System, through other available Emergency Alert Systems (EAS), internet postings on websites and social media and through media broadcast.

6. There will be people who unable to self-evacuate who may require assistance:

   a. People unable to self-evacuate includes children in schools or day care centers, nursing home residents, homebound individuals or those currently incarcerated. The majority of individuals in assisted living facilities, those afflicted with disabilities or currently hospitalized would likewise probably lacks the ability to self-evacuate.

   b. Special notification and possible further assistance might also need to be provided to non-English speaking persons. Transient populations such as tourists or the homeless as well as individuals at or below poverty levels and any individuals(s) lacking adequate transportation would most likely require consideration and assistance.

Roles and Responsibilities: Safety of the public often depends on two options: (1) sheltering in place or (2) evacuation. Evacuation is highly dependent on the circumstances and the hazard. The determination to direct the public to evacuate must be made quickly, based on facts, provide clear guidance, identify effective traffic management and routing, and be clearly and effectively transmitted to the public and those agencies responsible for its execution.

Under the Colorado Revised Statute 24-33.5-709, the principle executive officer of a Local government is empowered to declare a "local disaster." Upon that declaration, the response and recovery aspects of any and all Local and inter-jurisdictional disaster emergency plans are activated. A plan that authorizes evacuations furnishes the legal power to the Local jurisdiction to issue evacuation orders. The sheriff may also order an evacuation under his authority to keep the peace 30-10-516, C.R.S. Evacuation orders are enforced by criminal sanctions, and a person disobeys an evacuation order at his or her peril.

The need to order an evacuation is a consideration the Incident Commander makes during his initial scene assessment. The evacuation order will also be passed to both the American Red Cross and Douglas County Emergency Management so that reception and shelter activities can be coordinated. The evacuation order will be conveyed to the appropriate Public Safety Answering Point (PSAP) for rapid multi-media dissemination to the impacted communities. Not all citizens may be able to comply with this order. Specific instructions must be provided to this population so that they can be rapidly identified, contacted and assisted as needed.

1. Quickly assess the situation and identify appropriate evacuation routes and means of transportation. (FD, SO, DCPH)

2. Coordinate an evacuation point and sheltering with ESF 6 Mass Care and Sheltering. (FD, SO, EM, FFESS)

3. Issue the formal evacuation order under the appropriate authority. (SO or principal executive officer of the political subdivision)

4. Develop and deliver clear directions to the public. (SO and PIO)

5. Provide clear guidance to populations that may be unable to comply with the evacuation order. (SO and PIO)

6. Establish efficient evacuation routing and traffic management that fully utilize all available means. (SO, R&B)

7. Direct special needs populations to request assistance, if needed. (SO)

8. Ensure the evacuation/transportation needs of schools, hospitals and nursing homes are communicated to field personnel.

9. Assist in coordinating outside transportation for access and functional needs groups.

10. Monitor evacuation activities and quickly act to resolve any issues (i.e., fuel, accidents, breakdowns) that may impede the speedy completion. (SO)

11. Provide updated information to evacuees by all available means (i.e., radio, television, and signage). (SO, PIO)

12. Provide access for emergency vehicles to the evacuation area. (SO)

13. Designate shelters for the evacuating public. (EM, FFESS, American Red Cross)

14. Provide a data collection/sharing capability to enable evacuees to register their evacuation status and reconnect them with their families. (American Red Cross)

15. If the situation requires shelter-in-place actions instead of evacuation, provide specific instructions to the public through all available means (SO, EM, PIO)

Recovery Plan

Reference Douglas County, Disaster Recovery Plan

Damage Assessment

Definition: Ensure that procedures and experts are available to provide preliminary estimates and descriptions. Estimates of the extent of damage should be based on observations by engineers and assessment teams. Assessments provide a basis for determining the need for a County, State or presidential disaster declaration.

Activation Criteria: This ESF will be activated by the Director of Emergency Management when the situation assessment indicates significant potential damage has occurred in Douglas County

Lead County Agency - Unified: Facilities, Fleet and Emergency Support Services (FFESS), Emergency Management,Community Development, and Public Works Department (Building Inspection, Operations, Engineering, Stormwater and Flood programs).

Supporting Agencies: Board of County Commissioners, Assessor, Sheriff's Office, Finance, Airport, Metro Districts, Cooperative Extension, Douglas County Health Department, Human Resources, Human Services, Open Space, Public Works - Operations, American Red Cross, Douglas County Schools, Society of American Military Engineers, Urban Drainage and Flood Control District, private sector (i.e., property owners, insurers), Municipal, State and Federal agencies.

Supporting Plan/Annexes: Damage Assessment Annex, Debris Management Plan, Recovery Plan

Planning Assumptions

1. A major disaster or emergency will cause numerous fatalities and injuries, property losses, and disrupt normal life-support systems. It will have an impact on regional economic, governmental, and the physical environment, and social infrastructure in the County.

2. The extent of casualties and damage will reflect factors such as the time of occurrence, severity of impact, weather conditions, population density, building construction, and the possible triggering of secondary events such as fires and floods.

3. Departments and agencies across the County will need to respond on short notice to provide timely and effective assistance.

4. Douglas County recognizes that it is vulnerable to human-caused and natural disasters. The potential damage that may be caused by a disaster increases proportionately with increased population levels.

5. A major emergency or disaster will overwhelm the capabilities of Douglas County and municipal governments to provide prompt and effective emergency response and recovery. Resources in the County may be unavailable or in short supply.

6. The Douglas County Disaster Recovery Plan will be activated at the discretion of County leaders, based on the County's capability to manage disaster recovery based on the current situational analysis.

7. Douglas County government, cities and towns, and special districts will provide assistance and support to each other, within their ability, and will cooperate to ensure coordinated emergency and recovery operations are maintained.

8. Transportation infrastructure will be damaged, and transportation disrupted. Emergency responders may have difficulty reaching victims and evacuation routes may cause traffic backups slowing egress from damaged areas. The movement of emergency supplies may be impeded.

9. Damage to commercial telecommunications facilities may occur, slowing dissemination of information and reporting of persons needing help.

10. Public safety and general public (including cellular service, internet and land-line telephone access) communications may be limited or not available. It is expected that emergency radio communications including responder emergency communications, the Federal Emergency Alert System and ham radio communications may be limited.

11. Homes, businesses, public buildings, antenna sites, and other critical facilities may be damaged or destroyed. Public utilities will be damaged and either completely or partially inoperable.

12. Emergency response personnel may be victims of the emergency preventing them from performing their assigned emergency duties.

13. Many victims may be forced from their homes and large numbers of dead and injured may exist. Emergency medical services and transport

ambulances may be in short supply. Medical and health care facilities that do remain open may be overwhelmed with medical care requests.

14. Vital utility services such as electrical power, water service and petroleum fuels will be severely restricted or may not be available.

15. Damage to fixed facilities that generate or use hazardous or toxic chemicals could result in the release of these hazardous materials into the environment.

16. Restaurants and grocery stores may not be able to supply food. Additionally, basic necessities, such as medicines, may be in short supply.

17. Volunteers may come from other areas to help, causing problems with accountability. Donated goods not presently needed may be dropped off.

18. Businesses in Douglas County may have difficulty remaining open or providing paychecks to their employees.

19. Effective emergency and recovery operations require periodic training and exercising of all potentially involved personnel and agencies.

Roles and Responsibilities: Although the immediate pressures to respond to a major disaster are overwhelming, the need to begin to document disaster impacts early on in the response effort should not be overlooked. In addition to providing justification for State and Federal assistance, accurate damage assessment figures provide information for situation, public information and media reports and can help response officials to focus resources where they are most needed. A systematic damage assessment process will help to ensure timely recovery assistance as well as maximum State and Federal financial disaster assistance in State-declared and presidential-declared disasters. The following are the fiscal impact thresholds for a Presidential Disaster Declaration as of Fiscal Year 2025:

> -2025 Presidential Declaration Public Assistance for Infrastructure Repair thresholds:

>> --$1.89 per capita Statewide x 6.1* million people = $11.529 million

--$4.72 per capita Countywide x 400,182* people = $1.89 million

*2025 population estimates

An interdepartmental team (see Lead and Supporting Agencies above) will be convened at the EOC, under the Director of Emergency Management, for the purposes of collecting and documenting disaster-caused damages and related impacts. In multi-jurisdictional incidents, damage assessment reports from all jurisdictions should be obtained and incorporated into County-wide totals. Damage assessment personnel at the EOC can either use hard-copy damage assessment forms or the Crisis Track damage assessment program software (preferred).

Paper forms for the initial damage assessment are available from the Douglas County Office of Emergency Management.

Emergency and Disaster – Emergency Declarations

Local emergency or disaster declarations may be necessary in order to fully mobilize County resources or to enact temporary restrictions such as curfews. A Local declaration is a precondition for State emergency assistance in most cases. Requests for State and Federal disaster assistance should be directed to Colorado Department of Public Safety, Division of Homeland Security & Emergency Management.

References

Damage Assessment Manual, Robert Lee Kistner, 2012, CreateSpace Independent Publishing Platform

- An Elected Officials Policy Guide for Disasters and Emergencies, 2012, Colorado Office of Emergency Management.

- Douglas County Disaster Recovery Plan, 2014, Douglas County Colorado

Roles and Responsibilities

Assemble Rapid Assessment and a Damage Assessment teams comprised of representatives from the following divisions: Building Division (Public Works Department), Community Development, Information Technology Services,

Assessor's Office, Sheriff's Office and Emergency Management. The OEM shall serve as the lead agency followed by Building Inspection for damage assessments in Douglas County.

1. Assemble a damage assessment team composed of the support agencies and relevant community representatives. (Building Inspection, EM).

2. Identify immediate and long-term impacts to essential public services, including water and wastewater services, telephones, transportation systems, public safety facilities and services, and Public Works - Operations facilities. (Building Inspection and Assessment Team)

3. Establish contacts with representatives of public utilities that have been impacted to obtain damage assessment information. (Building Inspection and Assessment Team)

4. Maintain contact with other affected jurisdictions in order to incorporate damage estimates into a County-wide summary. (Building Inspection and Assessment Team)

5. Assign personnel to conduct a windshield survey and provide a preliminary damage assessment. (EM and Building Inspection)

6. Coordinate the damage assessment resources of other organizations when needed/requested (including damage assessment personnel from the State Division of HS & Emergency Management and the American Red Cross). (Building Inspection and Assessment Team)

7. Maintain contact with County legal advisors with respect to preparation of legal documents, such as formal disaster declarations, curfew orders, etc. (Building Inspection, EM)

8. Develop and maintain a County-wide damage assessment. (Building Inspection, EM)

9. Assess the County-wide impact and provide recommendations to the Board of County Commissioners regarding a County Disaster Declaration and possible requests for State and Presidential disaster declarations. (Building Inspection, EM)

10. Provide Finance with county-wide damage assessment report with details of the financial and cost analysis as well as funding recommendations for the BOCC. (Building Inspection, EM, Finance)

11. Provide an updated damage assessment during periodic EOC situation briefings and for the Situation Report. (Building Inspection)

12. Provide the Division of Homeland Security & Emergency Management with damage assessment information as early as possible. Follow-up with periodic updates as needed. (EM)

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ESF 15A – PUBLIC INFORMATION

Definition: Provide for effective collection, control, and dissemination of public information to inform the general public adequately of emergency conditions and available assistance. Coordinate efforts to minimize rumors and misinformation during an emergency.

Activation Criteria: This ESF will be activated by the Director of Emergency Management in response to current or anticipated public information needs. Activation of this ESF should be considered whenever the EOC is activated. Disaster and preparedness public information is an ongoing responsibility prior to, during and after a disaster occurs.

Lead County Agency - Unified: Sheriff's Office, County PIO, Open Space, Human Services, Douglas County Health Department, Douglas County Schools, and Fire Departments/Districts.

Supporting Agencies: Board of County Commissioners, FFESS, Cooperative Extension, Emergency Management, Community Development, Community Services, Douglas County GIS, Urban Drainage and Flood Control, Municipal, State and Federal agencies

Supporting Plans/Annexes: Emergency Operations Plan (EOP)

Planning Assumptions

1. Emergency public information actions before, during, and following any emergency will be determined by the severity of the emergency as declared by involved jurisdictions, the County or as perceived by the public. A significant emergency public information response will involve many State, county, local, Non-Governmental (NGO), and private sector agencies. Public Information identifies those agencies and their responsibilities.

2. This annex provides for public information, education, and media relations functions incorporating a JIS as the information source and JIC operations, either from the County EOC or a media center set up at the site of the incident.

3. The public needs timely and accurate information for protection of life and property during response to, and recovery from a disaster or emergency situation.

4. It is anticipated that a variety of State and local agencies, as well as private sector and non-governmental organizations, may potentially become involved in any incident. Each organization should use internal public information/affairs plans which should include the application of the JIS and, as the situation warrants, a JIC.

5. It is also assumed that individuals charged with PIO responsibilities may also be responsible for a variety of aspects of incident management, as determined by resources and staffing available. These Standard Operating Procedures, therefore, represent a reference and starting point for managing information during an incident and are designed in a tiered-approach to accommodate resource limitations that can be expanded but which meet the essential operating criteria established by the National Incident Management System (NIMS) and Incident Command System (ICS) standards. It is also recognized that the JIS and JIC are both vehicles upon which the larger, ESF 15 is built and, while these mechanisms accommodate the breadth of activity under ESF 15, they do not represent the sum total of actions and area responsibilities of that function.

6. While a JIC is a central, physical location where the informational needs and demands of the public, media and incident commanders can be supported, the overriding concept of the JIC recognizes that each individual will continue to bring expertise from his/her own agency, will continue to represent the needs of his/her own agency as assigned by that agency, while receiving the benefits derived from coordinated information. Under the JIS/JIC concept, each agency representative has a commitment to share and coordinate information with all other participating agencies prior to its release to incident command, the media and the public. At no time should any agency determine or approve information outside their purview of responsibility or assignment within JIS or JIC. The JIC is designed only as a coordination, analysis and dissemination point; agency information must be approved within relative command structures prior to reaching the JIC. The primary benefit of this concept is that incident command, the media and the public receive accurate, timely and coordinated emergency information. It is essential that the JIS concept determine communication strategies throughout the

emergency and activation of the JIC, as these concepts work simultaneously.

Roles and Responsibilities: The objective of emergency public information is to provide timely, accurate and comprehensive information about an emergency situation to the public and to the news media. Emergency public information can include general information about the incident, including a summary of government response actions and the projected duration of emergency conditions, as well as specific information and instructions regarding evacuation, street closures, shelter locations, hazardous areas to avoid, or where to call for additional information.

The Incident Commander in the field and Local elected officials and other officials at the EOC should be prepared to respond to media inquiries through the designated public information officer. In order to reduce confusion, control rumors and promote public confidence in emergency response efforts, a single point of contact will be established for the direct release of County-wide disaster-related information to the public and to the news media.

In smaller incidents, a single spokesperson from the primary response agency at the scene should be designated to release information about the incident. In large and protracted disaster events, a single spokesperson should be designated at the EOC to give media briefings and to approve coordinated news and public information releases. A Joint Information Center (JIC) may be established in order to coordinate information when there are a large number of agencies involved in the incident.

1. Contact Public Information Officers at command posts in the field and establish procedures for releasing coordinated information to the public and news media. (PIO)

2. Maintain a list of print and broadcast media contacts for public information uses at the EOC. (PIO)

3. Request a summary of Integrated Public Alert and Warning System (IPAWS) and CodeRED releases from DC dispatch. (PIO)

4. Ensure information releases are consistent, accurate and timely. (PIO)

5. Coordinate with Lead PIO to arrange on-site interviews for news media with appropriate officials and at locations in the field for

opportunities to videotape damages or activities at the disaster scene. (PIO)

6. Update websites with current information about the disaster. Include information about evacuated areas, shelter sites and what the current situation is. (PIO, GIS)

7. Establish Joint Information Center (JIC) to coordinate information releases from multiple agencies and jurisdictions when needed or requested by IC. (PIO)

8. Notify news media and conduct scheduled media briefings (a media center or some other location for media briefings can be designated at a site outside of the EOC facility). (PIO)

9. Establish telephone bank to handle citizen inquiries and to provide/verify information and control rumors if needed. (PIO and EM)

10. Maintain file copies of all public information releases, news releases and citizen inquiries. (PIO)

11. Monitor media broadcasts and social media to ensure accuracy of reports and establish methods for correcting erroneous information and controlling the spread of rumors. (PIO)

12. Provide an update on public information activities during the periodic EOC situation briefings and for the Situation Report. (PIO)

13. Prepare final news releases and advise media representatives of points-of-contact for follow-up information about the incident.

ESF 15 may be a support PIO in the EOC with the Lead PIO in the field at the ICP. All of these functions need to be coordinated with the Lead PIO.

ESF 15B – WARNING & COMMUNICATIONS

Definition: Provide emergency warning, information and guidance to the public. Facilitate the requirements and resources needed to provide for backup capability for all means of communication.

Activation Criteria: This ESF may be activated by the Director of Emergency Management anytime an imminent threat is identified. Both natural and human caused disasters may present time sensitive opportunities to warn and direct the public. For weather, flood, wildfire and technical/industrial hazards (i.e., hazardous material spill, wildfire, flooding), law enforcement and fire agencies share this responsibility.

Time sensitive warning is an established function/process within the Douglas Regional 911 Dispatch Center. Pre-disaster warning and notification of both response agencies and the general public will generally occur before the activation of the EOC or this plan. Warning and communication may initiate the activation of the EOC and this plan.

Lead County Agency – Unified: Sheriff's Office, Emergency Management, public safety answering points (PSAPs), Douglas County Health Department for public health threats and disease, Municipal, State and Federal agencies.

Supporting Agencies: Board of County Commissioners, Fire Departments/Districts, Skyview Weather, Urban Drainage and Flood Control Division, the media, Municipal, State and Federal agencies.

Supporting Plans/Annexes: All Hazards Evacuation, Alert & Warning Annex

Planning Assumptions

1. The communications infrastructure may or may not be damaged during a disaster, but a diminished capacity is likely to exist.

2. Established modes of communication will continue to be utilized to the degree they survive the disaster.

3. Alternative means of communications may be required.

4. County government will request state assistance when necessary through emergency management communication systems.

5. Emergency or disaster warnings may originate from any level of government.

6. Most disaster forecasting resources are located within the federal government.

7. Notification of a threatening situation may come through multiple sources.

8. Douglas County and its municipalities will focus on coordinating lifesaving activities and reestablishing communications and control in the disaster area.

9. Initial reports of damage will provide an incomplete picture of the extent of damage to telecommunication facilities.

10. Weather, damage to roads and bridges, and other factors will restrict the entry of emergency communications into the area.

11. Tests of the CodeRED system will be conducted periodically to familiarize the government and the public with the system.

12. In the event that the public instructions need to be translated, the provision of interpreters will be coordinated through the EOC.

14. Reliable communication capabilities are necessary at all levels of government for day-to-day communication, warning of impending disasters, disaster response and recovery operations, search and rescue operations, and coordination between the state, local governments and response agencies.

15. Media responsibilities will be FCC compliant regarding information dissemination for the visual impaired, hard of hearing and deaf populations.

Roles and Responsibilities: In a rapid on-set disaster, such as a flash flood or major hazardous materials incident, the Douglas County Sheriff's Office will alert appropriate response agencies, municipalities and communities utilizing telephones, day-to-day communications networks and tone-alert radio systems. The Douglas Regional 911 Dispatch Center is a 24/7 facility that can receive notifications of actual or imminent emergency situations from a variety of sources, including:

1. National and State Warning Systems messages over radio and Colorado Crime Information Center (CCIC) terminal;

2. National Weather Service (NWS) flood warnings and severe weather advisory information provided by telephone and radio from NWS offices;

3. Alerts provided by Skyview Weather

4. Douglas County Sheriff's Deputies in the field including the Resident Deputy, where applicable.

5. Private Citizens' calls and/or texts to 911 and other reports received at area communications and dispatch facilities.

6. The Incident Command Staff

The IPAWS and CodeRED systems provide the principal means of disseminating warnings and other emergency information to the most people in the general area, limited by the number of people that are not tuned to Local radio and television broadcasts. The National Weather Service issues "watch" and "warning" information to Douglas County about flash floods and severe winter or summer storms. Douglas County also may deploy the CodeRED Alert System to notify residents of certain types of emergencies.

The UDFCD supports basin-specific flood warning plans for Bear Creek, Lena Gulch and Ralston Creek, and operates a network of automated rain and stream gages for these basins. Daily forecasts of flood potential are provided, and internal alerts are issued to Douglas County when heavy precipitation forecast criteria are exceeded. Douglas County contracts with Skyview Weather to receive very tailored weather alerts. The Flash Flood Prediction Program operates continuously between April 15 and September 15.

1. Alert affected and threatened municipalities and communities of emergency situation. (SO)

2. Activate the Emergency Alert System (EAS) by contacting the control room operator at designated television and radio stations and issue warning information or other recommended public safety instructions. (EM, SO)

3. Activate CodeRED Alert System, if appropriate (EM/SO)

4. Establish communications between Douglas County and affected municipalities and communities, neighboring jurisdictions, State and Federal agencies, as appropriate. (SO, EM)

5. Establish communications between the Incident Command staff(s), Local government managers and decision-makers at the County EOC. (SO, EM)

6. Activate Douglas Emergency Channel (DEC) to be used strictly for Emergency Management traffic between ICP(s), EOC(s), and affected jurisdictions. (SO, EM)

7. Activate and integrate backup and support resources from amateur radio organizations and volunteer organizations. (SO)

8. Establish a phone bank to support dispatch management of non-emergency 911 calls. (SO, EM)

9. Terminate use of emergency communications channels when no longer required. (SO, EM)

10. Provide a summary of warning and communications activities during the periodic EOC situation briefings and for the Situation Report. (SO)

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B. HAZARD SPECIFIC ANNEX SUMMARIES

Note: Full Hazard Specific Annexes can be downloaded from the Douglas County Sheriff's Office website https://dcsheriff.net/sheriffs-office/divisions/emergency-management/comprehensive-emergency-management-plan/

B1. ANIMAL RESPONSE ANNEX

Companion animals and non-commercial backyard livestock are often considered by many families and individuals to be their highest property priority. The Animal Response Annex describes the necessary steps the County will take to prepare for and respond to the needs of animal owning citizens during a large-scale emergency or disaster incident.

B2. CYBER SECURITY

The purpose of the Cyber Security Annex is to expand on the EOP Base Plan to provide a coordinated framework for preparedness, response, and recovery efforts as they relate to the management of a cyber security incident. Cyber incidents can be purely cyber or a combination of cyber and physical impacts. This incident-based annex applies to the cyber incident specifically and outlines the policies, procedures, responsibilities, and operational concepts unique to a cyber incident. Other sections of the base plan outline the response to potential cascading effects. Due to the sensitive nature of the information contained within the document the Cyber Security Annex is not a document generally available to the public.

B3. DAMAGE ASSESSMENT ANNEX

The Damage Assessment Annex provides a framework for a coordinated effort to assess damage to infrastructure, public property, and private property in Douglas County following a disaster. The purpose of the Damage Assessment Annex is to define the operational concepts, organizational arrangements, responsibilities, and procedures for the accurate assessment and reporting of damage.

B4. HAZARDOUS MATERIALS

The Hazardous Materials Annex (HAZMAT) provides a basic overview of roles, responsibilities and action that may be taken in response to HAZMAT incidents. Because HAZMAT incidents occur on a regular basis in Douglas County, the annex focuses on the variety of ways including but not limited to those caused by transportation, pipeline accidents and facility / property releases into the environment.

B5. MASS FATALITY

The Mass Fatality Annex establishes organizational responsibilities, policies, procedures and the EOC role for the Douglas County Coroner's Office (DCCO) during an extraordinary emergency involving multiple deaths, particularly following major natural disasters, technological incidents, terrorist attacks, or radiological incident.

B6. PUBLIC HEALTH EMERGENCY

The Public Health Operations Annex describes the basic concepts, policies and procedures for providing public health services in the event of any major emergency or disaster. These public health services are provided under the coordination of Douglas County Health Department (DCHD). This annex serves as the unifying public health document between DCHD and Douglas County.

B7. PUBLIC SAFETY POWER SHUTOFF (PSPS) / POWER OUTAGE (CURRENTLY IN DEVELOPMENT)

Power is supplied to Douglas County residents and businesses by Mountain View Electric Association, CORE Electric (previously Intermountain Rural Electric Association (IREA)) and Xcel Energy.   Power outages whether planned (PSPS) or unplanned can be a serious and costly occurrence, affecting community infrastructure and services as well as essential community functions. The PSPS and Power Outage Annexes, when developed, will outline the roles, responsibilities and actions that may need to be taken in response to a long-term power outage incident in Douglas County.

B8. RESOURCE MOBILIZATION ANNEX

Resource management is a primary responsibility of emergency management in Douglas County. The ability to mobilize resources in an efficient manner is contingent on the development, implementation, maintenance and exercise of a local resource management system. The Resource Mobilization Annex is meant to be used as a guideline when setting up resource ordering, supply and tracking processes in the Douglas County Emergency Operation Center (DCEOC) during EOC activations in response to large, multi-jurisdictional and/or complex incidents.

B9. RAPID NEEDS ASSESSMENT OPERATING PLAN

The purpose of the Rapid Needs Assessment Operation Plan is to provide guidance to all agencies involved in rapid needs assessment. The plan provides those

involved in conducting rapid needs assessment with a tool to facilitate planning and implementing rapid needs assessment procedures.

B10. SEVERE WEATHER

The Severe Weather Annex is a significant reference for the EOP as severe weather is a serious hazard of concern for Douglas County. There is a high likelihood each year that the county may encounter a variety of severe weather incidents. The type of weather incidents that is addressed by this annex includes blizzards, tornadoes, and severe thunderstorms (which may include high winds, hail, lightning & flooding).

B11. TERRORISM

The Terrorism Annex is written to ensure adequate response to the consequences of terrorism within Douglas County and specifically addresses the response and coordination of Douglas County agencies to a terrorist incident. Due to the sensitive nature of the information contained within the document, the Terrorism Annex is not a document generally available to the public.

B12. WILDLAND FIRE

Each year Douglas County experiences numerous wildland fires with the potential to threaten lives and property. Historically, the County has experienced serious wildfires that have threatened lives and property. The Wildland Fire Annex provides a basic view of roles, responsibilities and actions that may be taken in response to wildland fire incidents.

C. EMERGENCY OPERATIONS CENTER (EOC) ORGANIZATION

The EOC Manager has wide authority to establish and maintain a structure within the EOC that best meets the needs for coordination, support and resource management for Incident Command. In addition to supporting the IC/UC, the EOC Manager also is a provider of information to the AHJ via the Agency Administrator and/or the Policy Group. The most common EOC management structure for the Douglas County EOC is referenced in Figure 6, below.

Figure 6 – EOC Management Structure
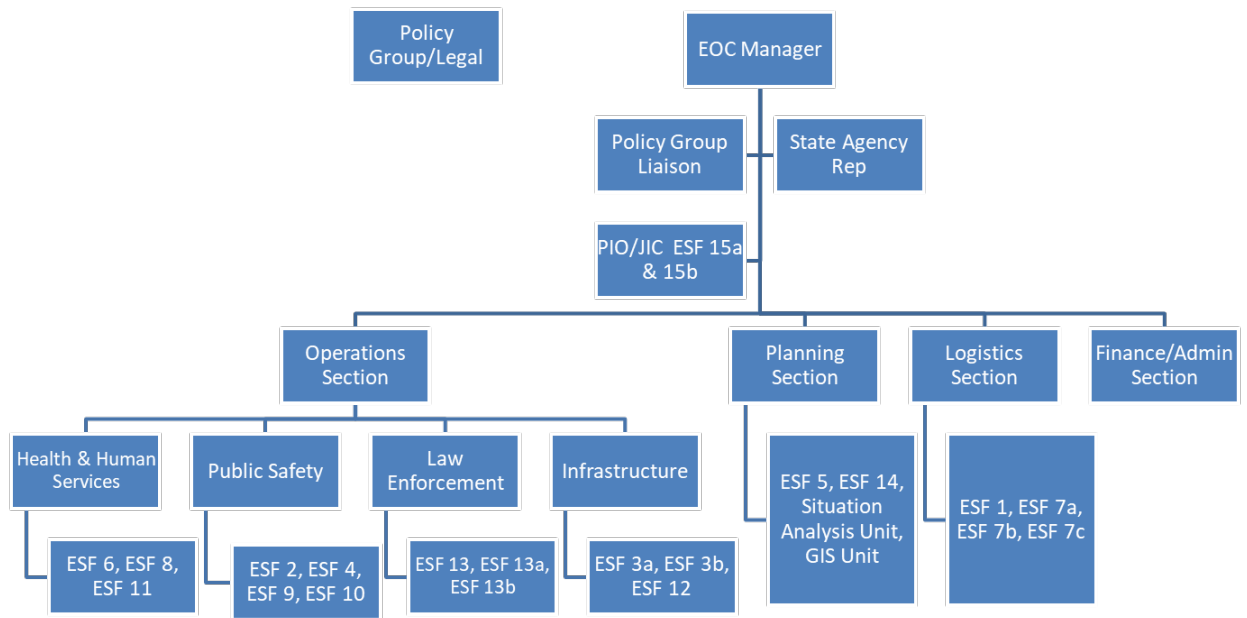
ESF 1 - Transportation
ESF 2 – IT and Communications
ESF 3a – Public Works
ESF 3b – Debris Management
ESF 4 – Fire Fighting

ESF 5 – Emergency Management
ESF 6 – Mass Care
ESF 6a – Animal Sheltering and Issues
ESF 7a – Logistics and Resources
ESF 7b – Donations Management
ESF 7c – Volunteer Management

ESF 8a – Public Health
ESF 8b – Mass Fatality
ESF 9 – Search and Rescue
ESF 10 – Hazardous Materials
ESF 11 – Environmental, Agricultural & Natural Resources
ESF 12 – Public Service, Utilities
ESF 13a – Law Enforcement
ESF 13b – Evacuation & Traffic Control
ESF 14 - Recovery
ESF 15 – Public Information
ESF 15a – Warning & Communication

D. SIGNATURES

Abe Laydon, Commissioner, Douglas County

George Teal, Commissioner, Douglas County

Kevin Van Winkle, Commissioner, Douglas County

Darren Weekly, Sheriff, Douglas County

Toby Damisch, Assessor, Douglas County

Sheri Davis, Clerk & Recorder, Douglas County

Raeann Brown, Coroner, Douglas County

Dave Gill, Treasurer, Douglas County

Doug Debord, County Manger, Douglas County

Jeffrey Garcia, County Attorney, Douglas County

Michael Hill, Director, Douglas County Health Department

Renee Anderson, Chair, Highlands Ranch Metro District

Dave Miska, President, Douglas County Search and Rescue

Erin Kane, Superintendent, Douglas County School District

Robert Pasicznyuk, Executive Director, Douglas County Libraries

Alec Oughton, Chief, Aurora Fire Rescue

Norris Croom, Chief, Castle Rock Fire and Rescue

David Woodrick, Chief, Franktown Fire Protection District

Ben Ohlin, Chief, Jackson 105 Fire Protection District

Timothy McCawley, Larkspur Fire Protection District

Steven Brown, Chief, Mountain Communities Volunteer Fire Department

Jacob Ware/Curt Rogers, Chief, Conifer Fire Protection District

John Curtis, Chief, South Metro Fire Rescue

John Oravez, Chief, West Douglas County Fire Protection District

Jeremy Metz, Chief, West Metro Fire Protection District

Jack Cauley, Chief, Castle Rock Police Department

Kirk Wilson, Chief, Lone Tree Police Department

Jim Tsurapas, Chief, Parker Police Department

Michael Penny, City Manager, City of Castle Pines

Abe Laydon, Commissioner
Douglas County

George Teal, Commissioner
Douglas County

Kevin Van Winkel, Commissioner
Douglas County

DocuSigned by:

Darren Weekly

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Darren Weekly, Sheriff
Douglas County

Signed by:

Toby Damisch

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Toby Damisch, Asessor
Douglas County

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Sheri Davis

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Sheri Davis, Clerk & Recorder
Douglas County

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Raeann Brown

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Raeann Brown, Coroner
Douglas County

Dave Gill, Treasurer
Douglas County

Signed by:

Doug DeBord

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Doug Debord, County Manager
Douglas County

Signed by:

Jeffrey Garcia

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Jeffrey Garcia, County Attorney
Douglas County

Signed by:

Michael Hill

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Michael Hill, Director
Douglas County Health Department

Signed by:

Renee Anderson

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Renee Anderson, Chair
Highlands Ranch Metro District

Signed by:

Dave Miska

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Dave Miska, President
Douglas County Search and Rescue

Signed by:

Erin Kane

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Erin Kane, Superintendent
Douglas County School District

Signed by:

Bob Pasieznyuk

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Robert Pasicznyuk, Executive Director
Douglas County Libraries

Alec Oughton, Chief
Aurora Fire Rescue

Signed by:

Norris W. Croom III

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Norris Croom, Chief
Castle Rock Fire and Rescue

David Woodrick, Chief
Frankdtown Fire Protection District

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Ben Ohlin, Chief
Jackson 105 Fire Protection District

Signed by:

Tim McCawley

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Timothy McCawley, Chief
Larkspur Fire Protection District

Signed by:

Steve Brown

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Steven Brown, Chief
Mountian Communities Volunteer Fire Dept.

Signed by:

Curt Rogers

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Curt Rogers, Chief
Conifer Fire Protection District

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John Curtis

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John Curtis, Chief
South Metro Fire Rescue

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John Oravez

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John Oravez, Chief
West Douglas County Fire Protection Dist.

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Jeremy Metz, Chief
West Metro Fire Protection District

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kirk Wilson

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Kirk Wilson, Chief
Lone Tree Police Department

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Jim Tsurapas, Chief
Parker Police Department

Signed by:

Jack Cauley

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Jack Cauley, Chief
Castle Rock Police Department

Signed by:

Michael Penny

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Michael Penny, City Manager
City of Castle Pines

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E. REFERENCES

E1. Federal

- FEMA Comprehensive Preparedness Guide 101 Version 3.0 (CPG 101)

- Emergency Planning and Community Right-to-Know Act of 1986 (Superfund Amendments and Reauthorization Act (SARA) Title III).

- Americans with Disabilities Act (ADA), 1990

- Robert T. Stafford Disaster Relief and Emergency Assistance Act and Amendments (P.L. 93-288, as amended by P.L. 100-707)

- Post-Katrina Emergency Management Reform Act (PKEMRA).

- National Planning Framework.

- Homeland Security Presidential Directive 5: Management of Domestic Incidents, February 28, 2003

- Homeland Security Presidential Directive 7, Critical Infrastructure Identification, Prioritization, and Protection, December 17, 2003

- The Pets Evacuation and Transportation Standards Act of 2006 (PETS Act).

- Homeland Security Presidential Directive 8, National Preparedness, 18.16 - Homeland Security Presidential Directive 8, Annex I, Planning, February 2008

- National Security Presidential Direction 51/Homeland Security Presidential Directive 20

- "Plain Writing Act, 2010

- Homeland Security Act and Information Sharing act of 2002.

- National Response Framework (NRF), Third Edition (June 2016)

- National Disaster Recovery Framework (NDRF), Third Edition (June 2016)

- National Incident Management System (NIMS) Refresh (October 2017)

- Government code Title 1, Div. 4, Ch. 8, Sec. 3100-3101 – Public Employees as Disaster Service Workers (This ensures implementation of the federally funded crisis counseling provision, especially in support of Family Assistance Centers.)

E2. State

- Executive Order D 011 04, National Incident Management System, June 2009

- *Colorado Disaster Emergency Act (CRS 24-33.5-700 Series).*

- Colorado State Homeland Security Strategy, March 2008

- *Colorado State Emergency Operations Plan (EOP).*

E3. Local

- County Resolution No. R004-036 Establishing the Douglas County Incident Management Team. March 23, 2004,

- County Resolution No. R005-175 Creating the Office of Emergency Management and authorize the preparation of a Local or Inter-jurisdictional Disaster Emergency Plan. December 13, 2005,

- County Resolution No. R-011-114, approving Intergovernmental Agreement for Disaster-Emergency Mutual Aid and Disaster-Emergency Resources Assistance in and among the Town of Castle Rock, The Town of Parker, The City of Lone Tree, The City of Castle Pines, The Town of Larkspur, The Douglas County School District, The Highlands Ranch Metro District, The Douglas County Public Library District and Douglas County, Colorado by the Board of County Commissioners and the Sheriff, last amended August 6, 2019.

- County Resolution No. R012-092, approving Intergovernmental Agreement for Emergency Management State-wide, September 11, 2012,

  - AND

- County Resolution No. R021-098, defining Emergency and Disaster Authorizations and approving the Douglas County Emergency Operations Plan, September 14, 2021.
- County Resolution No. R021-094, establishing the Douglas County Health Department as the local health agency for Douglas County. September 7, 2021.

Douglas County Delegation of Authority

Agency authority and responsibility for managing and controlling the _____
Incident(s) impacting Douglas County, is hereby transferred to _____ as Incident
Commander.

As Incident Commander, you are accountable to the Agency Administrator for the overall management of this incident,
including its control and return to local Agency control. You are expected to adhere to the standards of the National Incident
Management System and Incident Command System, relevant and applicable laws, policies, professional standards and policy
direction from the Agency Administrator.

The protection of emergency responders and citizens is your highest priority task. The protection of public and private property
including key economic infrastructure is your next highest priority. Priorities of the Agency also include the protection of the
economic, cultural, social and environmental assets in the affected area. Suppression of this incident is your primary
assignment, and you are expected to do so to the best of your ability in a manner that provides for the safety and well-being of
involved personnel.

Specific direction for this incident is as follows:

1. Transition with existing forces will be handled smoothly but as rapidly as possible.

2. Ensure coordination, cooperation and communication with the Agency Administrator, the Douglas County
    Emergency Operations Center (DC-EOC) Manager, Agency Representatives, and the local, State and Federal
    agencies involved.

3. Ensure coordination of public information through the DC-EOC and a Joint Information System / Joint
    Information Center that may be established for the Incident.

4. _____

This transfer includes the authority to obligate agency funds necessary to pay for controlling this incident up to $ _____ for
the first operational period ending _____, subject to the following limitations:

1. Coordination with Douglas County Finance Department staff and adherence to Agency procedures regarding use of
    the Emergency-Disaster Fund.

2. Reasonable cost-effective and cost-containment practices will be used at all times with keen attention to avoiding
    duplicate resource ordering. At which time the DC Emergency Operations Center is activated, all resource ordering
    will take place through the DC EOC.

3. _____

This Delegation of Authority becomes effective at _____ (*time*) on _____, 20 __, and may
be changed or updated by written addendums should the incident extend into additional operation periods. Any transfer of
command shall be done only with the written approval of the Agency Administrators for Douglas County Government.

_____   _____
Agency Administrator   Date & Time

_____   _____
Agency Administrator   Date & Time

Addenda for the Douglas County Delegation of Authority

Addendum 1 to the Delegation of Authority becomes effective at _____ (*time*) on _____, 20 __, for the Operational Period #_____. This includes the authority to obligate agency funds necessary to pay for controlling this incident up to $_____ for this operational period. This addenda may be changed or updated by written addendums should the incident extend into additional operation periods. Any transfer of command shall be done only with the written approval of the Agency Administrators for Douglas County Government.

_____
Agency Administrator   Date & Time

_____
Agency Administrator   Date & Time

Addendum 2 to the Delegation of Authority becomes effective at _____ (*time*) on _____, 20 __, for the Operational Period #_____. This includes the authority to obligate agency funds necessary to pay for controlling this incident up to $_____ for this operational period. This addenda may be changed or updated by written addendums should the incident extend into additional operation periods. Any transfer of command shall be done only with the written approval of the Agency Administrators for Douglas County Government.

_____
Agency Administrator   Date & Time

_____
Agency Administrator   Date & Time

Addendum 3 to the Delegation of Authority becomes effective at _____ (*time*) on _____, 20 __, for the Operational Period #_____. This includes the authority to obligate agency funds necessary to pay for controlling this incident up to $_____ for this operational period. This addenda may be changed or updated by written addendums should the incident extend into additional operation periods. Any transfer of command shall be done only with the written approval of the Agency Administrators for Douglas County Government.

_____
Agency Administrator   Date & Time

_____
Agency Administrator   Date & Time

Addendum 4 to the Delegation of Authority becomes effective at _____ (*time*) on _____, 20 __, for the Operational Period #_____. This includes the authority to obligate agency funds necessary to pay for controlling this incident up to $_____ for this operational period. This addenda may be changed or updated by written addendums should the incident extend into additional operation periods. Any transfer of command shall be done only with the written approval of the Agency Administrators for Douglas County Government.

_____
Agency Administrator   Date & Time

_____
Agency Administrator   Date & Time

RESOLUTION No. R-016-096

THE BOARD OF COUNTY COMMISSIONERS
OF THE COUNTY OF DOUGLAS, COLORADO

A RESOLUTION ESTABLISHING EMERGENCY AND DISASTER AUTHORIZATIONS
AND
APPROVING THE DOUGLAS COUNTY EMERGENCY OPERATIONS PLAN

WHEREAS, the Board of County Commissioners on March 23, 2004 via Resolution R-004-036 established the Douglas County Incident Management Team (DC-IMT). The Board recognizes that the Douglas County IMT is composed of dedicated, trained, qualified, and experienced emergency management and first response personnel;

WHEREAS, the Board of County Commissioners on December 13, 2005 via Resolution R-005-175 established the Office of Emergency Management and authorized the preparation of a Local or interjurisdictional disaster emergency plan;

WHEREAS, the Board of County Commissioners on December 11th, 2012 Via Resolution R-012 – 132 appointed Timothy Johnson as the Director of the Douglas County Office of Emergency Management;

WHEREAS, the Board of County Commissioners, on November 10, 2015 via Resolution R-015-134 adopted revisions to the Board of County Commissioners Policy Manual which sets forth personal and public safety goals stating that "community resources and planning are designed to mitigate, prepare for, respond to, and recover from disaster and incidents, both man-made and environmental and supporting effective first response and emergency management services";

WHEREAS, the Board of County Commissioners on January 11, 2011 adopted Resolution R-011-006 established the Emergency and Disaster Authorizations;

WHEREAS, the Board of County Commissioners on August 23, 2011, via Resolution R-011-114 approving the Intergovernmental Agreement for Disaster-Emergency Mutual Aid and Disaster Emergency Resources Assistance in and among the Douglas County Partnership of Government members;

WHEREAS, the Board of County Commissioners on September 25, 2012 adopted the revised Emergency Operations Plan (EOP) which is a key document in the County's plans to prepare for, prevent mitigate and recover form emergency and disaster conditions.

NOW THEREFORE BE IT RESOLVED that the Board of County Commissioners:

I. Affirms Resolution R-004—036 with the following clarifications.
    i) Douglas County Emergency Services (DCES) is directed by the Office of Emergency Management (OEM) and supported by the Facilities, Fleet and Emergency Support Services (FFESS) staff and includes a cross-functional collaborative group representing all Elected Official Offices, Departments and Divisions who participate and/or have a role in emergency management and preparedness for Douglas County Government.
    ii) The Agency Administrators are:

- The Douglas County Sheriff, or his or her designee, as the lead law enforcement officer for the Douglas County Sheriff's Office
- The County Manager, or his or her designee, for Douglas County Government

II. Affirms Resolution R-005-175 with the following changes:
   i) The currently adopted version of the EOP is the local and interjurisdictional disaster emergency plan for Douglas County.

III. Authorizes designated Agency Administrators, pursuant to the EOP or as necessary to promote the health, safety, and/or welfare of the people of Douglas County, to execute a Delegation of Authority for the management of an incident during emergency conditions, a State of Emergency and/or a declared Local Disaster to a qualified incident commander pursuant to the EOP. Should the Sheriff or County Manager be unavailable, the Director of the Office of Emergency Management is hereby authorized to execute the Delegation of Authority on behalf of one of the Agency Administrators;

IV. Authorizes a single Commissioner, in the absence of the Board to act as the Chair with the full authority of the Board of County Commissioners regarding the declaration of a State of Emergency and/or Local Disaster;

V. Authorizes the County Manager, in the absence of the Board, to act with the full authority of the Board of County Commissioners during a declared State of Emergency and/or Local Disaster;

VI. Authorizes the County Manager to maintain a written Emergency and Disaster Finance Policy and to provide funding recommendations to the Board and the Douglas County Sheriff's Office to ensure that the Douglas County Government goals, measures and procedures implemented under the EOP can be attained during emergency conditions, a State of Emergency, and/or a Local Disaster;

VII. Authorizes the County Manager, during emergency conditions, State of Emergency and/or Local Disaster to promulgate and implement emergency personnel orders and directives;

VIII. Authorizes, in the absence of the County Manager, that the Deputy County Manager, and then the Director of Human Resources, and then the Director of Finance, and then the Director of Facilities, Fleet and Emergency Support Services, in that successive order, to act with the full authority of the county Manager during emergency conditions, a declared State of Emergency, and/or Local Disaster;

IX. Authorizes, that in the unique instance where it has been confirmed each of the three Board of County Commissioners are permanently unavailable, that the County Manager may join with the Douglas County Sheriff, and one of the following – Treasurer, Assessor, Clerk & Recorder, or Coroner, in that successive order to act jointly with the full authority of the Board of County Commissioners during emergency conditions, a declared State of Emergency and/or Local Disaster. All actions taken will be ratified by the BOCC.

X.   Resolution 012-102, A Resolution Establishing Emergency and Disaster Authorizations and Approving the Douglas County Emergency Operations Plan is hereby repealed and replaced with the authorizations and authorities of this Resolution.

XI.   Resolution R-011-114, A Resolution establishing the Emergency Management Coordinating Group (EMCG) as the DC-IMT Selection Committee is hereby repealed.

FURTHER BE IT RESOLVED THAT:

I.   Douglas County in an ongoing effort to improve its emergency and disaster operations to better protect the health, safety, and /or the welfare of its citizens, residents and business community hereby adopts the Emergency Operations Plan (EOP) dated September XX, 2016. This updated and revised EOP replaces prior versions of the EOP as County's plan for local and interjurisdictional emergency and disaster operations;

II.   Douglas County has established a Comprehensive Emergency Management Plan (CEMP) which includes the current version of the Douglas County Emergency Operations Plan, the Douglas County Continuity of Operations & Government Plan,, the Annual (Wildfire) Operations Plan or its successor document, the Hazard Mitigation Plan, and the Douglas County Disaster Recovery Plan, and shall be designated to reflect the goals of the Board and the policies of the Douglas County Sheriff and the County Manager and be implemented by DCES staff.

PASSED AND ADOPTED THIS 27th day of September, 2016 in Castle Rock, Douglas County, Colorado.

THE BOARD OF COUNTY COMMISSIONERS
OF THE COUNTY OF DOUGLAS, COLORADO

BY: _____
David A. Weaver, Chair

ATTEST:

MELISSA A. PELLETIER, Deputy Clerk
meghan mccann

Douglas county State of Emergency DECLARATION

PURSUANT TO C.R.S. 24-33.5-709

WHEREAS, Douglas County has suffered serious damages to

_____ as a result of

_____ which

occurred _____

and,

WHEREAS, the magnitude of the incident and the response and recovery costs exceed normal operational resources available to Douglas County Government;

IT IS THEREFORE RESOLVED, that the Board of Commissioners of Douglas County Colorado declares this to be a State of Emergency.

DATED at Douglas County, Colorado, this

_____ day of _____, 20____

BOCC Chair   BOCC Vice-Chair   BOCC
Commissioner

(or designees)

DOUGLAS COUNTY LOCAL DISASTER EMERGENCY DECLARATION

PURSUANT TO C.R.S. 24-33.5-709

WHEREAS, the Director of the Office of Emergency Management has advised the Board of County Commissioners of Douglas County ("the Board") of a disaster (as that term is defined in the Colorado Disaster Emergency Act, Part 7 of Article 33.5 of Title 24, C.R.S.) currently located in Douglas County Colorado which occurred or began to occur on _____, 20___ as a result of_____; and

WHEREAS, _____ continues to cause a strain on the public, the disaster response system, first responders, and many businesses; and

WHEREAS, the magnitude of the incident and the response and recovery have exceeded or will exceed operational resources available to Douglas County Government, and all available resources are being or will be utilized or expended; and

WHEREAS, pursuant to the Colorado Disaster Emergency Act, Part 7 of Article 33.5 of Title 24, C.R.S. and the Douglas County Emergency Operations Plan, County Resolution No. 016-096, the principal executive officer of a political subdivision is authorized to declare a local disaster; and

WHEREAS, the Douglas County Director of the Office of Emergency Management has recommended that Chair of the Douglas County Board of County Commissioners, who is the principle executive officer of Douglas County, declare a local disaster; and

WHEREAS, it would be appropriate and in the interest of the public safety, and would further protect lives, for the Chair of the Douglas County Board of County Commissioners to implement said recommendation.

NOW THEREFORE BE IT RESOLVED, that there is hereby declared a local disaster emergency for Douglas County, Colorado, pursuant to C.R.S. 24-33.5-709, as amended; and that the Chairman of the board of County Commissioners of Douglas County, Colorado, declares this to be a local disaster. I also understand that, according to Colorado State Statute, this disaster declaration will expire thirty days from today, and this has been approved by a majority of the Board of County Commissioners.

BE IT FURTHER RESOLVED, that this declaration shall be given prompt and general publicity, and shall be filed promptly with the County Clerk and Recorder, and the Colorado Division of Homeland Security and Emergency Management (CDHSEM).

DONE THIS _____ day of _____, 20___, at Castle Rock, Douglas County Colorado.

By : _____

_____
BOCC Chair
Principle Executive Officer
Douglas County

State of Colorado Consequence Complexity Analysis v.5

INCIDENT NAME:				INCIDENT TYPE:		VAxWF=TP		
Ranking Element	Value of "0"	Value of "1"	Value of "3"	Value of "5"		Value Given	Weight Factor	Total Points
First Responder Safety	N/A	Low exposure with minimal hazardous conditions which are easily mitigated	Moderate exposure with several hazardous conditions which require specific strategies to mitigate	High exposure with many hazardous conditions which require multiple or complex strategies to mitigate			5	0
Public Safety	N/A	Low exposure with minimal hazardous conditions which are easily mitigated through community contact; routine operational conditions	Moderate exposure with several hazardous conditions which require specific strategies to mitigate; community impacts are probable; some management efforts underway	High exposure with many hazardous conditions which require multiple or complex strategies to mitigate; community impacts are imminent; significant management efforts underway			5	0
Environmental Impact (Air & Water Quality)	N/A	Low exposure with minimal hazardous conditions which are easily mitigated through community contact	Moderate exposure with several hazardous conditions which require specific strategies to mitigate; community impacts are probable; some management efforts underway	High exposure with many hazardous conditions which require multiple or complex strategies to mitigate; community impacts are imminent; significant management efforts underway			3	0
Anticipated Resource Needs	N/A	Low time commitment; initial response; mutual aid; no specialized resources are required; limited State support; 0-72 hours	Moderate time commitment; extended response; mutual aid expended; specialized resources are required; State resource management engaged; 4-6 days	High time commitment; extended operational periods; mutual aid expended; several specialized resources are required; State resource management highly engaged; 7 or more days			4	0
Unmet Needs, Donations and Volunteer Management	N/A	Low number of public with current unmet needs that can be managed by local case management	Moderate number of public with current unmet needs that exceeds local ability to manage; Mutual aid support is engaged; State assistance may be required	High number of public with current unmet needs that exceeds local ability to manage; Mutual aid support is extended; State assistance is required			2	0
Critical Infrastructure and/or Key Resources	N/A	Low number of Local critical infrastructure and/or key resources within or adjacent to the incident; low exposure with minimal hazardous conditions which are easily mitigated	Moderate number of Local and/or State critical infrastructure and/or key resources within or adjacent to the incident; impacts are probable; may require specialized resources; Disaster Assistance individual case	High number of Local, State and/or National critical infrastructure and/or key resources within or adjacent to the incident; impacts are imminent; will require specialized resources; Disaster Assistance Center is open			3	0

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Evacuations	N/A	Low number of manditory or pre evacuations occurring; evacuation and sheltering planning underway; limited and localized area	Moderate number of manditory evacuations occurring; pre evacuations are ongoing; animal evacuations occuring; sheltering operations; low density population area	High number of manditory evacuations occurring; pre evacuations are ongoing; animal evacuations occuring; unable to sustain sheltering operations; high density population area	4	0
Cultural, Hisorical and Natural Resource Impact	N/A	Low cultural, hisorical and/or natural resource impact to jurisdictions	Moderate cultural, hisorical and/or natural resource impact to jurisdictions; community impacts or loss are probable	High cultural, hisorical and/or natural resource impact to jurisdictions; community impacts or loss are imminent	3	0
Social and/or Economic Impact	N/A	Low social and/or economic impact to jurisdictions	Moderate social and/or economic impact to jurisdictions	High social and/or economic impact to jurisdictions	2	0
Media and/or Public Interest	N/A	No significant media interest or public information needs identified outside local area	Media is not present and/or significant increase in Public Information Officer requests for information; press releases are being issued; briefing schedule established	Media is present and/or a significant increase in Public Information Officer requests for information; national media present; sensitive, competing or conflicting messaging; Joint Information Center activated	1	0
Cost Benefit Analysis	N/A	Values to be protected or treated are less than costs of management actions	Values to be protected or treated are equal to costs of management actions	Values to be protected or treated exceed costs of management actions	2	0
Incident Stabilization	N/A	Low risk of incident expansion, complexity increase, and/or escaping established perimeter; limited incident management and stabilization effort required	Moderate risk of incident expansion, complexity increase, and/or escaping established perimeter; active incident management and stabilization effort required	High risk of incident expansion, complexity increase, and/or escaping established perimeter; aggressive incident management and stabilization effort required; expansion is imminent	4	0
Current Organizational Performance	N/A	Current organization performing within expectations and span of control; can develop and implement an Incident Action Plan	Current organization begining to see overhead extended and pushing the limits of span of control; struggling to develop and/or implement an Incident Action Plan	Current organization overhead extended or exceeds span of control; Incident requires multiple branches, groups, divisions or specialized operations; unable to develop and/or implement an Incident Action Plan	4	0

Disaster Declaration	N/A	Local disaster declaration has been issued	Significant State assistance is required; no State disaster declaration has been issued	State disaster declaration has been issued; request for Federal assistance is being considered		1	0
Impacted Jurisdictions	N/A	Incident is contained within one political jurisdiction; agreement on objectives; objectives are relitivly easy to achieve	Several political jurisdictions are directly impacted by incident; some disagreement on objectives; objectives are moderately difficult to achieve	Four or more political jurisdictions are directly impacted by incident; strong disagreement on objectives; several conflicts of interest between exist; objectives are difficult to achieve		3	0
Special and/or Night Operations	N/A	Low quantity of special and/or night operations are occuring; Activities limited to monitoring and security; no specialized resources are deployed	Moderate quantity of special and/or night operations are occuring; night operations do not equate to the level of day operations; specialized resources are deployed which require specific strategies and/or overhead	High quantity of special and/or night operations are occuring; ongoing life safety response activity; specialized resources are deployed which require specific strategies and/or overhead		4	0

POINT RANGES	0 to 100	Consider turning back to home unit			0
	101 to 150	Consider ordering Type 3 IMT			
	151 to 200	Consider ordering Type 2 IMT			
	201 to 250	Consider ordering Type 1 IMT			

REPORT SUBMITTED BY:	SIGNATURE:	REPORT DATE/TIME: 00/00/2019 00:00MST

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Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Alternate Emergency Operations Center (AEOC): An established location to evacuate to in the event that the primary EOC is not available due to natural or manmade causes.

Amateur Radio Emergency Services (ARES/AUXCOM): A group of volunteer amateur radio operators who support state and local governments with amateur radio transmission support during times of emergencies.

American Red Cross (ARC): A volunteer organization that works closely with government at all levels in planning for and providing assistance to disaster victims. The ARC operates under a Congressional charter. All of its disaster assistance is based on verified disaster-caused need and is supported by grants from donations from the American people.

Area Command (Unified Area Command): An organization established: (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at a Multi-Agency Coordination Center facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Assignments: Tasks given to resources to perform within given operational periods that are based on operational objectives defined in the IAP.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

Authority Having Jurisdiction (AHJ): State and local officials have existing broad powers to address emergency situations by virtue of the statutory authorities granted to their positions.

Bioterrorism: A deliberate attack on humans, animals or plants using a contagious or poisonous agent.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section.

Casualty: A person injured, and needing treatment, or killed because of technological or natural disaster.

Catastrophic incident: A catastrophic incident is any natural or manmade incident, including terrorism, which results in extraordinary levels of mass casualties, damage or disruption severely affecting the population, infrastructure, environment, economy, national morale and/or government functions. A catastrophic event could result in sustained impacts over a prolonged period of time. almost immediately exceeds resources normally available to local, State, tribal and private sector authorities. And significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened. All catastrophic incidents are incidents of national significance.

Civil Air Patrol (CAP): An auxiliary of the U.S. Air Force that has volunteered to conduct various emergency services missions. These missions are mainly the use of light aircraft in Search and Rescue (SAR), Civil Defense (CD), wildfire spotting and disaster relief operations.

Colorado Department of Homeland Security and Emergency Management (DHSEM): The agency in the Department of Public Safety, responsible for emergency management programs in the State of Colorado. It is located in Centennial and is situated in the State Emergency Operations Center (EOC), which DHSEM organizes and operates during emergencies or disasters.

Colorado Crime Information Center (CCIC): The computer system with terminals in most law enforcement and communications agencies in Colorado, as well as the State EOC. It is used primarily for law enforcement functions, but a secondary use is as part of the warning and communications system for emergencies or disasters. It is connected to the National Crime Information Center (NCIC).

Colorado Voluntary Organizations Active in Disaster (COVOAD): A group of organizations providing voluntary assistance following an emergency or disaster.

Command Staff: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

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

Continuity of Operations Plan (COOP):A ll measures that may be taken to assure the continuity of essential functions of governments during or after an emergency or disaster.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Coordination: The process of systemically analyzing a situation, developing relevant information, and selecting appropriate personnel for the most effective combination of available resources to meet specific objectives.

Damage Assessment: The appraisal or determination of the actual effects resulting from a technological or natural disaster.

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

Disaster: The occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property, or significant adverse impact on the environment, resulting from any natural or technological hazards, or a terrorist act, including but not limited to fire, flood, earthquake, wind, storm, hazardous substance incident,

water contamination requiring emergency action to avert danger or damage, epidemic, air contamination, blight, drought, infestation, explosion, civil disturbance, or hostile military or paramilitary action. For the purpose of State or Federal disaster declarations, the term disaster generally falls into one of two categories relative to the level of severity and impact on local and State resources, they are: major - likely to require immediate state assistance supplemented by limited federal resources, if necessary, to supplement intra-state efforts and resources and catastrophic – will require immediate and massive State and Federal assistance in both the response and recovery aspects. Local government's adaptation of the definition of a disaster denotes an event which threatens to or actually does inflict damage to people or property, and is, or is likely to be, beyond the capability of the services, personnel, equipment and facilities of a local jurisdiction, thereby, requiring the augmentation of resources through state-directed assistance.

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

Douglas County Emergency Operations Center (DCEOC): The DCEOC is the physical location where the incident management functions of Multi-Agency Coordination and Area Command are conducted. In the event of an incident such as severe weather which effects most if not all parts of the county, overall incident management may be conducted from the DCEOC. The DCEOC is also the designated coordination point for the state and federal counterparts. The DCEOC is co-located with the Douglas County E-911 center and is designed for continuous operations.

Douglas County Emergency Operations Plan (Douglas County EOP): Is the guidance document for responding to major emergencies and disasters within the boundaries of Douglas County, including its political subdivisions. It is consistent with the National Incident Management System (NIMS) and State and Federal plans to ensure coordination between all levels of government. The Douglas County EOP refers to the complete plan consisting of the Basic Emergency Operations Plan (sometimes referred to as the Basic EOP), ESF Annexes, Support Annexes and the Incident Annexes. The Douglas County EOP is defined as the Local Disaster Emergency Plan as stated in Section 24-32-2107 of the Colorado Revised Statues.

Emergency: Absent a Presidentially declared emergency, any incident(s), human caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President,

Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency: A suddenly occurring and often unforeseen situation which is determined by the Governor to require state response or mitigation actions to immediately supplement local government in protecting lives and property, to provide for public health and safety, or to avert or lessen the threat of a disaster. Local government's adaptation of this definition denotes an event that threatens to, or actually does inflict damage to people or property, exceeds the daily routine type of response, and still can be dealt with using local internal and mutual aid resources.

Emergency Alert System (EAS): Allows local government representatives to put out local warnings and alerts from and for their geographic areas. The EAS will also allow alerts and warnings to be broadcasted even if the participating radio station is unmanned after certain hours.

Emergency Management: The preparation for and the carrying out of a function to prevent, minimize, and repair injury and damage resulting from natural or manmade disasters. These functions include firefighting, police, medical and health, rescue, warning, engineering, communications, evacuation, resource management, plant protection, restoration of public utility services, and other functions related to preserving public health, safety, and welfare.

Emergency Operations Centers (EOCs): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

Emergency Operations Plan (EOP): The local (jurisdictional) level plan for actions to be taken by government and citizens when disaster threatens or strikes. It consists of assignment of responsibilities to agencies, coordinating instructions, staffing, essential facilities, and general operations common to most major emergencies. A brief, clear and concise document description of action to be taken, or instructions to all individual and local government services concerned, stating what will be done in the event of an emergency. The plan will state the method or scheme for taking coordinated action to meet the needs of the situation.

It will state the action to be taken by whom, what, when and where based on predetermined assumptions, objectives and capabilities.

Emergency Support Functions (ESF): Common types of emergency assistance that are required to coordinate and support a disaster. These common types of assistance have been grouped functionally into 15 areas. County departments or agencies in partnership with the county have been assigned responsibilities for implementing these functions. Assignments are made based upon the department's or agency's statutory, programmatic or regulatory authorities and responsibilities, or areas of specific expertise.

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

Evacuees: All persons moved or moving from disaster areas to reception areas.

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Executive Order: A rule or order having the force of law, issued by an executive authority of a government.

Exercise: A practice/simulated response to a natural or technological disaster involving planning, preparation, and execution. It is carried out for the purpose of training and/or evaluation. Exercises can be described as seminars, workshops, tabletops, drills, games, functional exercises and full-scale exercises.

Federal Emergency Management Agency (FEMA): The federal agency responsible for the U.S. government's portion of the comprehensive emergency management program. It consists of a national office in Washington, D.C. and ten regional offices, one of which (Region VIII) is located in the Denver Federal Center in Lakewood, Colorado.

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

Federal Departments and Agencies: These executive departments are enumerated in 5 United States Code 101, together with the Department of Homeland Security. independent establishments as defined by 5 United States Code Section 104(1). government corporations as defined by 5 United States Code Section 103(1). and the United States Postal Service.

Floodplain: The lowland and relatively flat areas adjoining inland and coastal waters including, at a minimum, that area subject to a one percent or greater chance of flooding in any given year.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

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

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

Hazardous Materials (HAZMAT): Any element, compound, or combination thereof, agent, or highly reactive, and which, because of handling, storing processing, or packaging, may have detrimental effects upon operating and emergency personnel, the public, equipment and/or the environment.

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

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

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

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

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

Incident Management Team (IMT): The IC and appropriate Command and General Staff personnel assigned to an incident.

Integrated Public Alert & Warning System (IPAWS): The Integrated Public Alert & Warning System (IPAWS) is FEMA's national system for local alerting that provides authenticated emergency and life-saving information to the public through mobile phones using Wireless Emergency Alerts, to radio and television via the Emergency Alert System, and on the National Oceanic and Atmospheric Administration's Weather Radio.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

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 at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

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

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

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

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

Locality: Any statutory political subdivision including any county, city and county, city, or town and may include any other agency designated by law as a political subdivision of this state participating in the Douglas EOP.

Local Government: The elected officials of each political subdivision (counties municipalities, towns, cities, and special districts) have responsibility for reducing the vulnerability of people and property to the effects of emergencies and disasters. They should ensure that local governmental agencies are capable of efficient and responsive mobilization of resources in order to protect lives, minimize property loss, and expedite recovery efforts during an emergency or disaster. They should ensure that an emergency management office serves the jurisdiction. The Local Emergency Operations Plan should be prepared based upon a valid hazards and risk analysis.

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

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

Major Disaster: As defined by the Robert T Stafford Disaster Relief and Emergency assistance Act, a "Major disaster means any natural catastrophe (including any hurricane, tornado, storm, high water, wind driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), 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 this 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." For Douglas County, a major disaster will be catastrophic incident that requires a response or mitigating action to supplement local resources in protecting lives and property as determined by the Emergency Management Director.

Mitigate: To lessen in force or intensity.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts and analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

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

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment and/or expertise in a specified manner.

National Incident Management System (NIMS): A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments, the private-sector and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles and terminology. HSPD-5 identifies these as the ICS, Multi-agency Coordination Systems, training, identification and management of resources (including systems for classifying

types of resources), qualification and certification, and the collection, tracking, and reporting of incident information and incident resources.

National Response Framework (NRF): A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response and recovery plans into one all-discipline, all-hazards plan.

National Warning System (NAWAS): A communication system from by the Federal Government to provide warning to the population of an attack or other national emergency. Reception is at local and state warning points.

National Weather Services (NWS): That federal government agencies charged with weather related reporting and projections.

National: Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

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

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions and/or groups.

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

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain and improve the operational capability to prevent, protect against, respond to and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between

government and private sector and nongovernmental organizations to identify threats, determine vulnerabilities and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preparedness Organizations: The groups that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

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.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

Processes: Systems of operations that incorporate standardized procedures, methodologies and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

Public Assistance: The Federal financial assistance provided to state and local governments or to eligible private non-profit organizations for disaster-related requirements.

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

Recovery: is the phase dedicated to restoring normal operations and community well-being. This process includes the development, coordination, and execution of service and site restoration plans, as well as the reconstitution of government operations. It also involves providing direct support through individual, private sector, non-governmental, and public-assistance programs that offer housing, long-term care, and treatment for affected persons. Beyond immediate needs, recovery includes broader measures for social, political, environmental, and economic restoration. Finally, to improve future readiness, the incident is evaluated to identify lessons learned, which are captured in post-incident reports and used to develop new mitigation initiatives

Recovery Plan: A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

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

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

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident, increased security operations, continuing investigations into nature and source of the threat, ongoing public health and agricultural surveillance and testing processes, immunizations, isolation, or quarantine, and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Search and Rescue (SAR): An organized mission to locate and remove a person(s) reported as missing.

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

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

Staging Area: Location established where resources could be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

Standard Operating Guidelines (SOG): A set of instructions or guidelines covering steps or features of operations to promote effective actions.

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

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 6 U.S.C. 101(14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

State Emergency Operations Center (SEOC): The facility, located in the city of Centennial, from which state emergency/disaster operations are coordinated.

State Emergency Operations Plan (SEOP): The State level plan for actions to be taken by government and citizens when disaster threatens or strikes. It consists of assignment of responsibilities to State agencies, coordinating instructions, staffing, essential facilities and general operations common to most major emergencies.

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities. the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strategy: The general direction selected to accomplish incident objectives set by the IC.

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

Terrorism: The term "terrorism" means any activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources. and 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. See 6 U.S.C. 101 (15), Homeland security Act of 2002.

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

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities and legislative authorities.

Type: A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3 or 4, respectively, because of size, power, capacity, or, in the case of incident management teams, experience and qualifications.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area Command.)

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross-political jurisdictions. Agencies work together through the designated members of the Unified Command, often the senior person from agencies and/or disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single TAP.

Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Urban Search and Rescue (USAR or US&R): Urban search-and-rescue (US&R) involves the location, rescue (extrication), and initial medical stabilization of victims trapped in confined spaces. Structural collapse is most often the cause of victims

being trapped, but victims may also be trapped in transportation accidents, mines and collapsed trenches.

Volunteer: According to Section 16 Part 742f(c) United States Code and Section 29 Part 553.101 Code of Federal Regulations, a volunteer is any individual accepted to perform services by an agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation or receipt of compensation for services performed.

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Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Alternate Emergency Operations Center (AEOC): An established location to evacuate to in the event that the primary EOC is not available due to natural or manmade causes.

Amateur Radio Emergency Services (ARES/AUXCOM): A group of volunteer amateur radio operators who support state and local governments with amateur radio transmission support during times of emergencies.

American Red Cross (ARC): A volunteer organization that works closely with government at all levels in planning for and providing assistance to disaster victims. The ARC operates under a Congressional charter. All of its disaster assistance is based on verified disaster-caused need and is supported by grants from donations from the American people.

Area Command (Unified Area Command): An organization established: (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command

may be established at an Multi-Agency Coordination Center facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Assignments: Tasks given to resources to perform within given operational periods that are based on operational objectives defined in the TAP.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

Authority Having Jurisdiction (AHJ): State and local officials have existing broad powers to address emergency situations by virtue of the statutory authorities granted to their positions.

Bio-terrorism: A deliberate attack on humans, animals or plants using a contagious or poisonous agent.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section.

Casualty: A person injured, and needing treatment, or killed because of technological or natural disaster.

Catastrophic incident: A catastrophic incident is any natural or manmade incident, including terrorism, which results in extraordinary levels of mass casualties, damage or disruption severely affecting the population, infrastructure, environment, economy, national morale and/or government functions. A catastrophic event could result in sustained impacts over a prolonged period of time. almost immediately exceeds resources normally available to local, State, tribal and private sector authorities. And significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened. All catastrophic incidents are incidents of national significance.

Civil Air Patrol (CAP): An auxiliary of the U.S. Air Force that has volunteered to conduct various emergency services missions. These missions are mainly the use of light aircraft in Search and Rescue (SAR), Civil Defense (CD), wildfire spotting and disaster relief operations.

Colorado Department of Homeland Security and Emergency Management (DHSEM): The agency in the Department of Public Safety, responsible for

emergency management programs in the State of Colorado. It is located in Centennial and is situated in the State Multi-Agency Coordination Center (EOC), which DEM organizes and operates during emergencies or disasters.

Colorado Crime Information Center (CCIC): The computer system with terminals in most law enforcement and communications agencies in Colorado, as well as the State EOC. It is used primarily for law enforcement functions, but a secondary use is as part of the warning and communications system for emergencies or disasters. It is connected to the National Crime Information Center (NCIC).

Colorado Voluntary Organizations Active in Disaster (COVOAD): A group of organizations providing voluntary assistance following an emergency or disaster.

Command Staff: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

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

Continuity of Operations Plan (COOP): (Colorado Definition) All measures that may be taken to assure the continuity of essential functions of governments during or after an emergency or disaster.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Damage Assessment: The appraisal or determination of the actual effects resulting from technological or natural disaster.

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

Disaster: (Colorado Definition) The occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property, or significant adverse impact on the environment, resulting from any natural or technological hazards, or a terrorist act, including but not limited to fire, flood, earthquake, wind, storm, hazardous substance incident, water contamination requiring emergency action to avert danger or damage, epidemic, air contamination, blight, drought, infestation,

explosion, civil disturbance, or hostile military or paramilitary action. For the purpose of State or Federal disaster declarations, the term disaster generally falls into one of two categories relative to the level of severity and impact on local and State resources, they are: major - likely to require immediate state assistance supplemented by limited federal resources, if necessary, to supplement intra-state efforts and resources. and catastrophic – will require immediate and massive State and Federal assistance in both the response and recovery aspects. Local government's adaptation of the definition of a disaster denotes an event which threatens to or actually does inflict damage to people or property, and is, or is likely to be, beyond the capability of the services, personnel, equipment and facilities of a local jurisdiction, thereby, requiring the augmentation of resources through state-directed assistance.

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

Douglas County Emergency Operations Center (DCEOC): The DCEOC is the physical location where the incident management functions of Multi-Agency Coordination and Area Command are conducted. In the event of an incident such as severe weather which effects most if not all parts of the county, overall incident management may be conducted from the DCEOC. The DCEOC is also the designated coordination point for the state and federal counterparts. The DCEOC is co-located with the Douglas County E-911 center and is designed for continuous operations.

Douglas County Emergency Operations Plan (Douglas County EOP): Is the guidance document for responding to major emergencies and disasters within the boundaries of Douglas County, including its political subdivisions. It is consistent with the National Incident Management System (NIMS) and State and Federal plans to ensure coordination between all levels of government. The Douglas County EOP refers to the complete plan consisting of the Basic Emergency Operations Plan (sometimes referred to as the Basic EOP), ESF Annexes, Support Annexes and the Incident Annexes. The Douglas County EOP is defined as the Local Disaster Emergency Plan as stated in Section 24-32-2107 Colorado Revised Statues.

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

Emergency: (Colorado Definition) A suddenly occurring and often unforeseen situation which is determined by the Governor to require state response or

mitigation actions to immediately supplement local government in protecting lives and property, to provide for public health and safety, or to avert or lessen the threat of a disaster. Local government's adaptation of this definition denotes an event that threatens to, or actually does inflict damage to people or property, exceeds the daily routine type of response, and still can be dealt with using local internal and mutual aid resources.

Emergency Alert System (EAS): The replacement system for the Emergency Broadcast System (EBS). This system, based on the same structure as EBS, will allow local government representatives to put out local warnings and alerts from and for their geographic areas. The EAS will also allow alerts and warnings to be broadcasted even if the participating radio station is unmanned after certain hours.

Emergency Operations Centers (EOCs): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

Emergency Operations Plan (EOP): The local (jurisdictional) level plan for actions to be taken by government and citizens when disaster threatens or strikes. It consists of assignment of responsibilities to agencies, coordinating instructions, staffing, essential facilities, and general operations common to most major emergencies. A brief, clear and concise document description of action to be taken, or instructions to all individual and local government services concerned, stating what will be done in the event of an emergency. The plan will state the method or scheme for taking coordinated action to meet the needs of the situation. It will state the action to be taken by whom, what, when and where based on predetermined assumptions, objectives and capabilities.

Emergency Support Functions (ESF): Common types of emergency assistance that are required to coordinate and support a disaster. These common types of assistance have been grouped functionally into 15 areas. County departments or agencies in partnership with the county have been assigned responsibilities for implementing these functions. Assignments are made based upon the department's or agency's statutory, programmatic or regulatory authorities and responsibilities, or areas of specific expertise.

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

Evacuees: All persons moved or moving from disaster areas to reception areas.

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.
Executive Order: A rule or order having the force of law, issued by an executive authority of a government.

Exercise: A practice/simulated response to a natural or technological disaster involving planning, preparation, and execution. It is carried out for the purpose of training and/or evaluation. Exercises can be described as seminars, workshops, tabletops, drills, games, functional exercises and full-scale exercises.

Federal Emergency Management Agency (FEMA): The federal agency responsible for the U.S. government's portion of the comprehensive emergency management program. It consists of a national office in Washington, D.C. and ten regional offices, one of which (Region VIII) is located in the Denver Federal Center in Lakewood, Colorado.

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

Federal Departments and Agencies: These executive departments are enumerated in 5 United States Code 101, together with the Department of Homeland Security. independent establishments as defined by 5 United States Code Section 104(1). government corporations as defined by 5 United States Code Section 103(1). and the United States Postal Service.

Floodplain: The lowland and relatively flat areas adjoining inland and coastal waters including, at a minimum, that area subject to a one percent or greater chance of flooding in any given year.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when

activated, are located between branches and resources in the Operations Section (See Division).

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

Hazardous Materials (HAZMAT): Any element, compound, or combination thereof, agent, or highly reactive, and which, because of handling, storing processing, or packaging, may have detrimental effects upon operating and emergency personnel, the public, equipment and/or the environment.

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

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

Incident Command Post (ICP): The field location at which the primary tactical-level, onscene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

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

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

incident operations and is responsible for the management of all incident operations at the incident site.

Incident Management Team (IMT): The IC and appropriate Command and General Staff personnel assigned to an incident.

Integrated Public Alert & Warning System (IPAWS): The Integrated Public Alert & Warning System (IPAWS) is FEMA's national system for local alerting that provides authenticated emergency and life-saving information to the public through mobile phones using Wireless Emergency Alerts, to radio and television via the Emergency Alert System, and on the National Oceanic and Atmospheric Administration's Weather Radio.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

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 at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

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

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health). Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

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

Locality: Any statutory political subdivision including any county, city and county, city, or town and may include any other agency designated by law as a political subdivision of this state participating in the Douglas EOP.

Local Government: The elected officials of each political subdivision (counties municipalities, towns, cities, and special districts) have responsibility for reducing the vulnerability of people and property to the effects of emergencies and disasters. They should ensure that local governmental agencies are capable of efficient and responsive mobilization of resources in order to protect lives, minimize property loss, and expedite recovery efforts during an emergency or disaster. They should ensure that an emergency management office serves the jurisdiction. The Local Emergency Operations Plan should be prepared based upon a valid hazards and risk analysis.

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

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

Major Disaster: As defined by the Robert T Stafford Disaster Relief and Emergency assistance Act, a "Major disaster means any natural catastrophe (including any hurricane, tornado, storm, high water, wind driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), 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 this 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." For Douglas County, a major disaster will be catastrophic incident that requires a response or mitigating action to supplement local resources in protecting lives and property as determined by the Emergency Management Director.
Mitigate: To lessen in force or intensity.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts and analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

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

Multi-agency Coordination Entity: A multi-agency coordination entity functions within a broader multi-agency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multi-agency Coordination Systems (MACS): Multi-agency Coordination Systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of Multi-agency Coordination Systems include facilities, equipment, emergency operation centers (EOCs), specific multi-agency coordination entities, personnel, procedures and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

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

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment and/or expertise in a specified manner.

National Incident Management System (NIMS): A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments. the private-sector and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles and terminology. HSPD-5 identifies these as the ICS. Multi-agency Coordination Systems. training. identification and management of resources (including systems for classifying types of resources). qualification and certification. and the collection, tracking, and reporting of incident information and incident resources.

National Response Framework (NRF): A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response and recovery plans into one all-discipline, all-hazards plan.

National Warning System (NAWAS): A communication system from by the Federal Government to provide warning to the population of an attack or other national emergency. Reception is at local and state warning points.

National Weather Services (NWS): That federal government agencies charged with weather related reporting and projections.

National: Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

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

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions and/or groups.

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

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain and improve the operational capability to prevent, protect against, respond to and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private sector and nongovernmental organizations to identify threats, determine vulnerabilities and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preparedness Organizations: The groups that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations

that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

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.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

Processes: Systems of operations that incorporate standardized procedures, methodologies and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

Public Assistance: The Federal financial assistance provided to state and local governments or to eligible private non-profit organizations for disaster-related requirements.

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

Recovery: The development, coordination, and execution of service- and site restoration plans. the reconstitution of government operations and services. individual, private sector, non-governmental 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.

Recovery Plan: A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

Resources: Personnel and major items of equipment, supplies and facilities available or potentially available for assignment to incident operations and for

which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

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

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident. increased security operations. continuing investigations into nature and source of the threat. ongoing public health and agricultural surveillance and testing processes. immunizations, isolation, or quarantine. and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Search and Rescue (SAR): An organized mission to locate and remove a person(s) reported as missing.

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

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

Staging Area: Location established where resources could be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

Standard Operating Guidelines (SOG): A set of instructions or guidelines covering steps or features of operations to promote effective actions.

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

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 6 U.S.C. 101(14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

State Emergency Operations Center (SEOC): The facility, located in the city of Centennial, from which state emergency/disaster operations are coordinated.

State Emergency Operations Plan (SEOP): The State level plan for actions to be taken by government and citizens when disaster threatens or strikes. It consists of assignment of responsibilities to State agencies, coordinating instructions, staffing, essential facilities and general operations common to most major emergencies.

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities. the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strategy: The general direction selected to accomplish incident objectives set by the IC.

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

Terrorism: The term "terrorism" means any activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources. and 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. See 6 U.S.C. 101 (15), Homeland security Act of 2002.

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

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities and legislative authorities.

Type: A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3 or 4, respectively, because of size, power, capacity, or, in the case of incident management teams, experience and qualifications.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area Command.)

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross-political jurisdictions. Agencies work together through the designated members of the Unified Command, often the senior person from agencies and/or disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single IAP.

Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Urban Search and Rescue (USAR or US&R): Urban search-and-rescue (US&R) involves the location, rescue (extrication), and initial medical stabilization of victims trapped in confined spaces. Structural collapse is most often the cause of victims being trapped, but victims may also be trapped in transportation accidents, mines and collapsed trenches.

Volunteer: According to Section 16 Part 742f(c) United States Code and Section 29 Part 553.101 Code of Federal Regulations, a volunteer is any individual accepted to perform services by an agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation or receipt of compensation for services performed.

ACRONYMS

AAR	After Action Report
AHJ	Authority Having Jurisdiction
AHN	All Health Network
APHIS	Animal and Plant Health Inspection Service

ARC	American Red Cross
ARES	Amateur Radio Emergency Services
AUXCOMM	Auxiliary Communications (volunteer radio emergency services)
BOCC	Board of County Commissioners
CDOT	Colorado Department of Transportation
CDFPC	Colorado Division of Fire Prevention & Control
CDPHE	Colorado Division of Public Health & Environment
CEPA	Colorado Emergency Preparedness Assessment
CIAC	Colorado Information and Analysis Center
COOP	Continuity of Operations
CORE	CORE Energy (formerly IREA "Intermountain Rural Electric Association)
COVOAD	Colorado Voluntary Organizations Active in Disasters
CRS	Colorado Revised Statute
CSFS	Colorado State Forest Service
CSP	Colorado State Patrol
CSV	Community Safety Volunteer
DCART	Douglas County Animal Response Team
DCHD	Douglas County Health Department
DCSO	Douglas County Sheriff's Office
DCEOC	Douglas County EOC
DCEOP	Douglas County EOP
DCSAR	Douglas County Search and Rescue

DERA	Designated Emergency Response Authority
DHSEM	Department of Homeland Security and Emergency Management
DMAT	Disaster Medical Team
DMORT	Disaster Mortuary Operational Response Team
DOC	Departmental Operations Center
DOJ	Department of Justice
EAS	Emergency Alert System
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FAC	Family Assistance Center
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FOP	Fire Operating Plan
GEEERC	Governor's Expert Emergency Epidemic Response Committee
GIS	Geographic Information systems
HAZMAT	Hazardous Materials
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team

ISP	Incident Support Plan
JIC	Joint Information Center
JIS	Joint Information System
MACS	Multi-Agency Coordination System
MCI	Mass Casualty Incident
MRC	Medical Reserve Corps
NCR	North Central Region
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NRF	National Response Framework
NTSB	National Transport Security Board
NWS	National Weather Service
OEM	Office of Emergency Management
PIO	Public Information Officer
PPE	Personal Protective Equipment
SAR	Search and Rescue
SEOC	State Emergency Operations Center
SEOP	State Emergency Operations Plan
SITREP	Situation Report
THIRA	Threat and Hazard Identification and Risk Assessment
UDFCD	Urban Drainage and Flood Control District
VAU	Victims Assistance Unit

X

ATTACHMENTS

A. COMPREHENSIVE EMERGENCY PLAN (CEMP)

The CEMP consists of the following Plans and Annex's

The following plans and annex's can be found at: https://dcsheriff.net/sheriffs-office/divisions/emergency-management/comprehensive-emergency-management-plan/)

- Douglas County Emergency Operations Plan (EOP)
    - Animal Response Annex
    - Damage Assessment Annex
    - Mass Fatality Annex
    - Public Health Annex
    - Resource Mobilization Annex
    - Rapid Needs Assessment Operating Plan
    - Severe Weather Annex
    - Wildland Fire Annex
- Douglas County Disaster Recovery Plan
- Douglas County All Hazards Debris Management Plan
- Douglas County Local Hazard Mitigation Plan (LHMP)

B. ADDITIONAL EMERGENCY DOCUMENTS AND PLANS

B1. ADOPTION OF THE EMERGENCY OPERATIONS PLAN

[The 2025 Resolution adopting the new 2025 EOP will be inserted here upon publication.

B2. LOCAL HAZARD MITIGATION PLAN

The Douglas County Local Hazard Mitigation Plan (LHMP) can be located at: https://dcsheriff.net/sheriffs-office/divisions/emergency-management/comprehensive-emergency-management-plan/

B3. FIRE OPERATING PLAN

The Douglas County Fire Operating Plan can be located at: https://dcsheriff.net/sheriffs-office/divisions/emergency-management/comprehensive-emergency-management-plan/

DOUGLAS COUNTY
ADMINISTRATIVE POLICIES AND PROCEDURES

TITLE: Emergency and Disaster Finance Policy	
POLICY CUSTODIAN Finance	**APPROVAL DATE:** September 2011
	REVISION DATE: August 2015

PURPOSE: To ensure the proper and efficient process of specific governmental functions relating to
             the procurement transactions, contracts, purchasing cards limits and approval authority for
             allocation of funds when required during an emergency/disaster situations as defined by
             the Colorado Disaster Emergency Act of 1992, (Part 21 of Article 32, Title 24 of the
             Colorado Revised Statutes, 1996 as amended).

DEPARTMENT
RESPONSIBLE: Finance

DEPARTMENT(S)
AFFECTED: All

POLICY:

Delegation of Procurement, Contracts, Purchasing Cards Limits, Employees Overtime or Other Wage Compensation and Allocation of Funds Requirements during Emergency/Disaster Incident:

An emergency/disaster may create the immediate and serious need for supplies, equipment, materials, and services that cannot be met through normal procurement methods and the lack of which would threaten the function of County government, or the health, safety or welfare of County residents. A need for an emergency procurement shall waive all existing procurement requirements and shall be limited only to the quantity of those supplies, equipment, materials, or services necessary to meet the emergency/disaster. All emergency procurement shall be made with as much transparency and competitive bid process that is practical under the circumstances.

An emergency/disaster may create the immediate need for contracted services or other resources that cannot meet all the requirements of the County's Contract Policy. Under emergency/disaster circumstances, the inability to have a contract or agreement would threaten the operation of County government, or the health, safety and welfare of County residents. The normal County's Contract Policy requires that contracts and agreements receive legal and fiscal review and approval prior to execution. This would still apply to the extent possible but could be waived if critical to ensure the success of the management of the emergency/disaster incident.

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When requested during an emergency/disaster incident, the purchasing card amounts for designated employees may be increased and to be limited only to the quantity of those supplies, equipment, materials or services necessary to meet the emergency/disaster.

In the event of an emergency/disaster in or near the County, all County employees are expected to make every effort be available to assist the County Manager, Elected/Appointed Officials and Department Directors ensure the continued operation of any and all necessary County functions. This may mean being available to perform additional duties and hours beyond what is normally required. In the event that an employee does work more than 40 hours a week in support of County operations during an emergency, or are otherwise eligible, then they may receive overtime or other appropriate wage compensation in accordance with existing County policies."

Under normal operations, the spending levels of authority apply to commitments made per vendor are:

- Up to and including $25,000 may be approved by Elected Official or Department Director
- Up to and including $100,000 may be approved by County Manager or Deputy County Manager
- Over $100,000 must be approved by the Board at a public hearing.

Based upon the Use of Emergency Funds Criteria Flowchart, Figure 1, when it becomes necessary to utilize emergency funds, approval authority shall be as follows:

- In accordance with the EDAR, authorizes, in the absence of the County Manager, that the Deputy County Manager, and then the Director of Finance, and then the Director of Facilities, Fleet and Emergency Services, in that successive order, will have access to the emergency funds up to and including $100,000 that apply to commitments made per vendor during the emergency/disaster period.

- In accordance with the EDAR, authorizes the County Manager, in the absence of the Board of County Commissioners, to act with the full authority of the Board of County Commissioners during a State of Emergency and/or Local Disaster.

- Resources shall be ordered in accordance with appropriate channels to ensure tracking by Finance.

- The appropriation of emergency funds from fund balance requires approval through a supplement budget at a public meeting that is noticed in the local paper. During an emergency/disaster funding can be obtained from non-restricted appropriated operating and/or capital funds until the supplemental budget can be approved at which time these operating or capital funds can be repaid with emergency funds as referenced in the Source of Funding – Emergency/Disaster Flowchart, Figure 2.

TABOR Emergency Reserves are to be used "for declared emergencies only". "Emergency" for using TABOR emergency reserves shall be strictly limited as defined herein. TABOR Emergency Reserves should be repaid whenever possible within the year. The County should use funds in a sequence that leaves utilizing the TABOR Emergency Reserve as a last resort after exhausting other available funds.

Use of Emergency Funds Criteria

Event Occurs

↓

Is the event unusual in nature? — No → Stop here - Event is within scope of normal operations

↓ Yes

Is the event infrequent in occurrence? — No → Stop here - Event is within scope of normal operations

↓ Yes

Is the event considered extraordinary? — No → Stop here - Event is within scope of normal operations

↓ Yes, Then

Has a Local Emergency/Disaster been declared? — No → **Has the EOC and/or Incident Management Team (IMT) been activated?** — No → Stop here - Event is within scope of normal operations

↓ Yes (Local) / No →

Has a State and/or Federal Emergency/Disaster been — No → (to EOC question)

↓ Yes (State/Federal)

Qualifies for County Emergency/Disaster Funds (See Funding Sources)

EOC activated ↓ Yes

Does the event exceed $10,000 countywide — No → Stop here - Event is within scope of normal operations

↓ Yes

Qualifies for County Emergency/Disaster Funds (See Funding Sources)

Sources of Funding - Emergency/Disaster

Event Occurs

Next

Does the event exceeds $10,000 county wide?

If No, then →

Stop here - Event is within scope of normal operations. Funding will come from Department Budget or Applicable Fund's Contingency

If Yes, then

Has a Local Emergency/Disaster been declared?

If No, then →

Funding will come from the Applicable Fund's Contingency

If Yes, then

$2,000,000 in County Emergency/Disaster Funds within General Fund's assigned funds which $500,000 is

Question? →

Has a Federal or State Emergency/Disaster been declared?

Yes, then →

State and/or Federal Agency may be responsible for expenditures incurred under their direction depending upon the type of emergency/disaster.

Next

If no, then ↓

If Federal or State Emergency/Disaster has not been declared, then funding will continue as directed by local disaster.

If Federal or State Emergency/Disaster has been declared, then funding may be needed to cover all county costs that could be later submitted for reimbursement.

Next

General Fund - Additional $5,000,000 in unassigned funds

Question? →

Has a Federal or State Emergency/Disaster been declared?

Yes, then →

State and/or Federal Agency may be responsible for expenditures incurred under their direction depending upon the type of emergency/disaster.

Next

If No, Next ↓

If Federal or State Emergency/Disaster has not been declared, then funding will continue as directed by local disaster.

If Federal or State Emergency/Disaster has been declared, then funding may be needed to cover all county costs that could be later submitted for reimbursement.

Next

Other Applicable Funds that are available at time of an Emergency/Disaster. Tabor Emergency Reserves Funds to be utilized last.

FIRST AMENDMENT TO THE
INTERGOVERNMENTAL AGREEMENT
FOR DISASTER-EMERGENCY MUTUAL AID AND
DISASTER- EMERGENCY RESOURCES ASSISTANCE

THIS FIRST AMENDMENT is entered into as of this 6th day of August , 2019, by and between the **BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, STATE OF COLORADO** (the "County") and the **TOWN OF CASTLE ROCK**, the **TOWN OF PARKER**, the **CITY OF LONE TREE**, the **CITY of CASTLE PINES**, the **TOWN OF LARKSPUR**, the **DOUGLAS COUNTY SCHOOL DISTRICT**, the **HIGHLANDS RANCH METROPOLITAN DISTRICT**, the **DOUGLAS COUNTY PUBLIC LIBRARY DISTRICT**, and the **DOUGLAS COUNTY SHERIFF** (collectively hereafter the "Parties" and individually, each, a "Party").

WHEREAS, on August 15, 2011 the Parties entered into the Intergovernmental Agreement for Disaster-Emergency Mutual Aid and Disaster-Emergency Resources Assistance ("IGA"), which created a new entity called the Emergency Management Coordination Group ("EMCG") to replace the Douglas County Incident Management Team ("DC-IMT") Selection Committee, among other responsibilities; and

WHEREAS, after seven years of working together, the Parties are looking to more clearly define the purpose and membership of the EMCG to more effectively serve the needs of the participants and the local emergency services community as a whole; and

WHEREAS, the County wishes to remove the EMCG as the oversight and approval authority for the DC-IMT so that those responsibilities may revert to the incident commanders and the Douglas County Director of the Office of Emergency Management; and

WHEREAS, the County did not establish the "Douglas County Policy Center" as originally required in Paragraph 6 of the IGA.

NOW, THEREFORE, the parties hereto mutually agree as follows:

1. Paragraph 3 of the IGA is hereby deleted and replaced with the following:

    "TERM. As to each Party, the term of this IGA shall run from the date of execution through December 31, 2023. Thereafter, this IGA shall continue for successive five-year terms, provided however any Party may terminate its participation in this IGA in accordance with the provisions of Paragraphs 7 and 11. In the event of termination by a Party, this IGA shall continue with respect to the remaining Parties."

2. Paragraph 5, Section D, of the IGA is hereby deleted and replaced with the following:

    "D. Support and participate in the Douglas County Emergency Management Coordinating Group (EMCG) comprised of the Douglas County Sheriff, the Chief of Police of another law enforcement agency

located wholly within Douglas County, a representative of the Douglas County Fire Chief's Association, the Chief or a Board Member of another Douglas County Fire service agency, a Douglas County Commissioner, an elected official of a Party, and a citizen of Douglas County knowledgeable in emergency management services. The Director of Emergency Management of Douglas County shall serve as an ex-officio member as well as the coordinator/facilitator of the EMCG. Representatives to the EMCG shall be jointly appointed by the Board of Douglas County Commissioners and the Douglas County Sheriff.

The purpose of the EMCG is to work collaboratively to combine planning, training, and combined exercise opportunities that will foster better working relationships throughout the local emergency management community. The EMCG will meet quarterly or as often as the participants of the EMCG determine is most effective."

3.   Paragraph 6, Section C, is hereby deleted in its entirety.

4.   Paragraph 6, Section D, is hereby deleted and replaced with the following:

"D. Training and exercise planning and assistance for the Parties."

5.   The remainder of the IGA shall remain in full force and effect.

6.   This First Amendment shall be executed by each Party's governing body, in accordance with Section 9 of the IGA, on separate signature pages. Original pages shall be recorded and held by the Douglas County Clerk and Recorder.

IN WITNESS WHEREOF, the Parties have executed this First Amendment as of the date first above written.

BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS,
STATE OF COLORADO

ATTEST:

Lora L. Thomas

LORA L THOMAS, Chair
Douglas County Board of Commissioners

Emily Wrenn

EMILY WRENN
Deputy Clerk & Recorder

DOUGLAS COUNTY SHERIFF

TONY SPURLOCK, Sheriff

Christopher Pratt

Christopher Pratt

Assistant County Attorney

Andrew Copland

Andrew Copland

Director of Finance

Additional PDCG Signatories Include:

|	
Tera Rodloff – Mayor, City of Castle Pines	Jeremiah Holmes, Mayor Pro-Tem, Town of Larkspur
Jason Gray – Mayor, Town of Castle Rock	Jacqueline A. Millet – Mayor, City of Lone Tree
Jim Worly, Chair, Highlands Ranch Metropolitan District	Mike Wald – Mayor, Town of Parker
Ron Cole – President, Douglas County Libraries District	Dr. Thomas S. Tucker – Superintendent, Douglas County School

A copy of the 2024 Colorado Emergency Preparedness Assessment can be obtained by request from the Douglas County Office of Emergency Management.

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Douglas County
Fire Districts

Douglas County Colorado Police Districts
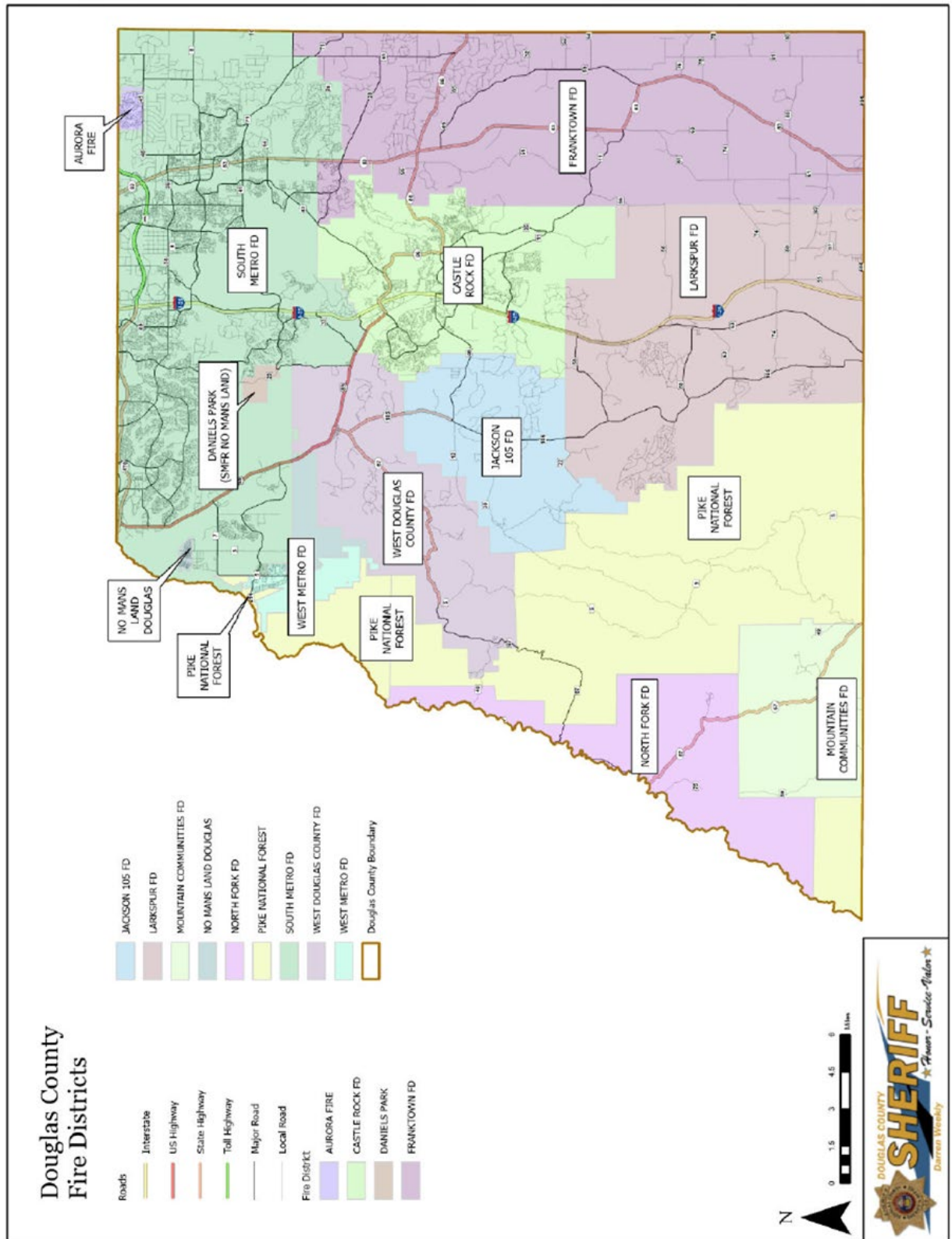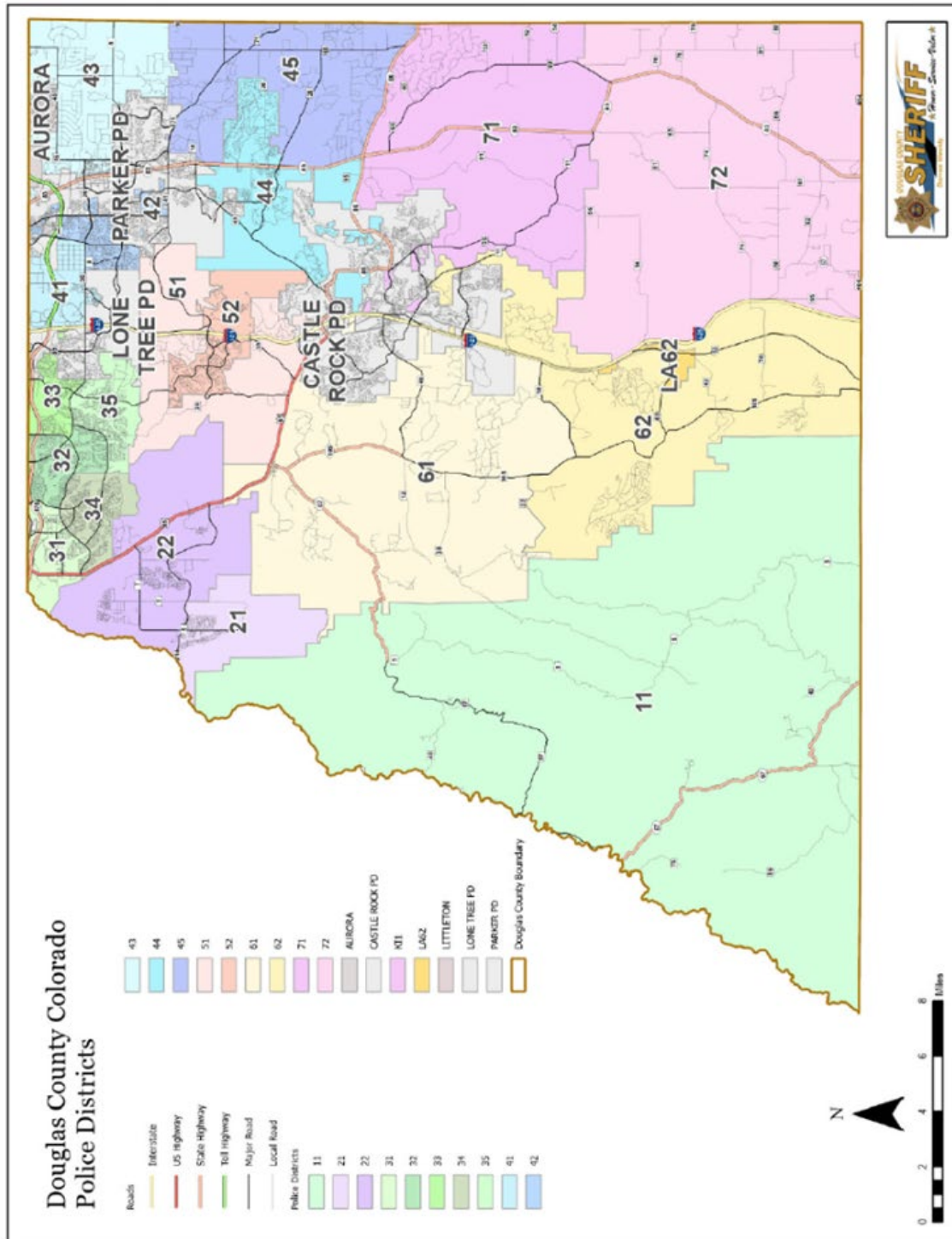
Certificate Of Completion

Envelope Id: D3FB418E-E363-48E0-B81F-236E96308F4A		Status: Completed

Subject: Complete with Docusign: Douglas County 2025 EOP Update Signatories

Contract Type:

Tuition Reimbursement Application:

Source Envelope:

Document Pages: 254	Signatures: 23	Envelope Originator:
Certificate Pages: 9	Initials: 0	Brandon Lenderink
AutoNav: Enabled		100 Third St.
EnvelopeId Stamping: Enabled		Castle Rock, CO 80104
Time Zone: (UTC-07:00) Mountain Time (US & Canada)		blenderink@dcsheriff.net
		IP Address: 67.135.160.252

Record Tracking

Status: Original	Holder: Brandon Lenderink	Location: DocuSign
8/15/2025 9:53:31 AM	blenderink@dcsheriff.net	

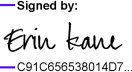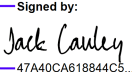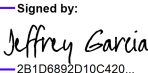| Signer Events	Signature	Timestamp
Ben Ohlin bohlin@larkspurfire.org Security Level: Email, Account Authentication (None)	Signed by: [signature] 74A8EF91156D496... Signature Adoption: Drawn on Device Using IP Address: 173.160.43.49 Signed using mobile	Sent: 8/15/2025 2:26:35 PM Viewed: 8/18/2025 2:36:36 PM Signed: 8/18/2025 2:37:05 PM
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Bob Pasicznyuk rpasicznyuk@dclibraries.org Executive Director Douglas County Libraries Security Level: Email, Account Authentication (None)	Signed by: *Bob Pasicznyuk* A42F3BC5E67D4C3... Signature Adoption: Pre-selected Style Using IP Address: 104.193.46.63	Sent: 8/15/2025 2:26:40 PM Viewed: 8/18/2025 9:44:28 AM Signed: 8/18/2025 9:44:58 AM
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Curt Rogers nffpd@aol.com Chief,CEO Security Level: Email, Account Authentication (None)	Signed by: *Curt Rogers* 3D786B345C724C9... Signature Adoption: Pre-selected Style Using IP Address: 2605:59c8:509a:c810:205a:a35:949c:3a99	Sent: 8/15/2025 2:26:39 PM Viewed: 8/19/2025 9:15:33 AM Signed: 8/19/2025 9:22:06 AM
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Darren Weekly dweekly@dcsheriff.net Darren M. Weekly Sheriff Security Level: Email, Account Authentication (None)	DocuSigned by: *Darren Weekly* 1BFB75D3B2A64AC... Signature Adoption: Pre-selected Style Using IP Address: 67.135.162.252	Sent: 8/15/2025 2:26:31 PM Viewed: 8/15/2025 3:59:08 PM Signed: 8/15/2025 3:59:22 PM
Electronic Record and Signature Disclosure:		
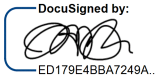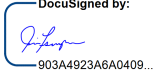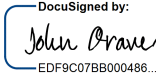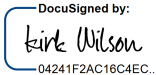
Signer Events	Signature	Timestamp
Accepted: 8/15/2025 3:59:08 PM ID: a401f3d2-ac00-4e26-aa0d-b4499e0f8cb1		
Dave Miska president@dcsarco.org Security Level: Email, Account Authentication (None)	**Signed by:** *Dave Miska* 25752BE251B048B... Signature Adoption: Pre-selected Style Using IP Address: 2601:283:4501:40d0:799d:cd91:9dc5:4967	Sent: 8/15/2025 2:26:33 PM Viewed: 8/19/2025 11:39:24 AM Signed: 8/20/2025 2:28:32 PM
Electronic Record and Signature Disclosure: Accepted: 8/19/2025 11:39:24 AM ID: 87d79535-a2ea-4914-867a-a40972ada01a		
Doug DeBord ddebord@douglas.co.us County Manager Douglas County Security Level: Email, Account Authentication (None)	**Signed by:** *Doug DeBord* B5C95B8DCFAB4AA... Signature Adoption: Pre-selected Style Using IP Address: 67.135.162.224	Sent: 8/15/2025 2:26:32 PM Viewed: 8/18/2025 8:22:22 AM Signed: 8/18/2025 8:22:34 AM
Electronic Record and Signature Disclosure: Accepted: 8/18/2025 8:22:22 AM ID: bd8da984-14eb-47ec-bfb3-6bb5e19dd358		
Erin Kane erin.kane@dcsdk12.org Security Level: Email, Account Authentication (None)	**Signed by:** *Erin kane* C91C656538014D7... Signature Adoption: Pre-selected Style Using IP Address: 66.85.41.187	Sent: 8/15/2025 2:26:39 PM Viewed: 8/17/2025 4:27:18 PM Signed: 8/21/2025 3:44:10 PM
Electronic Record and Signature Disclosure: Accepted: 8/17/2025 4:27:18 PM ID: 7f78c975-f9be-48ba-ba7c-fff6d23ea517		
Jack Cauley jcauley@CRgov.com Chief of Police Security Level: Email, Account Authentication (None)	**Signed by:** *Jack Cauley* 47A40CA618844C5... Signature Adoption: Pre-selected Style Using IP Address: 66.59.221.10	Sent: 8/15/2025 2:26:37 PM Viewed: 8/18/2025 2:32:27 PM Signed: 8/18/2025 2:32:40 PM
Electronic Record and Signature Disclosure: Accepted: 8/18/2025 2:32:27 PM ID: c0501875-f506-4d6f-b4e3-e6f0f73b17f9		
Jeffrey Garcia jgarcia@douglas.co.us County Attorney jg Security Level: Email, Account Authentication (None)	**Signed by:** *Jeffrey Garcia* 2B1D6892D10C420... Signature Adoption: Pre-selected Style Using IP Address: 67.135.162.224	Sent: 8/15/2025 2:26:33 PM Viewed: 8/15/2025 2:30:19 PM Signed: 8/15/2025 2:30:39 PM
Electronic Record and Signature Disclosure: Accepted: 8/15/2025 2:30:19 PM ID: 4c43927a-bef8-4a16-b638-0ca8d42ac1a6		

Signer Events	Signature	Timestamp
Jeremy Metz JMetz@westmetrofire.org Security Level: Email, Account Authentication (None)	DocuSigned by: ED179E4BBA7249A... Signature Adoption: Uploaded Signature Image Using IP Address: 50.206.109.2	Sent: 8/15/2025 2:26:39 PM Viewed: 8/18/2025 7:41:36 AM Signed: 8/18/2025 12:32:11 PM

Electronic Record and Signature Disclosure:
      Accepted: 8/18/2025 7:41:36 AM
      ID: 770a4b81-8d8b-498d-a388-f6a3ec59b239		

Jim Tsurapas jtsurapas@parkeronline.org Security Level: Email, Account Authentication (None)	DocuSigned by: 903A4923A6A0409... Signature Adoption: Drawn on Device Using IP Address: 2600:100e:b04b:27e:c4b8:e9f1:d5a3:a0f5 Signed using mobile	Sent: 8/15/2025 2:26:37 PM Viewed: 8/25/2025 5:29:38 PM Signed: 8/25/2025 5:29:55 PM

Electronic Record and Signature Disclosure:
      Accepted: 8/25/2025 5:29:38 PM
      ID: 770ce597-5a65-4664-8bcf-d493c00eac16		

John Curtis John.Curtis@southmetro.org Security Level: Email, Account Authentication (None)	Signed by: John Curtis 0234DB5827994DD... Signature Adoption: Pre-selected Style Using IP Address: 65.144.188.106	Sent: 8/15/2025 2:26:40 PM Viewed: 8/18/2025 12:17:15 PM Signed: 8/18/2025 1:30:46 PM

Electronic Record and Signature Disclosure:
      Accepted: 8/18/2025 12:17:15 PM
      ID: 9191c0a5-1454-469e-94c3-38ea82837ab2		

John Oravez j.oravez@westdouglasfire.org CHIEF Security Level: Email, Account Authentication (None)	DocuSigned by: John Oravez EDF9C07BB000486... Signature Adoption: Pre-selected Style Using IP Address: 2605:59c8:5205:7f08:40e7:74b1:14be:6ee1	Sent: 8/15/2025 2:26:37 PM Viewed: 8/18/2025 3:08:43 PM Signed: 8/18/2025 3:09:01 PM

Electronic Record and Signature Disclosure:
      Accepted: 8/18/2025 3:08:43 PM
      ID: 8f11cd0d-68f3-4bfa-8e30-6edcc71d95d0		

Kirk Wilson kirk.wilson@cityoflonetree.com Kirk Wilson Security Level: Email, Account Authentication (None)	DocuSigned by: Kirk Wilson 04241F2AC16C4EC... Signature Adoption: Pre-selected Style Using IP Address: 50.225.153.210	Sent: 8/15/2025 2:26:38 PM Viewed: 8/19/2025 9:43:06 AM Signed: 8/19/2025 9:43:43 AM

Electronic Record and Signature Disclosure:
      Accepted: 3/26/2025 3:20:45 PM
      ID: 7866daf7-0630-44b0-b71b-12a90b3b8d06		

Signer Events	Signature	Timestamp
Michael Hill mhill@douglas.co.us Health Department Director Security Level: Email, Account Authentication (None)	**Signed by:** *Michael Hill* C2D084EAF6274D7... Signature Adoption: Pre-selected Style Using IP Address: 67.135.160.226	Sent: 8/15/2025 2:26:33 PM Viewed: 8/18/2025 8:15:19 AM Signed: 8/18/2025 8:15:33 AM
Electronic Record and Signature Disclosure: Not Offered via Docusign		
Michael Penny michael.penny@castlepinesco.gov City Manager City of Castle Pines Security Level: Email, Account Authentication (None)	**Signed by:** *Michael Penny* 736678195D24454... Signature Adoption: Pre-selected Style Using IP Address: 71.24.159.25	Sent: 8/15/2025 2:26:38 PM Viewed: 8/18/2025 6:49:43 AM Signed: 8/18/2025 6:49:57 AM

Electronic Record and Signature Disclosure:
    Accepted: 8/18/2025 6:49:43 AM
    ID: 3412f347-189b-4ec2-afef-183b9bb36c20		

Norris W. Croom III ncroom@crgov.com Fire Chief Security Level: Email, Account Authentication (None)	**Signed by:** *Norris W. Croom III* E29B3E758748405... Signature Adoption: Pre-selected Style Using IP Address: 66.59.221.10	Sent: 8/15/2025 2:26:34 PM Viewed: 8/16/2025 4:52:14 AM Signed: 8/16/2025 4:52:45 AM

Electronic Record and Signature Disclosure:
    Accepted: 8/16/2025 4:52:14 AM
    ID: ed1e6193-4f2e-4d60-a5ce-cd144fab7ab8		

Raeann Brown rbrown1@douglas.co.us Coroner Douglas Security Level: Email, Account Authentication (None)	**DocuSigned by:** *Raeann Brown* F29D8E91B6E84C3... Signature Adoption: Pre-selected Style Using IP Address: 67.135.162.252	Sent: 8/15/2025 2:26:32 PM Viewed: 8/19/2025 9:53:31 AM Signed: 8/19/2025 10:09:56 AM

Electronic Record and Signature Disclosure:
    Accepted: 1/23/2023 12:32:28 PM
    ID: d407a8b0-e11c-4a74-bfa8-1f8f839aa3df		

Renee Anderson randerson@highlandsranch.org Security Level: Email, Account Authentication (None)	**Signed by:** *Renee Anderson* A1027D3BC02C4F7... Signature Adoption: Pre-selected Style Using IP Address: 204.57.30.72	Sent: 8/19/2025 8:00:46 AM Viewed: 8/25/2025 8:46:04 AM Signed: 8/25/2025 8:47:55 AM

Electronic Record and Signature Disclosure:
    Accepted: 8/25/2025 8:46:04 AM
    ID: 2ed1c761-dab2-4cea-9bfa-62c319eac17f		

Sheri Davis sdavis1@douglas.co.us Douglas County Clerk & Recorder Security Level: Email, Account Authentication (None)	**DocuSigned by:** *Sheri Davis* FDCEF4B58F0D496... Signature Adoption: Pre-selected Style Using IP Address: 67.135.160.242	Sent: 8/15/2025 2:26:32 PM Viewed: 8/18/2025 3:50:40 PM Signed: 8/25/2025 2:05:13 PM
Electronic Record and Signature Disclosure:		

Signer Events	Signature	Timestamp
Accepted: 8/12/2021 11:44:43 AM ID: 5d2103e8-e317-4662-a7bb-045f618af8f5		
Steve Brown chiefmcvfd@gmail.com Security Level: Email, Account Authentication (None)	**Signed by:** *Steve Brown* 3DF4733D171343E...	Sent: 8/15/2025 2:26:36 PM Viewed: 8/15/2025 2:29:46 PM Signed: 8/15/2025 2:31:23 PM
	Signature Adoption: Pre-selected Style Using IP Address: 75.166.245.31 Signed using mobile	
Electronic Record and Signature Disclosure: Accepted: 8/15/2025 2:29:46 PM ID: d2c336a4-301c-451e-be7c-a77874d9c0a7		
Tim McCawley tmccawley@larkspurfire.org Fire Chief Security Level: Email, Account Authentication (None)	**Signed by:** *Tim McCawley* B2206E212E4C417...	Sent: 8/15/2025 2:26:35 PM Viewed: 8/19/2025 7:10:51 AM Signed: 8/19/2025 7:12:46 AM
	Signature Adoption: Pre-selected Style Using IP Address: 50.209.237.233	
Electronic Record and Signature Disclosure: Accepted: 8/19/2025 7:10:51 AM ID: d38ccb8e-d626-46be-871f-22c7545beb4d		
Toby Damisch tdamisch@douglas.co.us Security Level: Email, Account Authentication (None)	**Signed by:** *Toby Damisch* D2565E53103B4A8...	Sent: 8/15/2025 2:26:32 PM Viewed: 8/22/2025 10:26:49 AM Signed: 8/22/2025 10:27:10 AM
	Signature Adoption: Pre-selected Style Using IP Address: 67.135.162.226	
Electronic Record and Signature Disclosure: Accepted: 8/22/2025 10:26:49 AM ID: 11f55ed7-415e-4bcc-85a7-87d5d3871f44		

In Person Signer Events	Signature	Timestamp

Editor Delivery Events	Status	Timestamp

Agent Delivery Events	Status	Timestamp

Intermediary Delivery Events	Status	Timestamp

Certified Delivery Events	Status	Timestamp

Carbon Copy Events	Status	Timestamp

Witness Events	Signature	Timestamp

Notary Events	Signature	Timestamp

Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	8/15/2025 2:26:41 PM
Envelope Updated	Security Checked	8/19/2025 8:00:45 AM
Envelope Updated	Security Checked	8/27/2025 12:00:55 PM
Envelope Updated	Security Checked	8/27/2025 12:00:55 PM
Envelope Updated	Security Checked	8/27/2025 12:00:55 PM
Certified Delivered	Security Checked	8/22/2025 10:26:49 AM

Envelope Summary Events	Status	Timestamps
Signing Complete	Security Checked	8/22/2025 10:27:10 AM
Completed	Security Checked	8/27/2025 12:00:55 PM

Payment Events	Status	Timestamps

Electronic Record and Signature Disclosure

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