



Town of New Castle **Planning/Building/Emergency
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Memo

To: Mayor Bob Gordon and Town Councilors
From: Tim Cain
Date: July 27, 2015
RE: Emergency Operations Plan Adoption and ESF Procedure

EOP Background/Discussion:

The Town's Emergency Operations Plan was adopted by Ordinance 2009-7. It is my opinion that we adopt, by resolution, the Garfield County EOP which has been approved by the county commissioners.

Dave McConaughy suggested that he add wording like this:

“The Emergency Plan attached hereto as Exhibit B is hereby adopted and may be amended from time to time by resolution, as necessary.”

If we adopt this wording, then we can adopt future plans if needed by resolution instead of re-drafting another ordinance.

Recommendation:

Staff requests that Mayor Bob Gordon and Town Councilors adopt the 2015 GARCO Emergency Operations Plan.

ESF Background/Discussion:

Our Town and GARCO EOP lists 15 Emergency Support Functions (See hand-out). There is a short description after each ESF that covers the very basics of each ESF responsibilities. I did not create a separate section for each ESF as an annex to our Town 2009 EOP.

GARCO Emergency Manager, Chris Bornholdt, has recommended that we select individual ESF's that we, as a Town, can perform prior to seeking mutual aid from other municipalities or agencies in case of disaster. He suggested we adopt ESF's by resolution separate from passing a new ordinance.

Recommendation:

Staff will convene later this month and select the appropriate ESF's and recommend that council adopt them by resolution.



Emergency Operations Plan

2015

Volume I: Basic Plan

Copy Number I

Resolution page

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- EOC Manager
- County Department Heads
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- Agency Representatives
- Public Information Officer (PIO)/External Affairs

OPERATIONS

- Operations Section Chief
- Communications Branch
- Firefighting Branch
- Public Health and Medical Services Branch
- Search and Rescue Branch

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- Oil and Hazardous Materials Branch
- Public Safety and Security Branch

PLANNING

- Planning Section Chief
- Emergency Management Branch

LOGISTICS

- Logistics Section Chief
- Transportation Branch
- Public Works and Engineering Branch
- Mass Care, Shelter and Human Services Branch
- Logistics Management and Resource Support Branch
- Agriculture and Natural Resources Branch
- Energy Branch

FINANCE AND ADMINISTRATION

- Long Term Community Recovery and Mitigation Branch

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VOLUME IV – NOTIFICATION AND RESOURCE MANUAL (NARM)

Notification and Resource Manual

RELATED SUPPORTING PLANS (Published Separately)

1. Nuclear/Radiological Emergency Response Plans
2. Hazardous Materials – SARA Plans
3. Emergency Action Plans for Hazard Potential Category 1 and 2 Dams
4. Continuity of Government Plan/Continuity of Operations Plan
5. Hazard Mitigation Plan
6. Special Events Plans
7. Prison Plans
8. School Plans
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FOREWORD

The Garfield County Emergency Operations Plan (EOP) outlines how the County Government complies with and implements the requirement of the Colorado Division of Emergency Management to protect the lives and property of the citizens of the county. The county EOP serves as a bridge between the Local Municipal Emergency Operations Plan and the State of Colorado Emergency Operations Plan.

EXECUTIVE SUMMARY

General: This plan prescribes emergency response procedures for Garfield County, while it reflects the structure of emergency management throughout the State of Colorado and the nation. This plan serves as an emergency management link between local municipalities and state government while incorporating the federal organizational concepts of the National Response Framework (NRF.)

All emergency response activities within the county will utilize the National Incident Management System (NIMS). This includes prescribed incident command structures that will be used by local emergency responders at the scene of emergencies, and at the county Emergency Operations Center (EOC).

This plan employs a functional, all-hazards approach that manages the assistance that the county is likely to need or provide by defining fifteen (15) Emergency Support Functions (ESFs). These functions are basically the same as those at the state and federal levels.

Organization: The plan is divided into four sections, all published separately. This allows users to separate those portions that may contain personal information (the items in Sections III and IV) or information that may need to be kept confidential.

Section I contains:

- The Basic Plan which describes procedures and principles for organizing emergency response throughout the county. It contains overarching structures and assigns responsibilities to various organizations in the county.
- A listing of Related Supporting Plans that;
 - depend on this plan for assignment of responsibilities and operational principles and may supplement this plan during specific emergencies,
 - because of regulatory requirements or the specific nature of the hazards they address, should stand alone,
 - are published separately, and incorporated into this plan by reference,
 - In some cases contain personal or sensitive information and are exempted from the provision of the Right-to-Know Law, and from release to the general public.
- Appendices that provide additional information (definitions, explanation of terms, maps, etc.) that will be helpful during emergency response.

Section II contains: ESF Annexes that describe the fifteen emergency support functions and how they will be accomplished.

Section III contains:

- Functional Checklists that provide suggested tasks for each of the principal positions in the county EOC.

- Blank Forms that will be needed for the operation of the County EOC, and for reporting damages and other operational data to state government.

Section IV contains: Garfield County Resource Management Annex that contains access to resources, facilities, personnel, equipment and supplies that are available to the county, along with contact procedures that will be needed to procure that resource for use during an emergency. It also contains the names of persons and facilities that require special notifications.

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RESOLUTION

A RESOLUTION APPROVING AND ADOPTING THE GARFIELD COUNTY EMERGENCY OPERATIONS PLAN. THIS PLAN IS DESIGNED TO COMPLY WITH ALL APPLICABLE STATE AND COUNTY LAWS AND REGULATIONS AND PROVIDES THE POLICIES AND PROCEDURES TO BE FOLLOWED IN DEALING WITH NATURAL OR HUMAN CAUSED EVENTS OR DISASTERS.

THIS PLAN SUPERSEDES ALL PREVIOUS PLANS.

RESOLUTION DATED THIS _____ DAY OF _____, 2015.

COMMISSIONER CHAIRPERSON

COMMISSIONER

COMMISSIONER

COUNTY MANAGER

(OFFICIAL SEAL OF THE COUNTY)

EMERGENCY MANAGER

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I. PURPOSE and SCOPE

- A. Purpose:** This plan is to prescribe those activities to be taken by Garfield County government and officials to coordinate emergency response activities, provide support to their citizens, and interface with the private sector, political subdivisions and the Garfield County government for the purpose of protecting lives and property in the event of a natural or human-caused event or disaster. This plan serves to satisfy the requirements of the Colorado Division of Emergency Management (CDEM) and Comprehensive Preparedness Guide CPG 101. This plan is designed as an "All-Hazards" plan. Its organization into Emergency Support Functions allows it to be used for disasters and emergencies of all types.
- B. Scope:** The plan will apply to all emergencies that require county-level response and multijurisdictional responses that occur within the geographic boundaries of the County, and to the use of county emergency response assets for response to emergencies in other counties and jurisdictions. The plan is applicable to all assets of county government and supporting emergency response organizations within the county.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. County Location and Description:

Garfield County is located in the Northwest portion of Colorado and encompasses a land area of 2,958 square miles/ 1,893,120 acres. According to the 2010 Census of the United States, the population of the county is 56,389. Glenwood Springs is the county seat and is located in the Southeast portion of the county. About 62% of all Garfield County lands are federally owned, Bureau of Land Management: 615,973 Acres, U.S. Forest Service: 515,865 Acres and Bureau of Reclamation: 2,335 Acres. Approximately 806 square miles, (27 percent) of the county is forest, 783 square miles (26.5 percent) is agriculture, 2886 square miles (97.5 percent) is considered rural and 72.3 square miles (2.4 percent) is considered urban. There are 227 miles of state and federal highways and 1446 miles of secondary and municipal roads in the county. The County is comprised of 6 local municipalities and has 5 School Districts.

2. County Capabilities and Resources:

- a. Garfield County Emergency Communication Authority 9-1-1 Center** serves as an emergency communications hub for the entire county.

- b. This plan contains a Notification and Resource Manual (NARM) which lists resources available from county, local municipal and private assets.
 - c. Mutual Aid and Support: The County is a member of the Northwest All-Hazards Emergency Management Region. The county also has numerous mutual aid agreements with surrounding counties.
3. County Hazard Vulnerability:

The County is subject to a variety of hazards. According to the county Hazard Vulnerability Analysis (HVA) contained in the County Hazard Mitigation Plan, the most likely and damaging of these are:

- a. Wildland Fire
- b. Landslides

B. Assumptions:

- 1. A major disaster, emergency or terrorism event may cause numerous fatalities and injuries, property loss, and disruption of normal life-support systems, and will have an impact on the regional economic, physical, and social infrastructures.
- 2. The extent of casualties and damage will depend on factors such as the time of occurrence, severity of impact, weather conditions, population density, building construction, and the possibility of cascading events such as fires, explosions, structural collapse, contamination issues, loss of critical infrastructure and floods.
- 3. A major disaster or emergency will overwhelm the capabilities of the local municipal governments and/ or special districts along with their emergency response agencies.
- 4. The county will coordinate and support the activities of multiple political subdivisions in accordance with the provisions of the Colorado Division of Emergency Management (CDEM). Garfield County Emergency Manager may need to respond on short notice to provide timely and effective assistance.
- 5. Using the tiered response system, resources and capabilities of the regional task force may be requested by the county to provide additional coordination and support, in accordance with The Counterterrorism Planning, Preparedness and Response Act of 2002.
- 6. Upon a determination that resource requests exceed or may exceed locally available resources, the Garfield County Emergency Manager will

request assistance from the Colorado Division of Emergency Management Agency (CDEM).

7. The occurrence of a major disaster or emergency may result in the declaration of a disaster emergency by the Governor. Depending upon the severity of the event, the Governor may request a Declaration of Emergency or Major Disaster from the President, or a declaration of Economic Emergency from the administrator of the Small Business Administration.
8. The Colorado Division of Emergency Management Agency (CDEM) will make aid available to the county and all of its political subdivisions that have not opted out of the system. CDEM will be utilized in response to emergencies and disasters that require actions beyond the capacity of the local municipality or the county in which the incident occurs.

III. CONCEPT OF OPERATIONS

A. General:

1. NIMS: All emergency response within the county will follow the National Incident Management System (NIMS) that has been specified by the U.S. Department of Homeland Security. This includes:
 - a. The designation of an Incident Commander, and, if necessary, an Incident Management structure;
 - b. The use of resource definitions specified by NIMS; and
 - c. Communication and planning protocols used in NIMS.
2. Phasing: All disasters start at the local level. Response will start there as well, and will escalate with the scope of the incident.
 - a. Initial response to disasters, emergencies and terrorism related incidents is normally handled by local responders, dispatched by county 9-1-1.
 - b. If it appears that the incident will grow beyond the capabilities of the locality, or if more than one local municipality will be involved in response, the county Emergency Manager will assist with coordination of the efforts.
 - c. If local resources become overwhelmed, the county will provide supplemental assistance.
 - d. If county resources are not adequate, the county Emergency Manager will turn to other counties, in the Northwest Region and/or the state for assistance.

B. Intergovernmental Assistance: The County Emergency Manager and elected officials will develop agreements with nearby counties as well as incorporating support from state government. Non-routine requests for out-of-county support will be processed through the County EOC or Emergency Management office.

1. CDEM will provide materials and equipment as well as assistance in the form of specialized incident support teams (ISTs/IMTs) as available.
2. Adjacent Counties and other governments will render assistance in accordance with the provisions of mutual aid or intergovernmental support agreements in place at the time of the emergency.
3. The provisions of the Northwest Region, the County Communications plan and the associated mutual aid agreements will also apply.
4. The county Emergency Management Office and other agencies will establish regular communication with state agency offices supporting the county (Colorado Departments of Agriculture and Transportation, State Police, etc.)
5. Requests for unmet needs will be forwarded to the state EOC through Web EOC.

C. Direction, Control, Coordination and Support

1. County Elected Officials are responsible for the protection of the lives and property of the citizens and they exercise ultimate control of emergency activities within the county.
2. The Emergency Operations Center (EOC) will be used for decision-makers to exercise direction and control of county operations, to gather information and to coordinate activities of the responders during emergency situations.
 - a. The EOC is not normally activated, but will be activated as needed.
 - b. The location of the EOC is listed in the Notification and Resource Manual (Section IV of this plan).
3. The Emergency Manager may act on behalf of the County Elected Officials. The County EOC may be activated by the EM or the elected officials during an emergency.
4. The County EOC will use an operational structure that is based on the Incident Command System defined in the National Incident Management

System. This mirrors the structure used at the state and outlined in the National Response Framework (NRF).

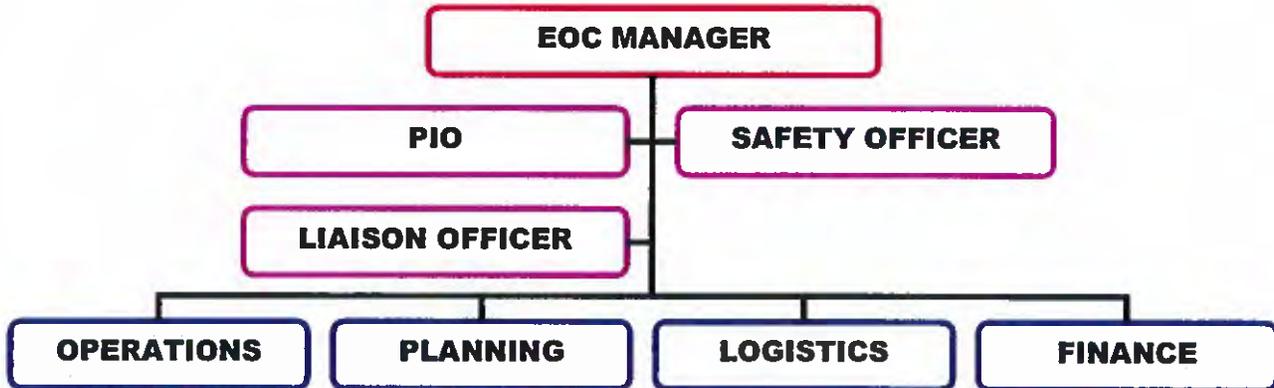


Figure 1 – EOC Incident Management Structure

5. The initial Incident Command/Unified Command (IC/UC) at an incident site will be from the service having primary jurisdiction (fire, police, emergency medical services, etc). As an incident progresses, the primary jurisdiction may change. If the line of jurisdiction becomes unclear, a unified command should be formed.
 - a. The on-site IC will coordinate with the Emergency Manager (EM) as much as possible.
 - b. If the county EOC is operational, it will coordinate with the scene through the local EM (if available). If the local EM is unavailable, the IC/UC at the incident site will coordinate directly with the county EOC.
 - c. The EOC Manager in the EOC will NOT assume command of those resources on-scene. The EOC will support the efforts of the on-site IC/UC.

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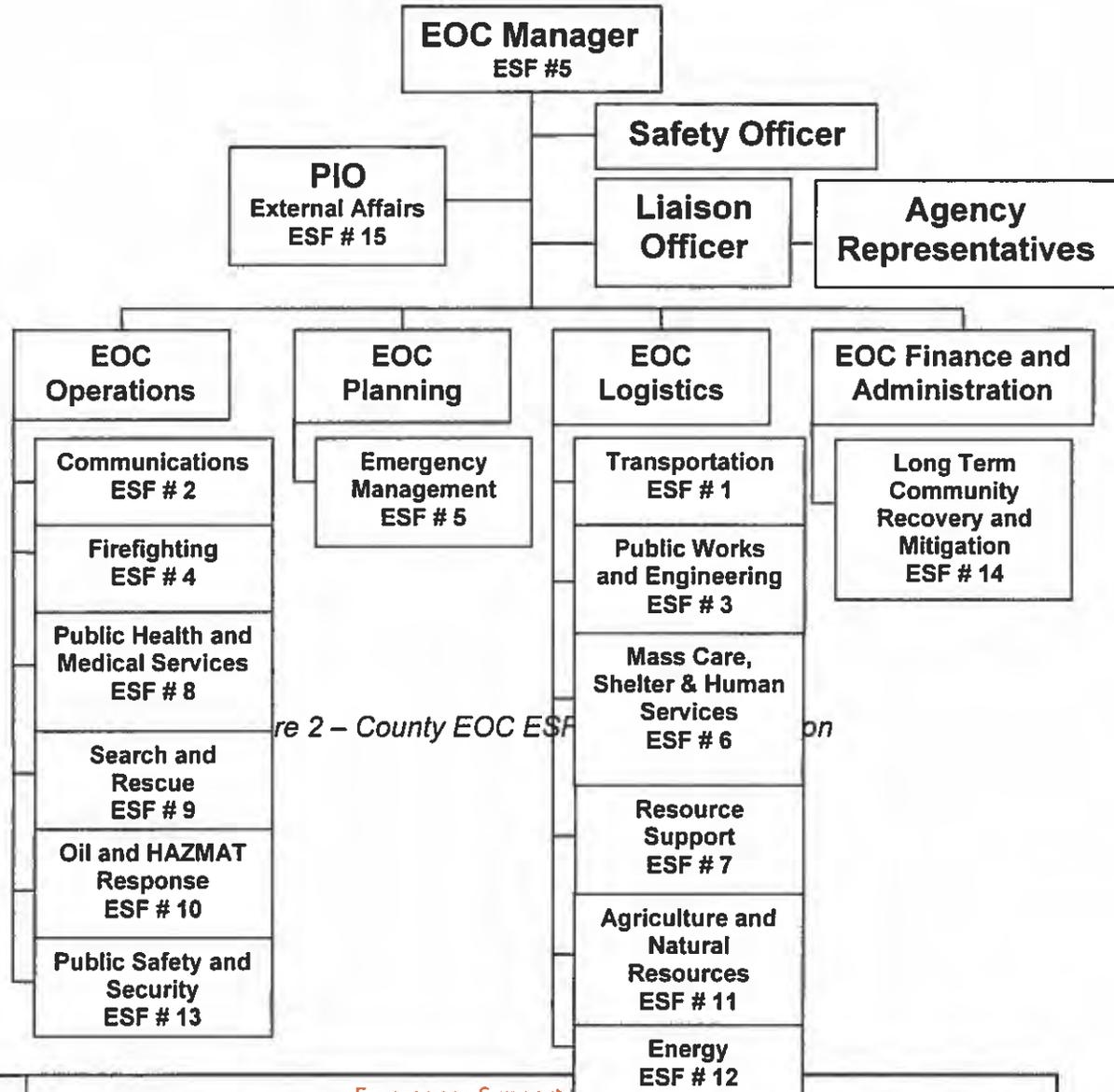
| ESF | FUNCTION | PRINCIPAL DUTY |
|-----|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Transportation | Provide/control transportation resources and infrastructure. |
| 2 | Communications | Provide/maintain telecommunications and Information Technology (IT) resources. |
| 3 | Public Works & Engineering | Provide engineering and heavy equipment support. |
| 4 | Firefighting | Suppress fires and assist local firefighting efforts. |
| 5 | Emergency Management | Coordinate countywide emergency response functions; collect/share/analyze/disseminate information; track resources; arrange for the reception and distribution of goods; coordinate debris management. |
| 6 | Mass Care, Shelter, & Human Services | Coordinate shelter and feeding operations. |
| 7 | Logistics Management and Resource Support | Provide equipment and supplies. |
| 8 | Public Health & Medical Services | Coordinate medical care, public and crisis counseling and mortuary services. |
| 9 | Search & Rescue | Coordinate search and rescue missions including: urban, wilderness and underground. |
| 10 | Oil & Hazardous Materials Response | Respond/assist in incidents involving release of petroleum or other hazardous materials that may harm humans or the environment. |
| 11 | Agriculture & Natural Resources | Provide bulk food supplies; monitor animal feed and food production facilities and the health of livestock and food crops; coordinate animal safety/sheltering, protect natural, cultural and historic resources. |
| 12 | Energy | Maintain and restore the supply of energy. |
| 13 | Public Safety & Security | Provide physical security for citizens and their property; suppress criminal activity. |
| 14 | Long Term Community Recovery and Mitigation | Protect and restore human services, infrastructure and business environment in the disaster areas. |
| 15 | External Affairs | Provide information to the public through direct means and through the public media. Manage Public Inquiry and community outreach. |

Table 1: Emergency Support Functions (ESF)

6. Emergency Response will be managed through the fifteen Emergency Support Functions (ESF) outlined in Table 1. The actual functions of the ESFs are detailed in Sections II and III of this plan.

7. Within the EOC, the ESFs have been assigned to the general staff sections of the incident command structure (Figure 2). This provides for better coordination and control. As situations require, direct collaboration between ESFs will be conducted.

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Emergency Support

| Department/Agency's | Emergency Support | | | | | | | | | | | | | | |
|-----------------------|-------------------|-------------------|-------------------------------|------------------|-------------------------|---------------------------------------|--------------------------------------------|-------------------------------------|--------------------|----------------------------------------|-------------------------------------|------------|------------------------------|-----------------------------------------------|----------------------|
| | #1 Transportation | #2 Communications | #3 Public Works & Engineering | #4 Fire fighting | #5 Emergency Management | #6 Mass Care, Shelter, Human Services | #7 Logistics Management & Resource Support | #8 Public Health & Medical Services | #9 Search & Rescue | #10 Oil & Hazardous Materials Response | #11 Agriculture & Natural Resources | #12 Energy | #13 Public Safety & Security | #14 Long term Community Recovery & Mitigation | #15 External Affairs |
| BOCC | S | S | S | S | S | S | S | S | S | S | S | S | S | U | U |
| County Administration | S | S | S | S | S | S | S | S | S | S | S | S | S | U | S |
| County Assessor | | | | | | | S | | | | | | | S | S |
| County Attorney | | | | | S | | S | | | | | | S | S | S |
| Emergency Management | S | S | S | S | P | S | U | S | S | U | S | U | S | S | S |

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| | | | | | | | | | | | | | | | |
|-------------------------------------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Sheriff | S | | | U | S | | S | | P | U | S | S | U | S | U |
| Building & Planning | | | S | | S | | S | | | | | | S | S | S |
| Public Health & Environment | | | | | S | | S | | P | | | S | | S | S |
| County Coroner | | | | | S | | S | | S | | | | | S | S |
| Public Relations | S | S | S | S | S | S | S | S | S | S | S | S | S | S | S |
| Information Systems | | S | | | S | | S | | | | | | | S | S |
| Finance | | | | | S | | S | | | | | | | | S |
| Human Services | | | | | S | | P | S | | | | | | | S |
| Road & Bridge | P | | | U | S | | S | | | | | | | | S |
| County Engineer | | | | U | S | | S | | | | | | | | S |
| Human Resources | | | | | S | | S | | | | | | | | S |
| RACES | | S | | | S | | S | | | | | | | | S |
| Colorado West Mental Health | | | | | S | S | S | | | | | | | | S |
| American Red Cross | S | | | | S | S | S | | | | | | | S | S |
| RFTA | S | | | | S | | S | | | | | | | | S |
| VOAD | S | | | | S | S | S | | | | | | | S | S |
| Public Utilities | | | | | S | | S | | | | | | U | | S |
| Local, State & Federal Agencies | S | S | S | S | S | S | S | S | S | S | S | S | S | S | S |
| Hospitals | | | | | S | | S | S | | | | | | | S |
| Garfield County Emergency Communications Center | S | P | S | S | S | S | S | S | S | S | S | S | S | S | S |
| Private Sector Resources | | | | | S | | S | | | | | | | | S |
| School Districts | S | | | | S | S | S | | | | | | | | S |
| Extension Office | | | | | S | | S | | | | | | P | | S |
| Fire Districts | | | | U | S | | S | S | S | U | | | | S | S |
| Police Departments | | | | | S | | S | S | S | | | | | U | S |

8. In those cases where an ESF is not staffed, ICS doctrine dictates that responsibilities and activities of that ESF revert to the section chief. If the section chief position is not filled, the responsibilities revert to the EOC Manager.

9. The County EM will monitor local events through media outlets, internet sites, the county 9-1-1 center, reports from the National Weather Service or other sources. Based on impending events, the EOC manager will consider a partial or full activation of the EOC.

10. Other Emergency Plans may be applicable and provide detail to supplement this plan:

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- a. An incident involving hazardous substances, weapons of mass destruction or a nuclear / radiological incident may involve response prescribed by other (incident specific) plans (Regional Task Force Response Plan, Superfund Amendments And Reauthorization Act (SARA) Plan, Nuclear/Radiological Emergency Response Plan, High Hazard Dam Plan, etc.). These plans provide additional information or details, but do not supersede or replace this County EOP.
- b. If the incident involves implementation of response plans at various levels, Garfield County and Colorado Division of Emergency Management shall serve to coordinate to the maximum extent practical to ensure effective actions.

11. Integration of Response, Recovery and Mitigation Actions:

- a. Following a disaster, immediate response operations to save lives, protect property, and meet basic human needs have precedence over recovery and mitigation. Recovery actions will be coordinated and based upon availability of resources.
- b. Mitigation opportunities will be considered throughout disaster operations.

12. Activation of the Garfield County Emergency Operations Center (EOC):

- a. The EOC Manager will determine which ESFs are needed in the EOC and will contact the required ESFs.
- b. Activation of the EOC may be phased in four levels, with Level IV being normal operations, and Level I involving a maximum effort on the part of all County agencies.

| PHASE | EVENT | SCOPE | EXAMPLES |
|-----------|-----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|----------|
| LEVEL IV | Normal Operations, routine, localized events with relatively minor damages | 9-1-1 center monitoring the situation, contacted EM | |
| LEVEL III | Threats that require situational awareness, planning or possible county-level response | County EM reports to the EOC or incident site to monitor needs for county or out-of county resources | |
| LEVEL II | Threats that require increased situational awareness, coordination or damage assessment | Partial mobilization of EOC Staff, & ESFs as required. | |
| LEVEL I | Catastrophic damage involving the entire county or | Full mobilization of EOC Staff with all available ESFs. | |

neighboring counties

Table 2 – Levels of EOC Activation

- D. Continuity of Operations Planning (COOP):** The County Continuity of Operations Plan (published as a separate, related plan) contains procedures to ensure that county government continues to provide services to the citizens.
1. Lines of succession specify replacements for principal elected officials should the incumbents be unable to perform the responsibilities of their office. The line of succession should be at least three deep, i.e. it should specify at least two replacements for principal officials.
 2. Emergency Authority: The County Commissioners (County Executive) have authority, under emergency conditions, to:
 - a. Declare a state of emergency;
 - b. Proclaim and enforce curfews;
 - c. Shut down nonessential government operations;
 - d. Issue emergency executive orders, proclamations, and regulations that have the full force and effect of law in coordination with State authorities.
 3. An Alternate EOC (AEOC) that has the basic minimum capabilities of the EOC has been designated. Its location and capabilities are specified in the Notification and Resource Manual (Section IV of this plan).
 4. Vital Records Safeguarding: Each county elected official and department/agency is responsible for identifying, selecting and protecting vital records, both paper and automated, that are essential for continued public well-being.
 5. Local Municipalities: Each political subdivision should have a COOP Plan that specifies the Line of Succession, critical functions, vital records and the procedures for safeguarding them.
- E. Political Subdivisions adopting the County Plan as their own:** To satisfy the requirements of the Emergency Management Services Code (35 Pa C.S., §7101-7707), each political subdivision must have an Emergency Operations Plan. CDEM has encouraged regionalization of local emergency management programs, including adoption of the county plan as their own.
1. Within Garfield County, the political subdivisions listed in Appendix 5 have passed resolutions that adopt the county plan as their own.

2. Accordingly, for those municipalities:
 - a. The requirement for a local Emergency Manager (EM) remains. The local EM will coordinate preparedness, especially logistical preparedness in the municipality. During time of emergency, the local EM will function as a deputy to the County EM, with primary responsibility for damage reporting and assessment in his/her area. In case of emergencies in political subdivisions other than her/his own, the local EM/deputy will assist with damage reporting and assessment in those affected parts of the county.
 - b. If there is an emergency in the affected township/city, there may be no local EOC, or the local EOC may be co-located with the County EOC. In that case, incident coordination will rely on the County. The County Emergency Manager will determine whether to activate the County EOC in support of the local incident.
 - c. The political subdivision will maintain:
 - 1) A Notification and Resource Manual (see Section IV of this plan) and will ensure that a current copy of the manual is available to the County EM.
 - 2) Functional checklists or SOPs for local reaction to emergencies.
 - d. The local EM will also coordinate public disaster awareness and individual preparedness for the citizens of his/her municipality.

IV. RESPONSIBILITIES: ESF responsibilities in this plan mirror those in the National Response Framework and State Emergency Operations Plan. As listed below, they are broken into the Prevention and Preparedness Phases (before the disaster strikes) and the Response and Recovery Phases (after the disaster.)

A. ESF Responsibilities: Each ESF has been assigned at least one "Primary" and one "Support" agency. In cases where more than one agency has primary jurisdiction over functions within an ESF, a "Unified agency" is designated from among them. Where there is only one agency with primary jurisdiction, that agency is also the coordinating agency. See page 8 of this plan for primary and support designations spreadsheet.

1. **Unified Agencies:** The Unified Agency provides expertise and management for the designated function, especially during pre-disaster phases. It will coordinate the actions with the other unified agencies and all of the support agencies assigned to the ESF.
2. **Primary Agencies:** The "Primary Agency" will support the mission of the ESF and the coordinating agency by applying its authority or jurisdiction over (portions of) the ESF.

3. Support Agencies: "Support Agencies" provide support for the mission by providing resources and accomplishing tasks assigned by the primary agency.

B. Command Staff:

1. Elected Officials

- a. Prevention and Preparedness Phases:
 - 1) Responsible for establishing a county emergency management organization;
 - 2) Provide for continuity of operations;
 - 3) Establish lines of succession for key positions;
 - 4) Prepare and maintain this EOP in consonance with the State Emergency Operations Plan;
 - 5) Establish, equip and staff an EOC.
- b. Response and Recovery Phases:
 - 1) Issue Protective Action Recommendations (PAR) (to evacuate or to shelter in place) as needed (See the Colorado Evacuation Planning & Implementation Guidebook on the CDEM website)
 - 2) Issue declarations of disaster emergency if the situation warrants; and
 - 3) Apply for federal post-disaster funds, as available.

2. Emergency Manager

- a. Prevention and Preparedness Phases:
 - 1) Prepare and maintain an EOP for the county subject to the direction of the elected officials, review and update as required;
 - 2) Maintain coordination with the local municipal EM and provide prompt information in emergencies, as available;
 - 3) Identify hazards and vulnerabilities that may affect the county or its political subdivisions in coordination with the municipal EMs;
 - 4) Identify resources within the County that can be used to respond to a major emergency or disaster situation and request needed resources from CDEM;
 - 5) Recruit, develop, train and maintain qualified personnel to staff the EOC and for other disaster needs;
 - 6) Attend training and workshops provided by CDEM, FEMA and other sources to maintain proficiency and currency in emergency management and emergency response planning and procedures; and
 - 7) Serve on the executive committee of the Northwest All Hazard Emergency Management Region.
- b. Response and Recovery Phases:

- 1) Maintain emergency response checklists appropriate for the emergency needs and resources of the community;
- 2) Mobilize the EOC and act as, or designate, the EOC Manager (command function) within the EOC during an emergency;
- 3) Make recommendations to the elected officials regarding choice and timing of a Protective Action Recommendation; and
- 4) Compile cost figures for the conduct of emergency operations above normal operating costs.
- 5) Decide whether an Initial Damage Assessment is warranted and ensure that results are forwarded to CDEM.
- 6) Prepare for Joint Preliminary Damage Assessment teams, if needed.

3. External Affairs (ESF #15) Public Information Officer (PIO)

- a. Prevention and Preparedness Phases:
 - 1) Advise elected officials and the County EM about Public Information activities;
 - 2) Work with local EMs to develop and maintain a list of diverse cultural sub-communities, with points of contact and of advocacy groups for special needs populations,
 - 3) Develop and maintain the checklist for the Public Information function; and
 - 4) Assist in the development, review and maintenance of the EOP.
- b. Response and Recovery Phases:
 - 1) Respond to the EOC, the field, or Joint Information Center (JIC) as needed;
 - 2) Advise elected officials and the County EOC Manager/EM about Public Information activities;
 - 3) Coordinate the activities of the JIC; and
 - 4) Develop and release emergency public information before and during and after an emergency.

4. County Department Heads/County Agency Directors
 - a. Prevention and Preparedness Phases:
 - 1) Provide staff support and resources;
 - 2) Assist in the development and maintenance of the EOP; and
 - 3) Develop, review and approve the EOC checklists specific to their agency.
 - b. Response and Recovery Phases:
 - 1) Respond to the EOC or field location as needed; and
 - 2) Provide guidance, direction and authority to agency/department personnel who support the EOC.

5. Liaison Officers
 - a. Prevention and Preparedness Phases:
 - 1) Identify agencies and other organizations that may be needed during disaster response; and
 - 2) Prepare to integrate agency representatives into the EOC.
 - b. Response and Recovery Phases:
 - 1) Respond to the EOC or the field, as needed;
 - 2) Work with agency representatives to the EOC; and
 - 3) Establish communication with affected local municipalities and with other agencies that are affected by the emergency.

6. Agency Representative (from CDEM, CSP, CDOT, National Guard, School, local municipality, etc.)
 - a. Prevention and Preparedness Phases
 - 1) Work with county EM to identify resources that may be available from their organization;
 - b. Response and Recovery Phases:
 - 1) Respond to the EOC or the field, as needed;
 - 2) Serve as the liaison between their respective agency and the county EOC;
 - 3) Serve as member of ESF Branch if needed;
 - 4) Interface with their respective agency to request/coordinate resources; and
 - 5) Advise elected officials through the EOC Manager.

7. Safety Officer
 - a. Prevention and Preparedness Phases:
 - 1) Identify, monitor and assess hazardous and unsafe situations;
 - 2) Develop measures to ensure personnel safety;
 - 3) Correct unsafe acts or conditions as warranted.

- b. Response and Recovery Phases:
 - 1) Identify, monitor and assess hazardous and unsafe situations;
 - 2) Develop measures to ensure personnel safety.
 - 3) Correct unsafe acts or conditions;
 - 4) Stop or prevent unsafe acts when immediate action is warranted
 - 5) Attend planning meetings to advise on safety matters;
 - 6) Investigate accidents and prepare accident report; and
 - 7) Incorporate lessons learned during emergencies or exercises into the existing plan and procedures.

C. Operations Section:

1. EOC Operations Section Chief

- a. Response and Recovery Phases:
 - 1) Serve as the coordinator of all activities within the Operations Section;
 - 2) Function as the interface between the Operations Section and Command;
 - 3) Ensure that all personnel operating within the Operations Section receive up to date information regarding the situation and the event;
 - 4) Solicit periodic update briefings from the individual staff of the Operations functions; and
 - 5) Provide periodic updates and briefings to Command.

2. Communications (ESF # 2)

- a. Prevention and Preparedness Phases:
 - 1) Develop and maintain the checklist for the Communications function;
 - 2) Assist in the development, review and maintenance of the EOP;
 - 3) Train staff members on the operation of communications systems; and
 - 4) Ensure ability to communicate among the County EOC, field operations and the local municipal EMs.
- b. Response and Recovery Phases:
 - 1) Respond to the EOC or the field, as needed;
 - 2) Assist with notification of key staff;
 - 3) Train staff members on the operation of communications systems;
 - 4) Ensure ability to communicate among the County EOC, field operations and the local municipal EMs; and
 - 5) Advise the EOC chain of command about Communications activities.

3. Firefighting (ESF # 4)

- a. Prevention and Preparedness Phases:
 - 1) Develop and maintain the checklist for the Firefighting function; and
 - 2) Assist in the development, review and maintenance of the EOP.
- b. Response and Recovery Phases:
 - 1) Respond to the EOC or the field, as needed;
 - 2) Coordinate fire services activities;
 - 3) Coordinate route alerting of the public;
 - 4) Assist, as appropriate, with evacuation of affected citizens, especially those who are institutionalized, immobilized or injured;
 - 5) Coordinate the emergency shutdown of light and power;
 - 6) Coordinate the provision of emergency lights and power generation;
 - 7) Assist schools with evacuation, as required; and
 - 8) Advise the EOC chain of command about fire and rescue activities.

4. Public Health and Medical Services (ESF # 8)

- a. Prevention and Preparedness Phases:
 - 1) Develop and maintain the checklist for the Health/Medical Services function;
 - 2) Maintain a listing of hearing and visually impaired, handicapped and other special needs residents, based upon input received from the local EMs, county service providers and other advocacy groups;
 - 3) Coordinate emergency medical activities within the County;
 - 4) In conjunction with the Colorado Department of Health and its Strategic National Stockpile (SNS) program, plan for, staff and train workers for Points of Dispensing (SNS PODs) for the emergency distribution of vaccines and medication in case of bioterrorism or epidemic; and
 - 5) Assist in the development, review and maintenance of the EOP.
- b. Response and Recovery Phases:
 - 1) Respond to the EOC or the field, as needed;
 - 2) Coordinate specialized transportation if evacuation or relocation becomes necessary for hospitals, nursing homes, day care and adult care facilities;
 - 3) Coordinate medical services as needed to support shelter operations;
 - 4) Assist, as appropriate, search and rescue operations;
 - 5) Execute mortuary services in accordance with the Coroner's plan
 - 6) Coordinate provision of inoculations for the prevention of disease; and
 - 7) Advise the EOC chain of command about Health/Medical Services activities.