

ARAPAHOE COUNTY EMERGENCY OPERATIONS PLAN 2025



ARAPAHOE COUNTY

In cooperation with the cities, municipalities, jurisdictions, and special districts within Arapahoe County

Promulgation

This document serves as the formal declaration and announcement of the issuance of the **Arapahoe County Emergency Operations Plan** (EOP).

This plan is designed to help county officials and key community members work together to manage disasters effectively. Its main goals are to protect lives, property, and natural resources while reducing the disaster's impact on the community. It also aims to restore normal county operations and community life as quickly as possible.

All offices of elected officials, departments, agencies, and organizations in the county must create and keep updated internal procedures, training programs, and exercise plans. They are also responsible for managing these plans to support the overall EOP.

Working together to improve emergency plans and procedures is an ongoing process. This should be encouraged by holding meetings between agencies, creating mutual aid agreements, and taking part in emergency training exercises with multiple agencies and jurisdictions.

X

Chair, Board of County Commissioners

X

Clerk and Recorder

Approval and Implementation

In Colorado, the elected leaders of each area are responsible by statute for managing emergencies and disasters. If a situation requires more resources than the county's emergency agencies usually have, the decision-making will follow a chain of command based on the highest-ranking public official available.

1. Board of County Commissioners
2. Arapahoe County Sheriff

In Arapahoe County, the Board of County Commissioners has delegated statutory responsibility for the Director of the county's Emergency Operations and Disaster Agency to the county Sheriff.

This document (Version XXXX issued in 2025) replaces all previous versions of this plan.

Major changes to this document must be approved by the Board of County Commissioners before they can be used or shared. However, the Arapahoe County Office of Emergency Management (OEM) can make minor changes without the Board's approval.

All changes to this document must be recorded in the Record of Changes.

This plan is approved and implemented effective upon adoption by the Board of County Commissioners on XXXX by Resolution No. 25-XXX, which authorizes the Chair of the Board of County Commissioners to sign the Emergency Operation Plan for a period of three (3) years from 2025 to 2028.

Record of change

This document officially records any changes, updates, revisions, or removals made to the Arapahoe County EOP. It is carried over through different major versions of the plan and helps track its development, testing, and maintenance. All changes should be recorded as clearly as possible. The Arapahoe County OEM is responsible for keeping track of updates and making sure they are shared.

Date of Changes	Sections	Page(s)	Description of Changes	Changed by

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Purpose

The Arapahoe County Emergency Operations Plan (EOP) is a guide that helps Arapahoe County agencies plan, manage, and work together before, during, and after significant events, emergencies, or disasters. It provides general rules and steps to follow to keep people safe and help the community recover.

This is a plan, not a step-by-step instruction procedure. The EOP is meant to help organize and manage the kinds of emergencies and disasters that are most likely to happen in the county. It doesn't give exact details on how to respond but brings together important policies and ideas that help create those detailed procedures. In simple terms, this plan explains "what" needs to be done, not "how" to do it. Other documents with specific instructions are referenced when needed.

This EOP follows the rules and guidelines of the National Incident Management System (NIMS), as mandated by Homeland Security Presidential Directive 5 (HSPD-5) and Presidential Policy Directive 8 (PPD-8). Using NIMS helps make sure the County's emergency response and recovery efforts match the national system. This allows different agencies, organizations, and experts to work together smoothly during all kinds of emergencies and disasters.

This plan uses an all-hazards approach, meaning it prepares for all types of emergencies and disasters. It follows federal guidelines like NIMS, the National Response Framework (NRF), the National Preparedness Goal, and the Core Capabilities List. While every disaster is different, the key steps for responding and recovering stay the same.

The plan is divided into three parts:

- 1- Basic Plan: This section introduces the EOP, explains its purpose, and outlines the general responsibilities of county agencies. It also lists the laws and references that give the plan its authority.
- 2- Emergency Support Function (ESF) Annexes: Each annex describes a specific function, the main responsibilities for responding and recovering from emergencies, and which agencies are involved. These are planning guides, not step-by-step instructions, and are usually available to the public. Some related documents may have different rules for public access.
- 3- Annexes: These sections provide more detailed information and instructions for emergency operations. They explain what needs to be done and who is responsible. Unlike the Basic Plan, annexes focus on specific tasks, such as emergency maps, contracts, phone lists, county programs, and response guidelines. Because they contain sensitive information, annexes are not public documents.

Scope

The EOP applies to any incident or event that happens within Arapahoe County. It also applies to events outside the county if they have an impact on the county. This includes emergencies in nearby communities, large disasters in Colorado, or situations where Arapahoe County is asked to help through Mutual Aid. Cities within the county may have their own emergency plans, which they will use for local incidents unless they formally delegate to Arapahoe County. When that happens, this EOP will take effect.

The EOP is designed to be flexible, so it can be adjusted to fit any emergency, big or small, including major disasters. It is not meant for handling everyday emergencies, but it can be useful if multiple routine events happen at the same time and put a strain on Arapahoe County's resources.

The towns and communities in Arapahoe County are listed in Table 1. How much Arapahoe County works with each local government depends on their emergency plans and abilities. Some towns receive extra emergency support through intergovernmental agreements.

Table 1. Jurisdictions in Arapahoe County

Jurisdiction	Government Type
Aurora ^{1, 2}	City
Bennett ¹	Town
Bow Mar ¹	Town
Byers	Unincorporated Town
Centennial ³	City
Cherry Hills Village	City
Columbine Valley	Town
Deer Trail	Town
Englewood ⁴	City
Foxfield	Town
Glendale	City
Greenwood Village	City
Littleton ^{1, 3}	City
Sheridan	City
Strasburg ¹	Unincorporated Town
Watkins ¹	Unincorporated Town

¹ Located in multiple counties

² Statutorily required to maintain Emergency Management Program

³ IGA for Emergency Management Program

⁴ IGA for Emergency Management Technical Assistance

Situation Overview

Arapahoe County is the third-largest county in Colorado, with a population of 656,061 people, according to the 2023 Census. About 98,430 of those people live in unincorporated Arapahoe County. The county stretches 12 miles from north to south at its widest point and 72 miles from east to west, covering a total of 805 square miles. Most of the county is rural and unincorporated, but the western part is highly developed and part of the Denver Metro Area. Even though this area has most of the county population, it only makes up 19% of the county's land.

Arapahoe County has several major roads, including Interstate 25, Interstate 225, Interstate 70, Highway E470, and State Highway 83. There is also a light rail system operated by Regional Transportation District (RTD). Most commercial trains travel north to south along tracks near U.S. Highway 85 and in the eastern part of the county. The county has two airfields: Centennial Airport and Buckley Air Force Base. Major bodies of water include Aurora Reservoir, Quincy Reservoir, Cherry Creek Reservoir, Cooley Lake, Centennial Reservoir, McLellan Reservoir, and Bow Mar Lake. Maps of the county can be found through ArapaMap.

Hazard and Threat Analysis Summary

The Multi-Hazard Mitigation Plan focuses on the hazards most likely to impact the county. This plan includes a detailed analysis of possible dangers in Arapahoe County and should be used for specific information.

In the plan, risk is defined as the chance of a hazard happening and how much damage it could cause to people, services, buildings, and the community. The most common natural hazards in Arapahoe County include severe winter storms, summer storms (such as flash floods, lightning, hail, and tornadoes), extreme temperatures, wildfires, and drought.

The county is also at risk for pandemics, which are handled with local health authorities. Technological risks, like dam failures or hazardous material spills, could be very dangerous but are considered unlikely. Human-caused threats, such as terrorism or civil unrest, are also possible but are generally low risk. If the county receives information that a threat is increasing, it acts by increasing awareness and adjusting safety plans.

Mitigation Overview

Like the Hazard Analysis Summary, this section is explained in detail in Arapahoe County's Multi-Hazard Mitigation Plan. That plan should be used to learn more about mitigation projects, how they work, what progress has been made, and future plans.

Arapahoe County uses several methods to reduce risks, including public education, regular training and practice drills for staff, and raising awareness in the community. Expanded details on mitigation projects are available in the county's Community Master Plans, Community Wildfire Protection Plan, Open Space Use Plan, Fire Operations Plan, and other planning documents.

Assumptions

The planning assumptions in this section outline key facts used to create an effective emergency plan. This list is not complete or exclusive, and only critical assumptions are included for clarity. Basic and reasonable assumptions are understood but not listed.

- 1- This EOP follows the State of Colorado Disaster Emergency Act and meets both state and federal emergency management requirements.
- 2- The plan was developed using the guidelines from the Comprehensive Preparedness Guide 101 Version 3.0 (CPG 101).
- 3- All county and city government offices, departments, agencies, and municipalities mentioned in this plan must create and maintain up-to-date procedures, checklists, or materials for their assigned duties. They are also responsible for training their employees on these procedures.
- 4- The Arapahoe County Sheriff is the Director/Coordinator of Emergency Operations for the county.
- 5- Arapahoe County OEM is responsible for keeping the plan updated, practiced, and revised as needed.
- 6- Arapahoe County follows NIMS and NRF for all emergency responses. ICS will be used for handling incidents, and for larger emergencies, the Arapahoe County EOC will be activated.
- 7- Emergency response and recovery efforts will be flexible and scalable, following ICS, NIMS, and NRF guidelines.
- 8- If an emergency affects multiple areas or agencies, a Unified Command (UC) will be set up. If there are multiple incident locations, an Area Command (AC) will be established to manage them.

CONOPS

The Concept of Operations (CONOPS) section explains how Arapahoe County plans to handle all types of emergencies. This section is designed to be flexible and can be used for any disaster or major event in the county. However, it does not include step-by-step procedures. This section also explains how Arapahoe County fits into the larger emergency response system. The county will take the lead in emergencies where it has jurisdiction. In other cases, it may support other agencies that are responsible for managing the emergency.

All emergencies in Arapahoe County will be handled using NIMS, including the use of Incident Command System (ICS). This system helps organize both the response at the emergency scene and the coordination efforts happening elsewhere in the county, as well as preparation before an incident happens.

Emergency response will start at the scene. If needed, an Incident Command Post (ICP) will be set up, and the area may be adjusted depending on the situation. If the emergency grows and more resources are needed, the Arapahoe County EOC will open to support the ICP.

When an emergency happens in Arapahoe County, alerts will go out through normal dispatching procedures. Sometimes, the county may also be asked to help nearby counties through Mutual Aid. In these cases, the agency in charge of the emergency will follow the proper steps to request help.

When an Arapahoe County department is in charge of an emergency, the first responders on the scene will set up ICS. An Incident Commander (IC) will take control and assign roles as needed while the situation develops.

If Arapahoe County is helping another agency, its responders will join the existing ICS structure. For larger or more complicated emergencies, the IC may be replaced by UC to include multiple agencies. If there are multiple emergencies happening at the same time that need a lot of resources, an Area Command (AC) may be set up to manage everything.

When emergency conditions are assessed by the designated command structure the Board of County Commissioners (BOCC) and city leaders may be informed and given updates on the situation. If needed, the BOCC and other key leaders will form a Policy Group, which may meet at the Sheriff's Administration and Coroner's Facility, another suitable location, or even virtually. The exact location of county or city leaders will depend on the type of emergency and the command structure in place.

If Arapahoe County is in charge of the response, it will manage the event wrap-up, keep track of financial records, and start the process of getting reimbursement for county resources used in the response and recovery. If Arapahoe County is assisting another agency, it will make sure all county resources are properly checked out and that financial records are collected.

After every emergency, there will be a debriefing for responders, and an After-Action Report – Improvement Plan (AAR-IP) will be created to review what happened and how to improve future responses.

All departments in Arapahoe County maintain an up-to-date Continuity of Operations (COOP) or Continuity of Government (COG) plan. These plans include details on responsibilities, resources, logistics, emergency procedures, leadership succession, and regular updates to ensure they stay relevant as situations change.

Mutual Aid

Emergency response agencies in Arapahoe County request help from each other through mutual aid agreements, which are usually specific to each type of emergency service. Local governments and special districts in the county are responsible for working together and providing mutual aid based on their abilities and written agreements.

There are different types of aid agreements, including Mutual Aid Agreements (MAA), Memorandums of Agreement (MOA), and Memorandums of Understanding (MOU). Some areas or special districts may also make Inter-Governmental Agreements (IGA).

Requests for resources should go through dispatch or the Arapahoe County EOC depending on the situation. These requests must be recorded on the proper ICS form. In some cases, statewide resource databases may need to be used. The original aid agreements are kept on file with the agencies involved, and details about mutual aid are included in the incident appendices when needed.

Activation of Operations Centers

The Arapahoe County EOC is the main facility used to coordinate consequence management operations and support first responders in the field. County officials with the authority to manage county resources, along with representatives from other agencies and organizations (including volunteers and private groups), staff the EOC. Their main jobs include supporting command post actions, coordinating extra help from other governments, collecting and documenting disaster information, assessing damage, and helping with recovery efforts.

Depending on the type of emergency and the needs of the IC or UC, different command or coordination centers may be activated. Arapahoe County may also use a Mobile Command Post (MCP), activate either the main or backup EOC, or request support from another jurisdiction, Incident Management Teams (IMT), or the state.

Besides the EOC, certain county departments may also activate their own operations centers during emergencies. These are called Department Operations Centers (DOCs) and are used when a department needs to manage its own emergency response or provide extra support to the EOC. Some DOCs may handle an entire ESF, while others may send a representative to the EOC to keep communication and coordination running smoothly.

Public Alerting

Arapahoe County OEM is the Integrated Public Alert and Warning System (IPAWS) collaborative operating group (COG) for all Arapahoe County 911 Authority members. Emergency alerts follow the guidelines in the County Public Alert and Warning Annex. Landline phones in the county are automatically registered to receive emergency notifications. Residents who don't have landlines or

want to receive alerts on other devices—like cell phones, text messages, or emails—can sign up online.

It's important to know that OEM and the EOC are not staffed 24/7/365. While the EOC may be active around the clock during certain emergencies, these situations are unpredictable. If an emergency alert needs to be sent through IPAWS, and the alerting Public Safety Answering Point (PSAP) needs OEM to issue the alert, there could be a delay of up to an hour and a half in some cases.

Intergovernmental Relationships

Following HSPD 5, emergencies are handled at the lowest level possible. Help from the state or federal government is only requested when local resources run out. Arapahoe County expects to assist all areas within its borders, but the amount of help needed will depend on the type of emergency and the affected locations. This plan also understands that individual cities and towns within counties can be important sources of aid and that they may request or provide help without involving county officials.

Incident Types

The seriousness of an incident determines how much emergency response is needed and whether the Arapahoe County EOC should be activated. To help emergency responders decide on the right level of response and resources, incidents are classified using a standard system. Arapahoe County follows the incident types from ICS guidelines but has made some adjustments to fit the county's specific needs. An incident complexity analysis chart is used to help determine the type of incident. This chart considers 13 different factors, each assigned a point value. These factors include things like threats to life, property, and the environment, as well as population impact, weather, and evacuation numbers. Once the chart is completed, an incident type is assigned. You can find the different Incident Types in Table 2.

Table 2. Incident Types in Arapahoe County

Incident Type	Description	ICP/EOC Active?	Examples
Type 5	Single incident with no activation of command/general staff	No formal ICP required, no EOC activation	Daily activities
Type 4	Single incident requiring several different resources for mitigation, but typically limited to a single operational period. The command and general staff functions are activated as needed.	ICP may be small scale, EOC may be partially activated	Arapahoe High School Shooting 2013, State Land Fire 2018, Arapahoe County Fair
Type 3	Single or multiple incidents requiring multiple resources and may extend into multiple operational periods. Some or all the command and general staff are usually activated, and division/group supervisors and/or unit leader level positions may be required.	ICP often required, EOC may be partially or fully activated for multiple operational periods	Christmas Blizzards of 2006, Arapahoe/ Weld County Floods 2013, State Massive Hazmat/Fire 2021, June Floods 2023
Type 2	A disaster that exceeds local resources and may exceed regional resources, requiring state-level assistance. Likely extends into multiple operational periods. Most or all the command and general staff positions are filled. Typically, operational personnel do not exceed 200 per operational period and the total incident personnel do not exceed 500, although this may vary.	Sophisticated ICP and on-site staging required, EOC fully activated for prolonged staffing periods	Windsor Tornado 2008, Boulder/ Larimer/ El Paso County Floods 2013, Buffalo Fire 2018, Bomb Cyclone 2019
Type 1	The most complex type of incident, which requires federal resources for incident management. Local agencies may require additional staff for office administrative and support functions. If Arapahoe County is not directly affected, the emergency management team may be activated in support of other jurisdictions, including state governments.	ICP at most sophisticated set up, EOC fully activated and staffed for extended periods	Democratic National Convention 2008, Waldo Canyon Fire 2012, Black Forest Fire 2013, Hurricanes Harvey and Irma 2017, 416 Fire 2018, COVID-19

Organization

Arapahoe County handles disasters by following the rules of ICS. The response is split into two parts: on-scene response, which focuses on tactical and operational efforts, and off-scene coordination, which focuses on strategy. In every situation, the chain of command, span of control, and ICS principles are followed. Key areas that affect emergency operations are grouped into ESFs, which assign lead and support agencies to each function. This helps make sure responsibilities are clearly organized and assigned.

On-Scene Incident Management

At the scene of an emergency, Arapahoe County uses ICS to organize response teams and carry out tactical priorities. These guidelines follow the latest ICS protocols from the Federal Emergency Management Agency (FEMA).

ICS is a flexible management system that helps safely coordinate all emergency response actions, especially during large-scale events that involve multiple agencies. Trained ICS personnel can quickly bring in resources, work with different agencies, and manage efforts to prevent confusion or wasted resources. Emergency operations are usually directed from the on-scene ICP, where teams handle communications, planning, public information, resource management, and command decisions.

If the emergency becomes too big for the ICP to handle alone, the IC may request help from the Arapahoe County EOC. In more complicated situations, command may shift to a UC or an Area AC, depending on the needs of the incident.

Off-scene Incident Coordination System

The Arapahoe County EOC follows a hybrid model, combining ESFs with the ICS. While its structure may differ from on-scene operations, it follows ICS protocols, Annex procedures, and NIMS guidelines.

The Arapahoe County EOC manages incident response and coordination. It is staffed by Arapahoe County OEM, trained agency personnel, and mutual aid staff when needed. The EOC can be partially or fully activated based on the situation, adjusting as needed. It follows ICS principles, integrating ESFs only when necessary or requested by the EOC Manager.

Agency roles and responsibilities

Arapahoe County uses the Emergency Support Function (ESF) for planning and preparedness responsibilities. Refer to the appropriate ESF for more detail on each functional area of responsibility. A list of the current Arapahoe County ESFs and the ESF owners is listed below in Table 3.

Table 3. ESFs and owners

ESF	Owner
ESF 1 – Transportation	Arapahoe County Public Works & Development/Arapahoe County Facilities & Fleet Management
ESF 2 – Communications	Arapahoe County Sheriff's Office Communications/Office of Emergency Management
ESF 3 – Public Works	Arapahoe County Public Works and Development
ESF 4 – Firefighting	Fire Protection District with jurisdiction of the event
ESF 5 – Emergency Management	Arapahoe County Office of Emergency Management
ESF 6 – Mass Care and Sheltering	Arapahoe County Community Resources/Arapahoe County Human Services/American Red Cross/Animal Control
ESF 7 – Logistics	Arapahoe County Finance Department – Purchasing/City and Municipality Finance Department - Purchasing
ESF 8A – Public Health	Arapahoe County Public Health
ESF 8B – Fatalities Management	Arapahoe County Coroner's Office/Area hospitals, emergency care centers, EMS providers and healthcare networks
ESF 8C – Public Mental Health Services	AllHealth/Aurora Mental Health
ESF 9A – Urban Search and Rescue	Arapahoe County Office of Emergency Management/Arapahoe Rescue Patrol/South Metro Fire Rescue Authority/Denver Fire Department
ESF 9B – Search and Rescue	Arapahoe County Office of Emergency Management/Arapahoe Rescue Patrol/All fire departments/districts serving the county
ESF 10 – Hazardous Material	Arapahoe County Sheriff's Office HAZMAT Team
ESF 11 – Agriculture and Natural Resources	CSU Extension/Arapahoe County Public Health
ESF 12 - Energy	Arapahoe County Office of Emergency Management
ESF 13 – Public Safety	Arapahoe County Sheriff's Office Public Safety Bureau
ESF 14 – Community Recovery, Mitigation, and Economic Stabilization	Arapahoe County EOC Policy Group/Arapahoe County Sheriff's Office of Emergency Management
ESF 15 – External Affairs	Arapahoe County Sheriff Public Affairs/Arapahoe County Communication Services Department/City and/or municipality public information and/or communication services

The following roles and responsibilities apply to all county departments, government and non-governmental partners, regardless of ESF assignments and should be considered the basic tasks needed to ensure preparedness and an effective response.

Mitigation
<ul style="list-style-type: none"> • Identify threats to systems and resources • Develop plans, procedures, and organizational structure needed to ensure safe and timely delivery of agency services required during an emergency event
Preparedness
<ul style="list-style-type: none"> • Identify and maintain a network of available private, city, county and state resources • Participate in training sessions and exercises. • Evaluate agency emergency operation plans and procedures. • Ensure that administrative and accounting procedures are in place to document actions taken and all costs incurred during incident operations.
Response
<ul style="list-style-type: none"> • Select and contact appropriate personnel. • Designate personnel authorized to enter affected area and provide information to the Arapahoe County Sheriff's Office OEM. • Provide a representative to the EOC, as requested. • Provide and coordinate public information through the Arapahoe County Sheriff's Office OEM, the EOC, and the Joint Information Center in support of ESF 15 - External Affairs. • Coordinate with Arapahoe County Sheriff's Office Public Safety Bureau personnel and other law enforcement agencies for maintaining security of facilities and supplies per ESF 13 - Public Safety and Security.
Recovery
<ul style="list-style-type: none"> • Coordinate and organize long-term plans for the safe movement of the public and emergency service resources. • Provide documentation on injuries and/or deaths of people resulting from the incident. • Document actions taken and all costs incurred during incident operations

In addition, Board of County Commissioners responsibilities include the following:

- Approve and commit County resources and funds for disaster or emergency purposes
- Issuance of directives to County departments and personnel regarding changes in normal duties/work schedules, temporary reassignments, and employment of temporary workers, as needed
- Formal declaration of a County emergency or disaster, which may include additional authorized spending authorities.
- Issuance of official orders regarding population protection or temporary social restrictions such as evacuation orders, establishment of curfews and enactment of price controls
- Intergovernmental liaison and initiation of formal requests for outside assistance from other local jurisdictions
- Issuance of formal requests to the Governor's Office through the Colorado Division of Homeland Security and Emergency Management (DHSEM) for the declaration of a state emergency for the purposes of obtaining state and/or federal assistance

Direction, control, and coordination

This section explains who controls emergency response and how different agencies work together. In Colorado, local leaders manage disasters in their areas. In Arapahoe County, the Emergency Management Director provides direction and control by special delegation of authority from the BOCC. Emergencies are handled at the lowest level possible unless more help is needed. If a disaster affects only one area, that area handles it unless they ask for help. If county resources run out, they will request help from state or federal agencies.

Line of Succession

For events requiring decisions about the commitment of resources beyond those normally available to Arapahoe County, the following line of succession will be observed based on the availability of the senior ranking public official. Public officials are advised and assisted by the Office of Emergency Management where appropriate.

1. Arapahoe County Board of County Commissioners
2. Arapahoe County Sheriff

Lines of Authority Between Jurisdictions

In large disasters, each local government controls its own resources and decides how to use them. Leaders of political jurisdictions in Arapahoe County must set up a line of succession for approving money and resources in emergencies.

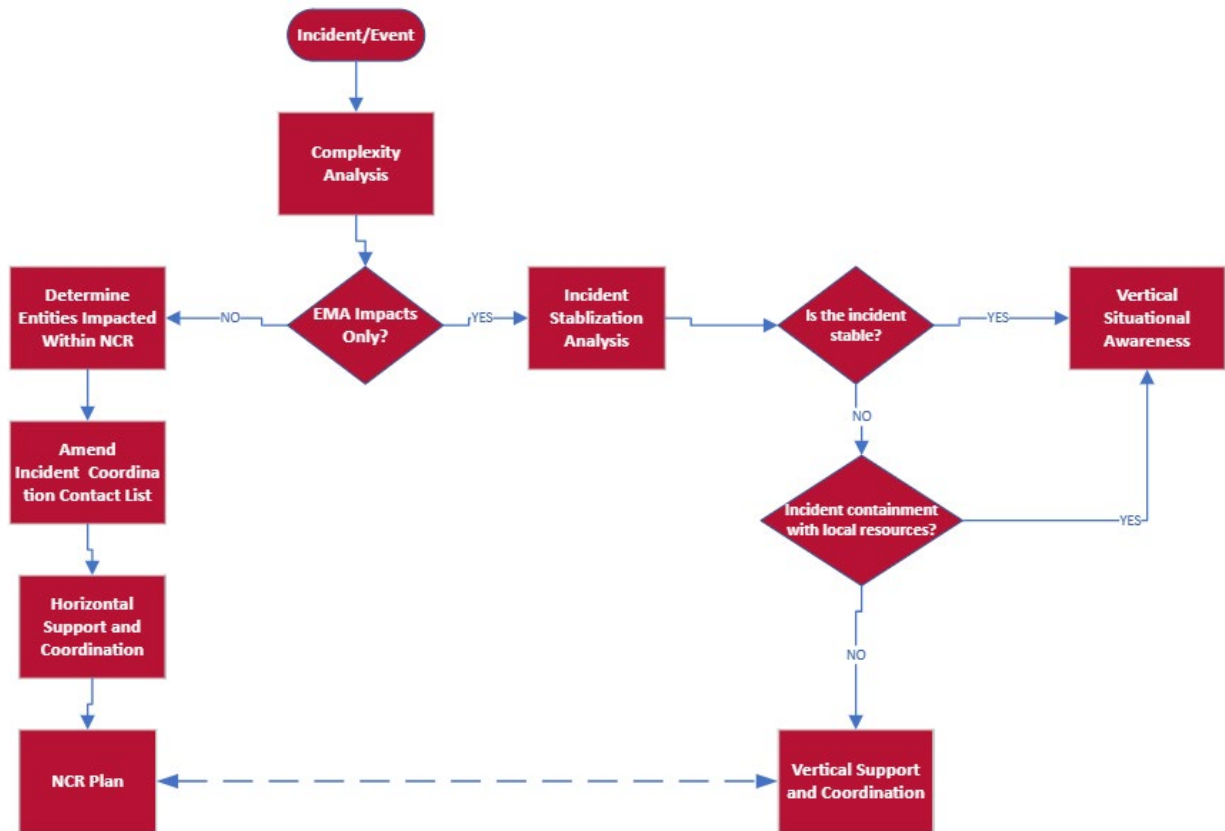
Operational Coordination

Operational coordination is the process and systems OEM uses to collect, share, and analyze information to manage disasters in Arapahoe County. It helps track and respond to emergencies of all sizes like floods, fires, storms, pandemics, and Chemical, Biological, Radiological, and Nuclear (CBRN) threats.

The information flow, both vertically and horizontally, plays an essential role in the operational coordination process. The Arapahoe County OEM maintains access to key elected officials, including the Sheriff and Chair of the Board of County Commissioners along with key directors who serve in advisory roles such as the County Attorney. Externally, the OEM maintains relationships and access to area emergency management agencies, via email, phone, and in-person meetings. Functionally, OEM maintains the capability to quickly message, establish virtual meetings, and include outside agencies into the virtual disaster management environment. Upon the establishment of situational awareness, the OEM establishes a briefing cadence, defined in the EOC handbook, to provide updates, solicit policy decisions, and advice as required.

As an incident grows in either complexity or instability, the OEM may initiate a vertical support and coordination process. The tier of coordination requirements is determined by the elements needed to reach containment and stabilization. The tiers range from the local level with Policy Group authorizing enhanced spending up to a federal level with FEMA authorization of disaster dollars. This is depicted in the graphic below showing the operational coordination flow.

Diagram 1: Operational Coordination Flow



Information collection, analysis, and dissemination

This section explains how information is collected and shared during an event. It covers what information is needed, where it comes from, how it is sent and recorded, and any required procedures or forms. Intelligence functions may operate from the ICP, EOC, or both. The Colorado Information Analysis Center (CIAC) and other law enforcement agencies may work from separate locations and connect with local incidents. Proper planning ensures intelligence is shared effectively while keeping sensitive information secure.

Collection

Information comes from many sources, including responder reports, eyewitness accounts, news, social media, and other agencies. Federal or state agencies may also provide intelligence. Information should be gathered quickly for responder safety and to help the Incident Commander set response goals. Regular updates keep information accurate. Some data is only useful for a short time, so it must be shared promptly through the chain of command. ICS forms like the Incident Briefing (ICS 201), Incident Status Summary (ICS 209), and Unit Log (ICS 214) help collect and share information.

Dissemination

Information is shared with responders, emergency personnel, and key stakeholders. Briefings happen throughout the incident, and supervisors must keep their teams informed. Communication can be written or verbal, depending on the content. Informal updates may be used for non-sensitive information.

Use of ICS Forms

All incident information, like resource tracking, situation reports, action plans, and communication logs, will be recorded using the proper ICS forms. While forms may be adjusted for field or EOC use, they will follow the latest FEMA guidelines.

Veoci

Arapahoe County OEM uses Veoci to streamline EOC operations. Veoci allows for many EOC tasks and processes to be brought into one software system, resulting in a single source location for information and collaboration. Veoci has specialized rooms for EOC activations, chat logs for discussion, and ICS and logistics integrations. ESF owners and Arapahoe County EOC staff can request logons to the system and use Veoci during EOC activations.

Public Information

Emergency public messaging provides timely and accurate updates to the public and media. It includes incident details, response actions, expected duration, street closures, shelter locations, and safety instructions.

Incident Commanders, local officials, or a designated Public Information Officer (PIO) handle media communication. To prevent confusion and rumors, one main contact will release county-wide emergency updates.

For small incidents, a spokesperson from the primary response agency will share updates. In larger disasters, a Public Information Officer (PIO) at the EOC will manage briefings and approve news releases. A Joint Information Center (JIC) may be set up for major emergencies. Arapahoe County's Crisis Communications Manual provides more details.

Critical Information Requirements (CIRs)

CIRs are necessary information for the Manager of OEM or the EOC Director to make a key decision. CIRs can help leadership make an operational environmental assessment, validate or dispute assumptions, identify achievements or goals met towards intermediate objectives, and identify key decision points that must be made during operations. These CIRs are normally a short list that can focus staff attention on important items and can change as an incident evolves overtime. These CIRs should be known by all working in or supporting EOC operations and monitored and reported when necessary.

The Manager of OEM or the EOC Director is responsible for setting the CIRs for an incident. Planning section will develop draft CIRs for approval and distribute to EOC and DOC staff.

Communications

During disasters, emergency agencies must communicate efficiently, no matter their location. Establishing links between command posts and operations centers early helps speed up resource delivery.

Agencies will use their own radio frequencies and designated emergency channels. If possible, a dedicated emergency channel will connect ICPs, EOCs, and key jurisdictions. Public safety radio users in the Denver Urban Area Security Initiative (UASI) and Colorado North Central Homeland Security Region (NCR) should use the Tactical Interoperable Communications Plan (TICP) for cross-agency communication.

The IC must create a Communications Plan using ICS Form 205, which can be assigned to communications staff. If communication fails due to frequency or equipment differences, the Arapahoe County Sheriff's Office (ACSO) telecommunications team will set up an integrated system.

The ACSO Communication Center handles emergency communication for unincorporated areas and several local jurisdictions. Backup communication is available through designated fire and police agencies. In major incidents, state, federal, military, and volunteer radio resources may assist.

The ACSO Communication Center runs quarterly drills on the Backup Communications Center (BCC) and includes communication testing in all planned and small-scale events. Redundant systems, like cell phones, offer backup options but have service gaps.

GETS

If networks fail or are overloaded, Arapahoe County employees can use the Government Emergency Telecommunication Service (GETS). Departments must submit a Resource Request Form (Form 213 RR) to the EOC Logistics Section Coordinator to request GETS cards for employees.

Administration

This section outlines support needs for emergency response, including MAAs, Emergency Management Assistance Compacts (EMAC), staffing policies, liability, and financial tracking. More details are in Emergency Support Function #7 (ESF #7): Resource Management. Individual jurisdictions and Arapahoe County agencies should develop their own resource management plans.

Finance & Administration

Tracking resources includes personnel hours, overtime, expenses, insurance, and equipment use. The Emergency Manager can approve emergency spending but amounts over \$100,000 require BOCC approval. Agencies must follow county purchasing policies and track expenditures.

All resources—such as personnel, vehicles, equipment, Personal Protective Equipment (PPE), medical supplies, and food—must be tracked on ICS forms, including ICS 203, 205, 206, 211, 215, and 220. These forms are in the EOC Handbook. If the EOC is activated, policy makers may report to the Policy Room to guide response and recovery.

Logistics

Each county department tracks its own resources and finances. Logistics staff in the EOC manage resource allocation and work with Finance to confirm purchases. During major incidents, an Area Command logistics team prioritizes resources each operational period. Initial resource requests go through the ACSO Communication Center or the EOC, following NIMS guidelines.

Resource Management

Arapahoe County uses Veoci for event reporting and resource management, along with other processes detailed in the Resource Mobilization Annex. The system is accessible 24/7. OEM updates resource lists in the state's WebEOC annually and as needed.

Resource management follows the Hazard Identification and Risk Analysis (HIRA) and considers hazard-specific needs. It is shaped by gap analyses from Emergency Management Accreditation Program (EMAP), Integrated Emergency Management Course (IEMC) AAR, Integrated Preparedness Plan (IPP), and the OEM Strategic Plan. More details are in the Resource Mobilization Annex.

Plan development and maintenance

The plan is updated every five years to keep mitigation, response, and recovery efforts aligned with current hazard data. COOP and COG planning should follow this update cycle for full alignment.

Testing

Arapahoe County follows the NCR exercise schedule for disaster response and recovery. Arapahoe County OEM created an IPP for regular training to ensure all departments understand the EOP. Exercises follow Homeland Security Exercise Evaluation Program (HSEEP) guidelines, with trained personnel overseeing them. After each exercise, improvements are made to the EOP. Departments and offices must ensure their staff are trained and ready for emergency roles.

Maintenance

The Emergency Manager (EM) of Arapahoe County is responsible for keeping this plan updated, though they may assign this task to others. The plan is reviewed yearly for accuracy and updated every three years as part of the Emergency Management Planning Cycle.

Agencies in Arapahoe County must inform ACOEM of any changes and participate in the three-year update by providing, reviewing, and approving information. They must also update internal plans and train staff accordingly.

ACOEM will send updates to those listed in the Record of Distribution, using the most efficient method, either digital or hard copy. Agencies must share updates with relevant staff.

Evaluation

To keep the EOP effective and up to date, AAR-IPs will be used to review emergency response methods. These reports are shared with stakeholders and partners in the Emergency Management Program. Any changes needed will be made to improve the plan. The evaluation process is ongoing, and the EOP will be reviewed before, during, and after events whenever possible.

Laws, authorities and references

Federal Authorities

- Robert T. Stafford Disaster Relief and Emergency Assistance Act and Amendments (P.L. 93-288, as amended by P.L. 100-707).
- 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
- Homeland Security Presidential Directive 8, National Preparedness, December 17, 2003
- Homeland Security Presidential Directive 8, Annex I, Planning, February 2008.
- National Security Presidential Direction 51/Homeland Security Presidential Directive 20, National Continuity Policy, May 4, 2007.
- The Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002)
- The Post-Katrina Emergency Management Reform Act (PKEMRA), Pub. L. 109-295, 120 Stat. 1355 (2006)
- United States Dept. of Homeland Security (2013). National Infrastructure Protection Plan (NIPP). [Washington, D.C.]: U.S Dept. of Homeland Security.

State Authorities

- C.R.S. 24-33.5-701 Colorado Disaster Emergency Act (2018)
- C.R.S. 24-33.5 §701-716: Emergency Management
- C.R.S. 24-33.5 §1601-1615: Division of Homeland Security and Emergency Management
- C.R.S. 24-33.5 §1101-1109: Disaster Relief
- C.R.S. 24-33.5 §1501-1507: Colorado Emergency Planning Commission

Local Authorities

- Arapahoe County, Colorado Resolution No. 389-95, reassigning responsibilities of Director/Coordinator of Arapahoe County Emergency Operations/Disaster Agency to the Arapahoe County Sheriff.
- Arapahoe County, Colorado Resolution No. 040271, adoption of National Incident Management System (NIMS)
- Arapahoe County, Colorado January 14, 2025, Resolution #25-031 appointment of Sheriff Tyler Brown or designee as the Emergency Management Director/Coordinator
- Arapahoe County, Colorado Resolution No. 180599, Department of Finance, Purchasing Policies

References

- National Incident Management System, October 2017 - Department of Homeland Security.
- National Response Framework, June 2016 - Department of Homeland Security.
- National Strategy 2007 - Department of Homeland Security
- Colorado State Emergency Operation Plans (SEOP) 2010 - Colorado Division of Homeland Security and Emergency Management
- Comprehensive Planning Guide (CPG) 201, May 2018 - Department of Homeland Security and FEMA
- Homeland Security Exercise and Evaluation Program Guidelines
- Arapahoe County Crisis Communications Manual
- Arapahoe County Recovery Framework
- Arapahoe County Continuity of Operations and Continuity of Government Plans
- Arapahoe OEM Integrated Preparedness Plan (IPP)
- Colorado State Homeland Security Strategy, March 2008
- North Central Region TICP/TICFOG
- United States Dept. of Homeland Security (2013). National Infrastructure Protection Plan (NIPP). [Washington, D.C.]: U.S Dept. of Homeland Security.

Acronyms

AAR-IP – After Action Report – Improvement Plan

AC – Arapahoe County

ACSO – Arapahoe County Sheriff's Office

BCC – (ACSO) Backup Communications Center

BOCC – Board of County Commissioners

CBRN – Chemical, Biological, Radiological, Nuclear

CIAC – Colorado Information Analysis Center

CIR – Critical Information Requirements

COG – Council of Governments

COG – Collaborative Operation Group

CONOPS – Concept of Operations

COOP – Continuity of Operations

CPG 101 – Comprehensive Preparedness Guide 101

DOC – Departmental Operations Center

EOP – Emergency Operations Plan

EMAC – Emergency Management Assistance Compacts

EMAP – Emergency Management Accreditation Program

ESF – Emergency Support Functions

FEMA – Federal Emergency Management Agency

GETS – Government Emergency Telecommunication Service

HIRA – Hazard Identification and Risk Analysis

HSEEP – Homeland Security Exercise Evaluation Program

HSPD-5 – Homeland Security Presidential Directive – 5

ICP – Incident Command Post

ICS – Incident Command System

IEMC – Integrated Emergency Management Course

IGA – Inter Governmental Agreement

IMT – Incident Management Team
IPAWS – Integrated Public Alert and Warning System
IPP – Integrated Preparedness Plan
JIC – Joint Information Center
MAA – Mutual Aid Agreements
MCP – Mobile Command Post
MOA – Memorandum of Agreement
MOU – Memorandum of Understanding
NCR – (Colorado) North Central Homeland Security Region
NIMS – National Incident Management System
NRF – National Response Framework
PIO – Public Information Officer
PPD-8 – Presidential Policy Directive 8
PPE – Personal Protective Equipment
PSAP – Public Safety Answering Point
RTD – (Denver) Regional Transportation District
OEM – Office of Emergency Management
TICP – Tactical Interoperable Communications Plan
UASI – Urban Area Security Initiative
UC – Unified Command

Annexes

Annex A: Emergency Support Functions (ESF)

Annex B: Public Alert and Warning

Annex C: Cyber Incident Response

Annex D: NCR Mass Fatality Family Assistance Center/Victim Information Center Operational Plan

Annex E: Resource Mobilization

Annex F: Recovery Framework

ESF 1 – Transportation



ARAPAHOE COUNTY

PURPOSE:

ESF 1 coordinates, controls, and allocates transportation assets in support of movement of emergency resources, evacuation of people, and distribution of food and fuel supplies

LEAD AGENCY: Arapahoe County Public Works & Development/Arapahoe County Facilities & Fleet Management

SUMMARY OF ESF ACTIONS:

Mitigation:

- Identify threats to systems and resources
- Develop plans and procedures for public movement and to ensure emergency services can function during an incident
- Maintain sufficiency ratings for primary bridges and other infrastructure
- Identify critical transportation corridors, routes, and other relevant data points

Preparedness

- Identify network of all resources to aid in movement of public
- Knowledge of Emergency Traffic Management Plans for I-25/I-70
- Ensure that on-call contracts with engineering consultants and contractors include emergency service provisions

Response:

- Provide representatives to the EOC
- Coordinate public information through EOC
- Provide technical assistance in evacuation planning and determining the most viable transportation network to, from, and within the incident area
- Identify alternate means to move people and goods within the area affected
- Evaluate availability of personnel, materials, supplies and equipment
- Provide maintenance of county owned equipment and emergency response vehicles

- Support custodial and environmental needs of the incident

Recovery

- Work with industry partners to access damage to transportation infrastructure
- Secure and obtain federal emergency replacement funding for infrastructure

SUPPORT AGENCIES: All county/city agencies/NGO/public sector entities requested during an EOC activation

SUMMARY OF SUPPORT AGENCIES ACTIONS:

- | | | |
|--|---|---|
| <ul style="list-style-type: none">• Identify, train, and assign personnel to maintain liaison role (agency rep) in support of the Arapahoe County EOC during periods of activation• Coordinate activities and maintain communication with OEM/EOC during emergency operations | <ul style="list-style-type: none">• Provide information and coordinate any public announcement, statement, or press release through the EOC or JIC• Provide program assistance and experience as needed in coordination with OEM | <ul style="list-style-type: none">• Activate agency, city, and/or county department or enterprise continuity of operations and recovery plans• Provide all requested information during the duration of an incident to the EOC |
|--|---|---|

ESF 2 – Communications



ARAPAHOE COUNTY

PURPOSE:

ESF 2 coordinates and controls, the utilization of communication resources and communication support in the event of a disaster or other critical incident

LEAD AGENCY: Arapahoe County Sheriff's Office Communications/Office of Emergency Management

SUMMARY OF ESF ACTIONS:

Mitigation:

- Identify threats to critical systems and resources used to notify the public
- Develop plans and procedures to ensure continuation and coordination of communications
- Identify and secure equipment to maintain systems during an incident
- Identify alternate agencies to assist during an incident

Preparedness

- Identify and maintain network of local, county, and state resources
- Ensure that administrative procedures are in place during emergency operations

- Establish and maintain memorandums of understanding for emergency communications with adjacent cities and counties
- Establish plans for emergency public information using the Automated Notification System and other applicable systems and resources

Response:

- Provide day-to-day communications to emergency responders
- Establish communications with requested agencies via designated radio frequencies/telephone systems
- Maintain communication links among ambulances, fire districts, county and state agencies

- Work with emergency responders to identify areas of the public to be warned
- Create template messages and areas using the Emergency Notification System

Recovery

- Coordinate and organize long-term plans for movement of public and emergency service resources
- Provide documentation of damage to city/county communication systems

SUPPORT AGENCIES: All county/city agencies/NGO/public sector entities requested during an EOC activation

SUMMARY OF SUPPORT AGENCIES ACTIONS:

- Identify, train, and assign personnel to maintain liaison role (agency rep) in support of the Arapahoe County EOC during periods of activation
- Coordinate activities and maintain communication with OEM/EOC during emergency operations
- Provide information and coordinate any public announcement, statement, or press release through the EOC or JIC
- Provide program assistance and experience as needed in coordination with OEM
- Activate agency, city, and/or county department or enterprise continuity of operations and recovery plans
- Provide all requested information during the duration of an incident to the EOC

ESF 3 – Public Works and Engineering



ARAPAHOE COUNTY

PURPOSE:

ESF 3 provides the resources (human, technical, equipment, facilities, materials, and supplies) to support public works and engineering needs during an incident of significance.

LEAD AGENCY: Arapahoe County Public Works and Development

SUMMARY OF ESF ACTIONS:

Mitigation:

- Review and update emergency procedures
- Maintain utilities and public works maps as appropriate
- Maintain sufficiency ratings and other data such as built plans for primary bridges and critical transportation corridors and infrastructure

Preparedness

- Train staff on emergency procedures
- Organize and train damage survey teams
- Ensure that barriers, roadblock materials, mobile signs, and other necessary equipment are available
- Keep debris removal equipment in good repair
- Participate in emergency preparedness planning and exercises

- Ensure there are systems in place for documentation of actions and costs during emergency operations
- Ensure that on-call contracts with engineering consultants and construction companies include emergency service clauses

Response

- Participate in the Emergency Operations Center (EOC) by providing necessary staffing and liaison positions as dictated by the incident or at the request of the incident commander and/or county emergency manager
- Survey disaster areas and evaluate in terms of engineering estimates
- Conduct damage assessment

- Clear roads, construct temporary bridge repairs and/or channel crossings, coordinate and provide technical assistance for restoring water supply and sewage systems
- Barricade damaged areas as directed
- Determine ability to adequately respond and/or the need to request federal assistance

Recovery

- Repair roads, bridges and storm water systems, and coordinate repair of utilities as necessary
- Participate in compiling after-action reports and critiques
- Make necessary changes and improvements to EOPs

SUPPORT AGENCIES: All county/city agencies/NGO/public sector entities requested during an EOC activation

SUMMARY OF SUPPORT AGENCIES ACTIONS:

- Identify, train, and assign personnel to maintain liaison role (agency rep) in support of the Arapahoe County EOC during periods of activation
- Coordinate activities and maintain communication with OEM/EOC during emergency operations

- Provide information and coordinate any public announcement, statement, or press release through the EOC or JIC
- Provide program assistance and experience as needed in coordination with OEM

- Activate agency, city, and/or county department or enterprise continuity of operations and recovery plans
- Provide all requested information during the duration of an incident to the EOC

ESF 4 – Firefighting



ARAPAHOE COUNTY

PURPOSE:

ESF 4 coordinates resources utilized for combating urban, rural, and wildland fires, emergency medical incidents, and other special rescue operations on public or private property resulting from, or occurring coincidentally with, an incident of significance.

LEAD AGENCY: Fire Protection District with jurisdiction of the event

SUMMARY OF ESF ACTIONS:

Mitigation:

- Identify threats to systems and resources
- Develop plans, procedures, and structure for communication continuity during incidents
- Identify and secure equipment to maintain system reliability and continued operations during an incident
- Identify alternate agencies to assist in firefighting and emergency medical services

Preparedness

- Identify and maintain a network of local, county, and state resources to aid in firefighting, emergency medical services, or hazardous material incidents
- Participate in training sessions and exercises
- Evaluate Emergency Operations Plans (EOP)
- Ensure that administrative procedures are in place to aid control during emergency operations

- Create agreements (mutual or automatic aid) with other fire departments and districts for better fire protection, emergency medical services and hazardous materials response

Response

- Select and contact appropriate personnel
- Designate personnel authorized to enter the affected area and provide list to the Office of Emergency Management
- Provide a representative to the Emergency Operations Center (EOC) when requested
- Confirm and report the fire severity level, and extent of involvement and spread
- Coordinate with law enforcement personnel to maintain security of facilities and supplies

- Coordinate with federal agencies providing support during fire suppression activities, particularly during wildfire suppression and assist with recovery operations during times of declared disaster

Recovery

- Coordinate and organize long-term plans for the continued operation of emergency service resources
- Provide documentation on damage to fire protection districts having jurisdiction and affected buildings, lands or other structures
- Develop and enact a plan to repair or replace any damaged communications equipment
- Develop a plan to replace or supplement personnel required to maintain operations

SUPPORT AGENCIES: All county/city agencies/NGO/public sector entities requested during an EOC activation

SUMMARY OF SUPPORT AGENCIES ACTIONS:

- | | | |
|--|---|---|
| <ul style="list-style-type: none">• Identify, train, and assign personnel to maintain liaison role (agency rep) in support of the Arapahoe County EOC during periods of activation• Coordinate activities and maintain communication with OEM/EOC during emergency operations | <ul style="list-style-type: none">• Provide information and coordinate any public announcement, statement, or press release through the EOC or JIC• Provide program assistance and experience as needed in coordination with OEM | <ul style="list-style-type: none">• Activate agency, city, and/or county department or enterprise continuity of operations and recovery plans• Provide all requested information during the duration of an incident to the EOC |
|--|---|---|

ESF 5 – Emergency Management



ARAPAHOE COUNTY

PURPOSE:

ESF 5 manages and facilitates a coordinated emergency response operation through emergency information and disaster intelligence management. ESF 5 includes the operation of the county Emergency Operations Center (EOC) and the overall implementation of the county Emergency Operations Plan (EOP).

LEAD AGENCY: Arapahoe County Office of Emergency Management

SUMMARY OF ESF ACTIONS:

Mitigation:

- Maintain readiness of the EOC
- Identify facility and capabilities of an alternate EOC
- Provide for adequate communications capabilities
- Assign EOC staff positions to qualified/trained personnel

Preparedness

- Procure and maintain emergency supplies to ensure continued operations during extended operations
- Draft, exercise, and publish emergency plans and procedures
- Develop and manage EOC information management systems

Response:

- Activate the EOC and/or respond to incident scene
- Coordinate with state and federal agencies in support of ESF-5 of the National Response Plan and the Colorado State EOP
- Brief the appropriate government officials on the respective situation
- Provide an overall assessment of incident impacts including boundaries of the damage area and the distribution, type, and severity of damages (i.e. status of lifesaving activities and critical facilities)
- Manage EOC information flow from all activated departments, responders, and city/county entities to support overall operational and planning activities

- Ensure that administrative and accounting procedures are in place to document actions taken and all costs incurred during emergency operations

Recovery

- Continue long-term response and coordination of resources
- Plan for release of operations personnel

SUPPORT AGENCIES: All county/city agencies/NGO/public sector entities requested during an EOC activation

SUMMARY OF SUPPORT AGENCIES ACTIONS:

- Identify, train, and assign personnel to maintain liaison role (agency rep) in support of the Arapahoe County EOC during periods of activation.
- Coordinate activities and maintain communication with OEM/EOC during emergency operations
- Provide information and coordinate any public announcement, statement, or press release through the EOC or JIC
- Provide program assistance and experience as needed in coordination with OEM
- Activate agency, city, and/or county department or enterprise continuity of operations and recovery plans
- Provide all requested information during the duration of an incident to the EOC

ESF 6 – Mass Care and Sheltering



ARAPAHOE COUNTY

PURPOSE:

ESF 6 establishes procedures for providing sheltering, feeding, emergency first aid, bulk distribution, and companion and large animal sheltering to meet immediate needs during and after an incident of significance.

LEAD AGENCY: Arapahoe County Community Resources/Arapahoe County Human Services/American Red Cross/Animal Control

SUMMARY OF ESF ACTIONS:

Mitigation:

- Provide community education to include pre-disaster preparation and checklists

Preparedness

- Identify shelter locations and facilities
- Establish use agreements for shelter locations
- Obtain and maintain emergency supplies including food and water
- Establish agreements with agencies to provide shelters
- Ensure an inventory of shelters has been made and copies are provided to all agencies impacted by shelter activation
- Identify shelters for people with companion animals
- Coordinate with Animal Control for companion and large animal shelter plans

- Ensure written agreements are in place with support organizations to provide food to support shelter and mass feeding plans

Response:

- Identify number and locations of persons needing shelter
- Identify number and locations of companion animals and large animals needing shelter
- Determine if geographical shelter assignments are needed due to magnitude of incident
- Activate and staff shelters. Establish shelter registration(s)
- Coordinate provision of food and bulk distribution of relief supplies
- Coordinate identification, staffing, and management of disaster Family Service Centers to provide information regarding emergency financial assistance

- Coordinate with Animal Control for companion and large animal sheltering needs
- Determine resource needs at each facility and anticipate future needs for extended operations. Obtain logistical support through EOC
- Maintain records of shelter operations and resource expenditures

Recovery

- Demobilize shelters when no longer required
- Disseminate disaster assistance and recovery information

SUPPORT AGENCIES: All county/city agencies/NGO/public sector entities requested during an EOC activation

SUMMARY OF SUPPORT AGENCIES ACTIONS:

- Identify, train, and assign personnel to maintain liaison role (agency rep) in support of the Arapahoe County EOC during periods of activation
- Coordinate activities and maintain communication with OEM/EOC during emergency operations

- Provide information and coordinate any public announcement, statement, or press release through the EOC or JIC
- Provide program assistance and experience as needed in coordination with OEM

- Activate agency, city, and/or county department or enterprise continuity of operations and recovery plans
- Provide all requested information during the duration of an incident to the EOC

ESF 7 – Logistics



ARAPAHOE COUNTY

PURPOSE:

ESF 7 coordinates the support and resources of participating agencies, cities, and county departments.

LEAD AGENCY: Arapahoe County Finance Department – Purchasing/City and Municipality Finance Department - Purchasing

SUMMARY OF ESF ACTIONS:

Mitigation:

- Identify and establish alternate operational facilities for county departments

Preparedness

- Develop list of critical service and resource vendors available during an incident
- Develop procedures for reimbursing private vendors for services
- Establish pre-planned contracts when necessary
- Develop and train personnel on emergency procurement procedures
- Locate and procure the necessary supplies and equipment to support emergency response activities

- Develop resource inventories based on hazards specific studies and likely resource requests

Response:

- Coordinate logistical and resource support for an incident through the EOC
- Assess initial reports to identify potential resource needs
- Provide liaison for logistical and resource support from state and federal governments
- Coordinate with nonprofit organizations to establish and maintain accounts for financial donations
- Coordinate with facilities to identify appropriate staging areas

Recovery

- Coordinate with other agencies, county departments, and enterprises to apply for state and federal relief funds. Maintain proper documentation in accordance with state and federal regulations
- Provide resources to departments in support of business continuity and disaster recovery
- Coordinate with facilities to identify warehouses available for lease to replace damaged or destroyed facilities

SUPPORT AGENCIES: All county/city agencies/NGO/public sector entities requested during an EOC activation

SUMMARY OF SUPPORT AGENCIES ACTIONS:

- Identify, train, and assign personnel to maintain liaison role (agency rep) in support of the Arapahoe County EOC during periods of activation
- Coordinate activities and maintain communication with OEM/EOC during emergency operations

- Provide information and coordinate any public announcement, statement, or press release through the EOC or JIC
- Provide program assistance and experience as needed in coordination with OEM

- Activate agency, city, and/or county department or enterprise continuity of operations and recovery plans
- Provide all requested information during the duration of an incident to the EOC

ESF 8A Public Health



ARAPAHOE COUNTY

PURPOSE:

ESF 8A coordinates an effective response to a public health emergency or to address public health concerns during an incident of significance.

LEAD AGENCY: Arapahoe County Public Health

SUMMARY OF ESF ACTIONS:

Mitigation:

- Develop and maintain guidance for communicable disease prevention, environmental health standards, and public health risk reduction
- Conduct public education campaigns promoting hygiene, vaccination, disease prevention and preparedness, in coordination with Communicable Disease, Environmental Health, Nursing, WIC, Harm Reduction and other public health programs
- Identify disproportional emergent medical needs across communities (e.g., long-term care residents, medically dependent individuals, unhoused populations)
- Maintain personal protective equipment (PPE), supplies, and equipment caches

Preparedness

- Maintain and train public health response teams
- Pre-position public health resources, including PPE, medical supplies, equipment and communication materials
- Develop MOUs with healthcare providers, behavioral health organizations, and community groups
- Ensure all ESF-8 partners are engaged in regional training and exercises (in collaboration with NCR HCC and CDPHE)

- Develop information sharing materials and systems (e.g., CNS alert lists, situation brief templates)
- Promote and support cultural competencies to ensure efforts are inclusive and accessible to diverse populations.

Response:

- Coordinate with local OEMs, CDPHE, NCR HCC, Federal and other ESF-8 partners
- May coordinate and/or support deployment and maintain situational awareness of other ESF #8 partner deployments and operations
- Provide infection prevention and control guidance and epidemiological support
- Oversee environmental health functions (e.g., food safety, water, sanitation)
- Distribute medical countermeasures and support POD operations if needed
- Support behavioral health response in impacted areas and maintain situational awareness
- Request and coordinate distribution of healthcare resources, including supplies from the Strategic National Stockpile (SNS)
- Provide expertise and support for community health messaging in collaboration with the Joint Information Center (JIC) and PIOs

- Support hospitals in coordinating surge staffing, patient tracking, alternate care facilities, and family resource centers
- Document all ESF-8 activities and maintain situational awareness updates

Recovery

- Monitor long-term health outcomes (e.g., post-incident disease surveillance, environmental impacts, behavioral health needs)
- Provide referrals and access to ongoing health and medical services
- Support the restoration and reconstitution of health and medical infrastructure
- Participate in local and regional recovery planning groups
- Provide timely internal and external communications to support return-to-service operations and facilitate information sharing among partners
- Conduct debriefings and hotwashes with all ESF-8 stakeholders
- Lead or contribute to After Action Reports (AAR) and Improvement Plans (IP)
- Maintain documentation of expenditures, supplies used, and resource sharing agreements (MOUs)

SUPPORT AGENCIES: All county/city agencies/NGO/public sector entities requested during an EOC activation

SUMMARY OF SUPPORT AGENCIES ACTIONS:

- Identify, train, and assign personnel to maintain liaison role (agency rep) in support of the Arapahoe County EOC during periods of activation
- Coordinate activities and maintain communication with OEM/EOC during emergency operations
- Provide information and coordinate any public announcement, statement, or press release through the EOC or JIC
- Provide program assistance and experience as needed in coordination with OEM
- Activate agency, city, and/or county department or enterprise continuity of operations and recovery plans
- Provide all requested information during the duration of an incident to the EOC

ESF 8B Fatalities Management



ARAPAHOE COUNTY

PURPOSE:

ESF 8B coordinates mass fatalities management within the areas serviced by the Arapahoe County Coroner's Office (ACCO)

LEAD AGENCY: Arapahoe County Coroner's Office/Area hospitals, emergency care centers, EMS providers and healthcare networks

SUMMARY OF ESF ACTIONS:

Mitigation:

- Determine and acquire the necessary resources for the ACCO in the event of a mass fatality
- Assign the ACCO staff qualified to contact EOC and request to activate the regional mass fatality coordination plan

Preparedness

- Procure, inventory, and maintain supplies and equipment required for ACCO and alternate facilities
- Update the ACCO Mass Fatality Plan in accordance with state and federal statute
- Ensure training requirements are fulfilled by all ACCO staff members
- Maintain active representation on the NCR Fatality Management Committee

Response:

- Respond in accordance with the ACCO's Office Mass Fatality Plan

- Evaluate the scene for potential safety hazards prior to any scene investigation and determine required resources based on event type
- Once scene has been secured, provide investigators with instructions on how to process the scene per existing ACCO investigative procedures for search and recovery and associated photographic and written documentation
- Establish tracking system, remains transport and processing, chain of custody, morgue operations, victim identification and process for notification of next-of-kin
- Coordinate with public health departments, healthcare providers, mortuaries, and other partner agencies
- Establish temporary morgue(s) if the resource capacity of the ACCO is overwhelmed

- Activate the NCR Mass Fatality Coordination Plan that is maintained by the NCR Fatality Management Committee as necessary

Recovery

- Ensure victim identification, reunification of remains (as appropriate), and notification of next-of-kin are completed
- Provide information concerning the deceased to the appropriate agencies, including completion of death certificates for all fatalities
- Coordinate with local mortuaries for final disposition
- Provide information as appropriate to the public and/or media concerning the deceased
- Establish partnerships for fatality resources
- Continue any long-term response and coordination to re-acquire resources

SUPPORT AGENCIES: All county/city agencies/NGO/public sector entities requested during an EOC activation

SUMMARY OF SUPPORT AGENCIES ACTIONS:

- Identify, train, and assign personnel to maintain liaison role (agency rep) in support of the Arapahoe County EOC during periods of activation
- Coordinate activities and maintain communication with OEM/EOC during emergency operations
- Provide information and coordinate any public announcement, statement, or press release through the EOC or JIC
- Provide program assistance and experience as needed in coordination with OEM
- Activate agency, city, and/or county department or enterprise continuity of operations and recovery plans
- Provide all requested information during the duration of an incident to the EOC

ESF 8C Public Mental Health Services



ARAPAHOE COUNTY

PURPOSE:

ESF 8C ensures an efficient, coordinated, effective response to the mental health and substance abuse needs to people in time of an incident of significance

LEAD AGENCY: AllHealth/Aurora Mental Health

SUMMARY OF ESF ACTIONS:

Mitigation:

- Identify mental health issues in response to incidents of significance
- Identify resources available to deal with possible incidents
- Identify agencies and facilities to assist in mental health care during an incident

Preparedness

- Develop plans, procedures, and organizational structures needed to ensure continuation and coordination of public mental health services
- Evaluate agency EOPs

Response:

- Identify and document number of victims
- Provide adequate staff to respond to the incident
- Assess public mental health needs of the community
- Coordinate with the Public Information Officer to communicate emergency public information and external communications (ESF 15)
- Activate mutual aid agreements if needed

Recovery

- Coordinate identification of appropriate federal and state programs to support implementation of long term recovery plans

SUPPORT AGENCIES: All county/city agencies/NGO/public sector entities requested during an EOC activation

SUMMARY OF SUPPORT AGENCIES ACTIONS:

- Identify, train, and assign personnel to maintain liaison role (agency rep) in support of the Arapahoe County EOC during periods of activation.
- Coordinate activities and maintain communication with OEM/EOC during emergency operations.

- emergency operations
- Provide information and coordinate any public announcement, statement, or press release through the EOC or JIC
- Provide program assistance and experience as needed in coordination with OEM.

- Activate agency, city, and/or county department or enterprise continuity of operations and recovery plans.
- Provide all requested information during the duration of an incident to the EOC.

ESF 9A – Urban Search and Rescue



ARAPAHOE COUNTY

PURPOSE:

ESF 9A coordinates personnel, equipment, services, and facilities to aid in search, rescue and recovery of lost persons during or after an incident of significance in Arapahoe County. This includes heavy rescue disciplines such as structural collapse, under water searches, and swift water rescue.

LEAD AGENCY: Arapahoe County Office of Emergency Management/Arapahoe Rescue Patrol/South Metro Fire Rescue Authority/Denver Fire Department

SUMMARY OF ESF ACTIONS:

Mitigation:

- Develop plans, procedures, and organizational structure needed to ensure the continuation and coordination of rescue operations during an incident
- Identify and secure the equipment required to address search and rescue incidents
- Identify alternate agencies to assist in search and rescue incidents

Preparedness

- Identify and maintain a network of available local, county and state resources to aid in search and rescue incidents
- Participate in training sessions and exercises.

- Establish inter-governmental agreements (mutual or automatic aid) with other agencies to ensure mutual beneficial search and rescue services

Response:

- Select and contact appropriate personnel
- Designate personnel authorized to enter affected area and provide this information to the Arapahoe County Office of Emergency Management (OEM)
- Perform Urban Search and Rescue per organizational SOP/SOGs

- Notify the Arapahoe County EOC if any air operation assets are requested or used in a search and rescue mission
- Coordinate with law enforcement personnel for maintaining security of facilities and supplies (ESF-13 Public Safety and Security)

Recovery

- Continue and organize long-term plans for the continues operations of emergency service resources
- Provide documentation of damage and affected buildings, lands or other structures to the EOC

SUPPORT AGENCIES: All county/city agencies/NGO/public sector entities requested during an EOC activation

SUMMARY OF SUPPORT AGENCIES ACTIONS:

- Identify, train, and assign personnel to maintain liaison role (agency rep) in support of the Arapahoe County EOC during periods of activation
- Coordinate activities and maintain communication with OEM/EOC during emergency operations

- Provide information and coordinate any public announcement, statement, or press release through the EOC or JIC
- Provide program assistance and experience as needed in coordination with OEM

- Activate agency, city, and/or county department or enterprise continuity of operations and recovery plans
- Provide all requested information during the duration of an incident to the EOC

ESF 9B –Search and Rescue



ARAPAHOE COUNTY

PURPOSE:

ESF 9B coordinates the use of personnel, equipment, services, and facilities to aid in search, rescue and recovery of lost persons during or after an incident of significance in Arapahoe County

LEAD AGENCY: Arapahoe County Office of Emergency Management/Arapahoe Rescue Patrol/All fire departments/districts serving the county

SUMMARY OF ESF ACTIONS:

Mitigation:

- Develop plans, procedures, and organizational structure needed to ensure the continuation and coordination of rescue operations during an incident
- Identify and secure the equipment required to address search and rescue incidents
- Identify alternate agencies to assist in search and rescue incidents

Preparedness

- Identify and maintain a network of available local, county and state resources to aid in search and rescue incidents
- Participate in training sessions and exercises.

- Establish inter-governmental agreements (mutual or automatic aid) with other agencies to ensure mutual beneficial search and rescue services.

Response:

- Select and contact appropriate personnel
- Designate personnel authorized to enter affected area and provide this information to the Arapahoe County Office of Emergency Management (OEM)
- Perform Search and Rescue per organizational SOP/SOGs

- Notify the Arapahoe County EOC if any air operation assets are requested or used in a search and rescue mission.
- Coordinate with law enforcement personnel for maintaining security of facilities and supplies (ESF-13 Public Safety and Security)

Recovery

- Continue and organize long-term plans for the continues operations of emergency service resources.
- Provide documentation of damage and affected buildings, lands or other structures to the EOC.

SUPPORT AGENCIES: All county/city agencies/NGO/public sector entities requested during an EOC activation

SUMMARY OF SUPPORT AGENCIES ACTIONS:

- Identify, train, and assign personnel to maintain liaison role (agency rep) in support of the Arapahoe County EOC during periods of activation
- Coordinate activities and maintain communication with OEM/EOC during emergency operations

- Provide information and coordinate any public announcement, statement, or press release through the EOC or JIC
- Provide program assistance and experience as needed in coordination with OEM

- Activate agency, city, and/or county department or enterprise continuity of operations and recovery plans
- Provide all requested information during the duration of an incident to the EOC

ESF 10 – Hazardous Materials



ARAPAHOE COUNTY

PURPOSE:

ESF 10 coordinates response to and recovery from hazardous material releases as defined under Colorado Revised Statute Section 29-22-101 (2024). This includes incidents involving transportation corridors; pipelines; tank farms; and fixed facilities (chemical plants, laboratories, operating hazardous waste sites, hospitals, etc.).

LEAD AGENCY: Arapahoe County Sheriff's Office HAZMAT Team

SUMMARY OF ESF ACTIONS:

Mitigation:

- Identify threats from hazardous materials
- Develop plans, procedures and organizational structures needed to ensure the continuation and coordination of hazardous materials response efforts during an incident
- Identify and secure equipment required to maintain hazardous materials incident readiness and continuation of operations during an incident
- Identify fixed facilities and transportation routes that possess, process, manufacture, or convey hazardous materials.

Preparedness

- Identify and maintain a network of available local, county, state and federal resources to aid in hazardous material incidents
- Conduct and participate in all-hazards exercises involving hazardous materials

- Establish inter-governmental agreement (mutual or automatic aid) with fire departments, districts, authorities and other specialty agencies to provide hazardous material response services

Response:

- Select and contact appropriate personnel
- Designate personnel authorized to enter the affected area and provide this information to the Arapahoe County Office of Emergency Management (OEM)
- Identify the Designated Emergency Response Authority
- Develop a plan to deal with hazardous materials and provide this information to the Emergency Operations Center (EOC)
- Identify additional resources required to mitigate the incident
- Coordinate with law enforcement personnel to maintain security of facilities and supplies

- Maintain records of individual employees exposed to hazardous materials at incident sites and provide the follow-up monitoring and/or treatment guidance

Recovery

- Provide documentation on danger to resources and affected buildings, lands or other structures
- Develop and enact a plan to repair or replace any damaged hazardous materials response equipment
- Monitor incident location and determine when the area is safe to allow public access
- Oversee cleanup of hazardous materials waste ensuring proper identification, handling, treatment, storage and disposal of hazardous materials
- Ensure that administrative procedures and accounting procedures are in place to document actions taken and all costs incurred during emergency operations

SUPPORT AGENCIES: All county/city agencies/NGO/public sector entities requested during an EOC activation

SUMMARY OF SUPPORT AGENCIES ACTIONS:

- Identify, train, and assign personnel to maintain liaison role (agency rep) in support of the Arapahoe County EOC during periods of activation
- Coordinate activities and maintain communication with OEM/EOC during emergency operations

- Provide information and coordinate any public announcement, statement, or press release through the EOC or JIC
- Provide program assistance and experience as needed in coordination with OEM

- Activate agency, city, and/or county department or enterprise continuity of operations and recovery plans
- Provide all requested information during the duration of an incident to the EOC

ESF 11 – Agriculture and Natural Resources



ARAPAHOE COUNTY

PURPOSE:

ESF 11 coordinates the response to incidents of significance that threaten the food and water supply or natural, cultural, and historic resources.

LEAD AGENCY: CSU Extension/Arapahoe County Public Health

SUMMARY OF ESF ACTIONS:

Mitigation:

- Develop plans and procedures needed to ensure continuation of safe water and food supplies during an incident

Preparedness

- Work with OEM to maintain situational awareness of hazards listed in the Hazard Identification and Risk Assessment (HIRA) and the Hazard Mitigation Plan (HMP) that are likely to impact food, agriculture, livestock, and water supplies
- Identify and maintain a network of available local, county, and state resources to aid in protection and recovery from an incident that would threaten food and water supplies

Response:

- Coordinate to address key issues for issues of significance such as securing safe drinking water and food supply
- Coordinate to address protecting natural, cultural, and historic resources
- Coordinate with the Public Information Officer to communicate emergency public information and external communications (ESF-15 External Affairs)
- Coordinate with law enforcement personnel to maintain security of facilities and supplies (ESF-13 Public Safety and Security)

- Temporarily arrange for or provide food, water, shelter, and medical care for all affected persons (ESF-6 Mass Care and Sheltering)

Recovery

- Assign staff to identify and document economic impact and losses avoided due to previous mitigation projects and establish new priorities for mitigation in affected areas

SUPPORT AGENCIES: All county/city agencies/NGO/public sector entities requested during an EOC activation

SUMMARY OF SUPPORT AGENCIES ACTIONS:

- Identify, train, and assign personnel to maintain liaison role (agency rep) in support of the Arapahoe County EOC during periods of activation
- Coordinate activities and maintain communication with OEM/EOC during emergency operations

- Provide information and coordinate any public announcement, statement, or press release through the EOC or JIC
- Provide program assistance and experience as needed in coordination with OEM

- Activate agency, city, and/or county department or enterprise continuity of operations and recovery plans
- Provide all requested information during the duration of an incident to the EOC

ESF 12 – Energy



ARAPAHOE COUNTY

PURPOSE:

ESF 12 coordinates the response of energy providers (Xcel Energy, CORE Electric Cooperative), and resources during an incident of significance caused by natural, human-caused or terrorist acts.

LEAD AGENCY: Arapahoe County Office of Emergency Management

SUMMARY OF ESF ACTIONS:

Mitigation:

- Develop, review and update emergency energy plan and procedures
- Maintain and update pipeline and power transmission maps as appropriate
- Identify threats to system and infrastructure
- Establish and maintain directory of energy suppliers' emergency liaison personnel
- Ensure critical operations center have emergency power supplies

Preparedness

- Train personnel in emergency procedures
- Organize and train damage survey teams
- Ensure security measures are adequate
- Ensure that on-call contacts with vendors include provisions for emergency services
- Ensure that on-call contacts with vendors include provisions for emergency services

Response:

- Enact agency Emergency Operations Plans
- Select and contact appropriate personnel

- Designate personnel authorized to enter affected area and provide this information to the Arapahoe County Office of Emergency Management
- Provide a representative to the Emergency Operations Center (EOC) as requested
- Survey the affect area, evaluate the situation and submit a situation report outlining damage to immediate and long-term energy need to request federal assistance
- Repair and restore system operations as soon as possible with consideration for safety
- Coordinate with appropriate agencies to determine if repair efforts will be adequate or if additional assistance from state or federal resources will be required for damaged facilities
- Determine fuel availability and need
- Provide emergency fuel and energy to critical resource structures

- Provide, public information regarding alternate energy use methods, affected areas, ect. through ESF-15 (External Affairs)
- Coordinate with law enforcement personnel to maintain security of facilities and supplies

Recovery

- Determine long-term energy requirements for the affected area and initiate long term recovery plan
- Coordinate resources for repairs to utilities
- Assist in providing portable water and sanitary faculties as needed.
- Participate in after action reports
- Make necessary improvements to agency EOPs
- Ensure that administrative and accounting procedures are in place to document actions taken and all costs incurred during emergency operations

SUPPORT AGENCIES: All county/city agencies/NGO/public sector entities requested during an EOC activation

SUMMARY OF SUPPORT AGENCIES ACTIONS:

- Identify, train, and assign personnel to maintain liaison role (agency rep) in support of the Arapahoe County EOC during periods of activation.
- Coordinate activities and maintain communication with OEM/EOC during emergency operations.
- Provide information and coordinate any public announcement, statement, or press release through the EOC or JIC
- Provide program assistance and experience as needed in coordination with OEM.
- Activate agency, city, and/or county department or enterprise continuity of operations and recovery plans.
- Provide all requested information during the duration of an incident to the EOC.

ESF 13 – Public Safety and Security



ARAPAHOE COUNTY

PURPOSE:

ESF 13 coordinates law enforcement measures provided during an incident of significance, or when available intelligence indicates the potential for a situation that would require mobilization of law enforcement resources to preserve peace and public safety within the service areas of the Arapahoe County.

LEAD AGENCY: Arapahoe County Sheriff's Office Public Safety Bureau

SUMMARY OF ESF ACTIONS:

Mitigation:

- Identify threats to assets and resources
- Develop plans, procedures and organizational structures needed to ensure the continuation and coordination of law enforcement during an incident
- Identify and secure equipment required to address public safety incidents
- Identify alternate agencies to assist in law enforcement and security during an incident

Preparedness

- Identify and maintain a network of available local, county, state and federal resources to aid in law enforcement and security
- Participate in training session and exercises
- Evaluate agency Emergency Operations Plans

- Ensure that administrative procedures are in place to aid control during emergency operations
- Ensure that administrative and accounting procedures are in place to document actions taken and all costs incurred during emergency operations

Response:

- Select and contact appropriate personnel
- Provide a representative to the EOC
- Provide situational reports to the EOC
- Coordinate with the Public Information Officer to communicate emergency public information and external communications (ESF-15 External Affairs)

- Secure facilities and supplies

- Make requests for law enforcement support beyond those of routine mutual aid

Recovery

- Coordinate and organize long term plans for the continued operation of emergency service resources
- Provide damage documentation on affected Sheriff's Office buildings, lands or other structures to the Damage Assessment Unit in the EOC
- Develop and enact a plan to repair or replace any damaged equipment
- Develop plans to replace or supplement personnel required to maintain operations

SUPPORT AGENCIES: All county/city agencies/NGO/public sector entities requested during an EOC activation

SUMMARY OF SUPPORT AGENCIES ACTIONS:

- Identify, train, and assign personnel to maintain liaison role (agency rep) in support of the Arapahoe County EOC during periods of activation.
- Coordinate activities and maintain communication with OEM/EOC during emergency operations.

- Provide information and coordinate any public announcement, statement, or press release through the EOC or JIC
- Provide program assistance and experience as needed in coordination with OEM.

- Activate agency, city, and/or county department or enterprise continuity of operations and recovery plans.
- Provide all requested information during the duration of an incident to the EOC.

ESF 14 – Community Recovery, Mitigation, and Economic Stabilization



PURPOSE:

ESF 14 coordinates the local government and private sector recovery from long term consequences of an incident of significance affecting part or all of the county.

LEAD AGENCY: Arapahoe County EOC Policy Group/Arapahoe County Sheriff's Office of Emergency Management

SUMMARY OF ESF ACTIONS:

Mitigation:

- Develop plans and procedures needed to ensure the recovery of a community after a disaster

Preparedness

- Work with OEM to maintain situational awareness of hazards listed in the Hazard Identification and Risk Assessment (HIRA) and the Hazard Mitigation Plan (HMP) that are likely to impact the community at large
- Identify and maintain a network of available local, county, and state resources to aid in protection and recovery from an incident
- Identify appropriate programs and agencies to support implementation of comprehensive long-term community planning and identify gaps in available resources

Response:

- Coordinate to address key issues for issues of significance such as securing safe drinking water, food supply, and temporary shelter
- Coordinate to address protecting natural, cultural, and historic resources
- Coordinate with the Public Information Officer to communicate emergency public information and external communications (ESF-15 External Affairs)
- Coordinate with law enforcement personnel to maintain security of facilities and supplies (ESF-13 Public Safety and Security)
- Serve as a liaison with supporting agencies and business and industry partners
- Provide a primary entry point for situational information related to business and industry

Recovery

- Assign staff to identify and document economic impact and losses avoided due to previous mitigation projects and establish new priorities for mitigation in affected areas
- Work with state disaster recovery coordinator to facilitate recovery activities and the longer-term aspects of business and industry recovery coordination
- Identify programs and activities across the public, private, and non-profit sectors that support long-term recovery and promote coordination between them
- Coordinate program application processes and planning requirements to streamline assistance processes, and identify and coordinate resolution of policy and program issues

SUPPORT AGENCIES: All county/city agencies/NGO/public sector entities requested during an EOC activation

SUMMARY OF SUPPORT AGENCIES ACTIONS:

- | | | |
|--|---|---|
| <ul style="list-style-type: none">• Identify, train, and assign personnel to maintain liaison role (agency rep) in support of the Arapahoe County EOC during periods of activation• Coordinate activities and maintain communication with OEM/EOC during emergency operations | <ul style="list-style-type: none">• Provide information and coordinate any public announcement, statement, or press release through the EOC or JIC• Provide program assistance and experience as needed in coordination with OEM | <ul style="list-style-type: none">• Activate agency, city, and/or county department or enterprise continuity of operations and recovery plans• Provide all requested information during the duration of an incident to the EOC |
|--|---|---|

ESF 15 – External Affairs



ARAPAHOE COUNTY

PURPOSE:

ESF 15 coordinates the city and county assets to prepare and deliver coordinated and sustained messages to the public in support of a response during incidents of significance.

LEAD AGENCY: Arapahoe County Sheriff Public Affairs/Arapahoe County Communication Services Department/City and/or municipality public information and/or communication services

SUMMARY OF ESF ACTIONS:

Mitigation:

- Develop plans and procedures needed to ensure continuation of safe water and food supplies during an incident

Preparedness

- Work with OEM to maintain situational awareness of hazards listed in the Hazard Identification and Risk Assessment (HIRA) and the Hazard Mitigation Plan (HMP) that are likely to impact food, agriculture, livestock, and water supplies.
- Identify and maintain a network of available local, county, and state resources to aid in protection and recovery from an incident that would threaten food and water supplies

Response:

- Sheriff's Public Affairs Manager will be the designated public information officer for the Arapahoe County Sheriff's Office
- Utilize the Crisis Communications Manual to conduct external affair operations and actions

Recovery

- Assign staff to identify and document economic impact and losses avoided due to previous mitigation projects and establish new priorities for mitigation in affected areas.

SUPPORT AGENCIES: All county/city agencies/NGO/public sector entities requested during an EOC activation

SUMMARY OF SUPPORT AGENCIES ACTIONS:

- | | | |
|--|--|---|
| <ul style="list-style-type: none">• Identify, train, and assign personnel to maintain liaison role (agency rep) in support of the Arapahoe County EOP during periods of activation.• Coordinate activities and maintain communication with OEM/EOC during emergency operations. | <p>emergency operations</p> <ul style="list-style-type: none">• Provide information and coordinate any public announcement, statement, or press release through the EOC or JIC• Provide program assistance and experience as needed in coordination with OEM. | <ul style="list-style-type: none">• Activate agency, city, and/or county department or enterprise continuity of operations and recovery plans.• Provide all requested information during the duration of an incident to the EOC. |
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PUBLIC ALERT, WARNING, AND NOTIFICATION

Purpose

This annex to the Arapahoe County Emergency Operations Plan (EOP) as adopted, hereafter the Plan, is intended to supplement the Plan by providing intention and direction, and to serve as a template for messaging for the Arapahoe County Sheriff's Office Services Areas as they relate to local public alert and warning. Integrated Public Alert Warning System (IPAWS) messaging, Appendix D, describes the specific FEMA required messaging templates and will be implemented by those with specific alerting authority. Other types of messaging are developed in conjunction with the Arapahoe County 911 Authority and its member jurisdictions.

Scope

This Annex is applicable to all of Arapahoe County with the exception of the City of Aurora, who have developed their own plan, but it does not supersede or replace municipal plans or those of federal facilities with exclusive jurisdiction. This annex is a guideline meant to be scalable for all-hazards that may require multi-agency coordination and mass notification. It can be activated in its entirety or in specific sections to meet the needs of the incident.

Objectives

This annex will serve to assist the alerting jurisdictions by providing purpose, codifying authorities, defining implementation procedures, and standardizing messaging for all the mass-notification alerting systems available to public safety in the participating jurisdictions of the Arapahoe County 911 Authority. Additionally, this annex includes descriptions of the various communication methods used to pass information across internal and external stakeholder lines.

Authorities & Limitations

In addition to the authorities cited in the Emergency Operations Plan, this Annex also relies on:

1. ADM 619 Communications
2. Arapahoe County 911 Authority Policy
3. Federal Register Title 47, Chapter 1, Subchapter A, Part 10 – Wireless Emergency Alerts
4. FEMA IPAWS Collaborative Operating Group (COG) MOA
5. FEMA IPAWS Process Map Playbook, v1.0

Reasonable efforts will be made to notify those placed in danger by an incident. However, resources and systems may become overwhelmed by the magnitude of the incident and its impacts. There is no guarantee implied by this annex that timely and thorough notification will be practical or possible.

Planning Assumptions

1. Arapahoe County and all partner jurisdictions are subject to all-hazards events that require a multi-mode, scalable mass notification system.
2. Communication systems include, but may not be limited to, landline phones, cell phones, text messaging, email, variable message boards, outdoor warning sirens, Colorado Broadcaster's Emergency Alert System, internet access, and National Weather Service Weather Radio and their repeaters.
3. One or more of these systems may be compromised in an all-hazards event.
4. Jurisdictional EOCs and/or Arapahoe County EOC may not be activated when public notifications need to be sent.

Concept of Operations

The Incident Command System will be used to coordinate incidents and serves as the mechanism by which this plan is activated. The Incident Commander should assess the situation and make decisions regarding notification in cooperation with agencies having jurisdiction, when possible.

Messaging

The public can expect to receive one of two types of messages: advisory and instructional.

- Advisory messages provide information to the affected public regarding an incident but do not require action on the public's part. These messages should include a statement encouraging members of the public to monitor an authoritative source, such as the agency social media account, for further information.
- Instructional messages provide information requiring some action by the recipients. The instructions should be clear, concise, and communicate the expected actions. Instructional messages could include boil water notices, shelter in place, and evacuation notices.

The issuance of instructional messages, regardless of the type of distribution, must include a notification to the Arapahoe County Office of Emergency Management (AC OEM).

Notification Systems

Advisory and instructional messages can be delivered in numerous ways; however, the primary methods are described below. Any combination of the methods may be used to achieve the incident objectives, and the list-order is not prescriptive.

- [Emergency Notification System \(ENS\)](#): Known as ArapAlert, this utilizes the CodeRED alerting system to conduct emergency notifications via landline or VoIP phone, cellular phone, email, text message, telecommunications device for the deaf (TTY), and the CodeRED smart device application for citizens that



have opted in to using the system. ENS would not typically be utilized for small-scale evacuations where other notification methods could complete the process in less time than it would take to complete a CodeRED launch. All Arapahoe County Public Safety Answering Points (PSAPs) have access to the ArapAlert system. Each PSAP will be the lead agency for ArapAlert notifications in their service areas, including contracted agencies. ArapAlert messages can be sent out to the entire subscriber list, or to those subscribers located only within a GIS defined area or polygon.

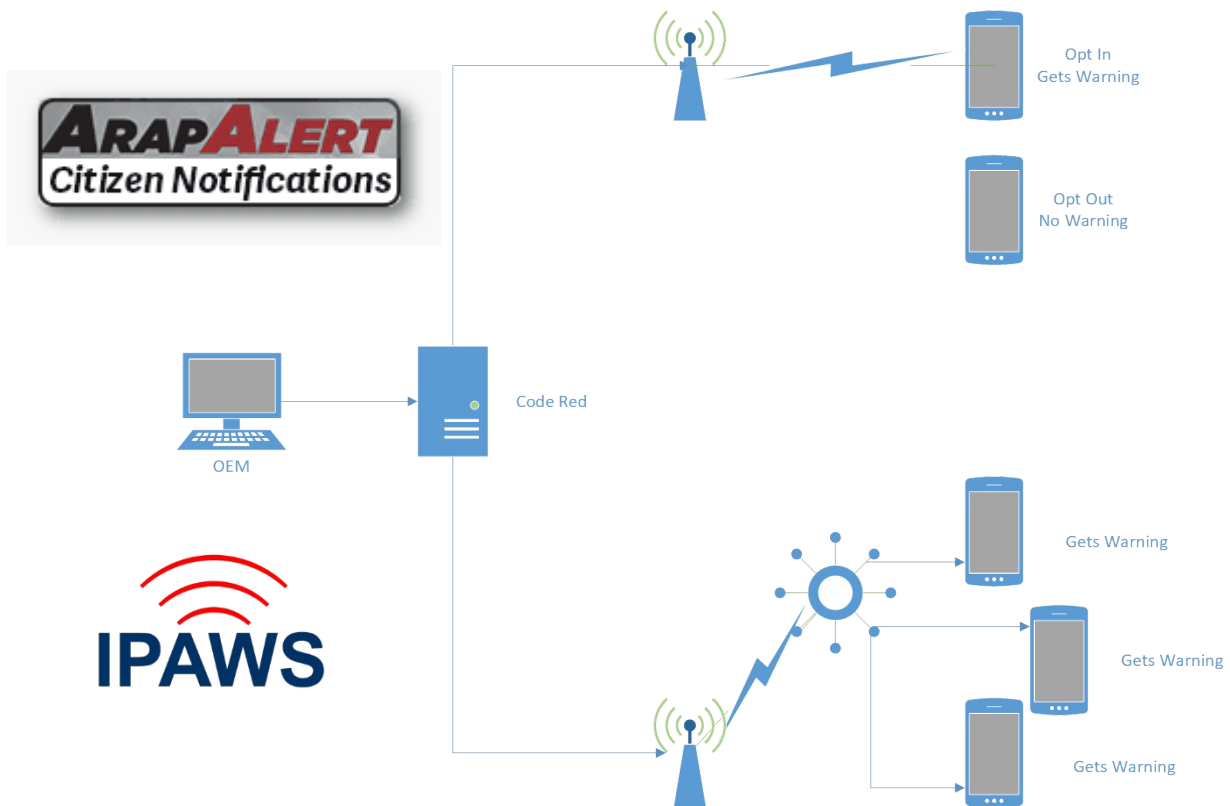
- [Integrated Public Alert and Warning System \(IPAWS\)](#): National warning system that uses multiple methods to transmit emergency alert and warning information from the government to the public. IPAWS and its sub-systems will only be utilized for shelter in place, evacuation orders, and other instructions when there is an imminent threat to life safety and other methods cannot ensure the maximum number of people at-risk are notified in a timely manner. IPAWS will not be used for advisory messages as the system is intended to direct action. The ACOEM and certain ACSO



Communications staff have access to the IPAWS system and are the current entities authorized to initiate IPAWS messages through the CodeRED alerting system.

- **Emergency Alert System (EAS)**: National public warning system that uses radio and television broadcasters, cable television systems, wireless cable systems, satellite radio service providers, and direct broadcast satellite providers to transmit emergency communications. Satellite transmissions are limited to national EAS messages and do not include state and local alerts. However, satellite TV viewers watching local stations will receive local alerts. EAS messages are limited to 1600 characters. The smallest alerting area for EAS is a county, which is identified by a unique FIPS code (Arapahoe County being 008005). However, the area that receives the broadcast could be much larger due to wide-area radio and television transmitters.
- **NOAA Weather Radio (NWR)**: National network of radio stations that broadcast continuous weather information and warnings from the National Weather Service. NWR is also utilized to transmit all-hazards non-weather emergency messages (NWEMs) through the IPAWS service known as HazCollect. Individuals with VHF-FM radios, scanners, and weather alert radios can monitor NWR transmissions. Weather alert radios are silent until activated by a warning tone when an emergency message is transmitted. Some weather alert radios and scanners are equipped with specific area message encoding (SAME), which allows the identification of specific geographic warning area(s). This allows the user to filter out other areas and reduce the number of inapplicable alerts that activate the device. The SAME code for Arapahoe County is the same as the FIPS – 008005.

- **Wireless Emergency Alerts (WEA):** National public warning system that utilizes the networks of participating cellular providers to transmit text alerts to wireless phones and mobile devices. WEA messages utilize the short message service-cell broadcast (SMS-CB) protocol, which simultaneously transmits a single message to all devices connected to cell towers located within the warning area. This is in contrast to ArapAlert (ENS) which utilizes the short message service-point to point (SMS-PP) protocol to transmit individual messages to specifically identified users. SMS-CB is not susceptible to network congestion or delivery queues like SMS-PP. WEA messages are periodically repeated so additional users will receive the message if they travel into the warning area before the message expires. WEA alerts can be transmitted to the county FIPS (008005) or to a GIS defined area or polygon.



- **Door-to-Door:** Uniformed personnel attempt face-to-face contact at each structure within the notification area. This method may be modified to include personal notifications to members of the public in open areas including parks and trails.
- **Media:** Local media outlets and social media. Public Affairs and the Public Information Officer maintains communication with traditional news media and posts to official social media accounts.
- **Public Address/Outdoor Warning Sirens:** Permanent or mobile public address systems that provide audible warning. This method is typically utilized in open areas such as outdoor events but could also be used at indoor venues with the capability. Englewood, Aurora, and Deer Trail operate outdoor warning sirens that may provide warning in some

limited areas of surrounding jurisdictions. The Aurora and Englewood systems are controlled through their dispatch centers, while the Deer Trails system is controlled by Deer Trail Fire Protection District. The County does not use sirens as there is still much confusion and little regulation as the type, length, and sound of sirens, let alone the meaning of a tone.

- **Signage:** Permanent and mobile variable message signs along roadways. Public Works, Sheriff, and City of Centennial have fixed and mobile variable message signs. The Colorado Department of Transportation (CDOT) has both mobile and highway-based stationary variable message signs.

Internal Notification Systems

Notification of and communication with internal stakeholders, policy makers, and support elements with roles in emergencies and disasters takes place through a variety of internal communication systems. Those systems may change but are generally recognized to be landline phone systems, mobile phones, internet-based messaging systems, CodeRED paging through the 911 Center, and utilization of the Government Emergency Telephone System (GETS) and the Wireless Priority Service (WPS) provided by the US Department of Homeland Security. Each system functions slightly differently, with most communication being accomplished via phone calls (direct and conference) and written (text messaging and email). Emergency and disaster specific notification processes are covered in the Arapahoe County Emergency Operations Center Handbook.

Roles & Responsibilities

Each organization identified in this plan is responsible for developing internal procedures to carry out their assigned lead and support functions and providing relevant information to the incident Public Information Officer. General responsibilities, specific agency responsibilities, and partner roles are outlined below.

Communication Centers

Public Safety Answering Points (PSAPs) and Communication Centers are responsible for collecting, documenting, ordering, and tracking resources as requested by the IC until those tasks are transferred to the EOC. If a massive staff callback is required, that will also originate from the Communication Center. Communication Centers may also be the first to launch an ENS notification, based on requests from the IC.

- Arapahoe County E911 Authority
 - Continue to support the established alerting system and recognize Arapahoe County OEM as the IPAWS COG for Arapahoe County E911 Authority members.
- Arapahoe County Sheriff's Office Dispatch
 - Collecting and documenting pertinent incident information in the Computer Aided Dispatch (CAD) system.
 - Notifying on-call key Sheriff's Office personnel of incident and evacuations.
 - Sending ENS notifications to the public as requested by incident command or other authorized personnel and documenting the launch in CAD.
 - Responding to public requests for evacuation information and assistance.
 - Dispatching emergency transportation services for evacuees requesting assistance.
 - Allocating CAD resources to the incident.
- South Metro Fire Rescue Emergency Communications
 - Collecting and documenting pertinent incident information in the Computer Aided Dispatch (CAD) system.
 - Sending ENS notifications to the public as requested by incident command or other authorized personnel and documenting the launch in CAD.
 - Responding to public requests for evacuation information and assistance.
 - Dispatching emergency transportation services for evacuees requesting assistance.
 - Allocating CAD resources to the incident.

Law Enforcement

Law Enforcement will integrate into, or establish the ICS, help determine areas needing notification, and the identification of the primary and secondary egress routes; and provide that information to the Communication Centers. If a preformatted message does not fit the needs of the notification, care must be given to ensure the tenants of message content as described in this plan are accounted for prior to sending the notification the public.

- Arapahoe County Sheriff's Office
 - Integrating into the incident command structure.
 - Assisting incident command in identifying notification areas and safe egress routes.
 - Providing notification area, egress routes, and messages to Communications.

Office of Emergency Management

The OEMs each have a distinct role in their jurisdictions, which includes the actions detailed in this annex. Jurisdictional staffing variability is a consideration, as alerting and evacuation may quickly exceed a jurisdiction's ability to coordinate. In those instances, OEMs should rely on their pre-established mutual aid agreements and may request assistance from the Arapahoe County OEM. Generally, each OEM should participate in the development, updating, and training of this annex.

- Arapahoe County OEM (AC OEM) is responsible for coordinating the authoring, maintaining, and updating this plan. Additionally, the AC OEM:
 - Serves as the IPAWS COG for all Arapahoe County E911 Authority members.
 - Activates the IPAWS, EAS, and WEA alerts when appropriate.
 - Activates ENS alerts when appropriate.
 - Activates the EOC to the appropriate level.
 - Maintains predetermined notifications in CodeRED-IPAWS.
 - Performs monthly testing of the IPAWS system.

Public Affairs

The Public Information/Affairs Offices play a crucial role in developing the language for pre-scripted notifications, ensuring they meet the requirements outlined in this annex. Additionally, PIOs/PAOs maintain the official messaging channels to a variety of media, becoming the authoritative source for information about the notifications, evacuations, sheltering, and re-entry.

- Arapahoe County Sheriff's Office
 - Activate: <http://www.arapahoegov.com/1973/Disaster-Information>

Notification Initiation and Approval Process

The authority to initiate an advisory or instructional message belongs to the Incident Commander in conjunction with the law enforcement agency or agencies having jurisdiction.

A precise geographic area for the notification must be articulated to Dispatch in order to be mapped in the ArapAlert or IPAWS system. It may be faster and more accurate to draw the area on a map and electronically transmit the map to Communications than to describe the area by phone.

- Standardized message templates should be utilized whenever possible to communicate a thorough and consistent message across all automated notification methods.

Methods of notification may vary from incident to incident. However, all appropriate methods should be utilized to maximize the number of people who are given notice of the hazard. It may be appropriate to repeat messages until the scene is secure or the situation is resolved.

The PSAP with jurisdiction will initiate the notification, using the information indicated by the IC. The notification system used is determined by the PSAP using the tools in this plan to guide the decision. See Annex B for a three-question decision support guide.

Evaluation, Maintenance, and Revision

This plan will be evaluated annually by all stakeholders and after real-world activations. Change will be noted on the record of changes in Appendix D. The Emergency Manager, with the concurrence of stakeholders, can implement these changes. Substantive changes require additional adoption process by the Board of County Commissioners.

Appendix A: Acronyms

CodeRED	Code Red Emergency Alerting System
EAS	Emergency Alert System
ENS	Emergency Notification System
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Functions
IPAWS	Integrated Public Alert and Warning System
NGO	Nongovernmental Organizations
NOAA	National Oceanic and Atmospheric Administration
NWR	NOAA Weather Radio
OEM	Office of Emergency Management
PAO	Public Affairs Office
PIO	Public Information Officer
PSAP	Public Safety Answering Point
TCP	Traffic Control Point
TEP	Temporary Evacuation Point
VA	Victim Advocate
WEA	Wireless Emergency Alerts

Appendix B: IPAWS Alert System Activation Checklist

The following general conditions should be considered in determining whether the issuance of an EAS or a WEA is warranted:

EAS/WEA Activation Checklist

Yes	No	
		Is this a sudden, unforeseen, or unpredictable situation?
		Does the situation pose an imminent threat to life or property?
		Does the situation have the potential to adversely affect a significant population or geographical area?
		Does the situation require that the public be told immediately to seek shelter or take other protective action?

If the answer to any of the above questions is no, do not activate IPAWS EAS or WEA. Instead, consider using ArapAlerts, departmental Twitter accounts, or other means of message dissemination.

Appendix C: IPAWS Event Codes and Message Circumstances

IPAWS defines the following administrative codes and definitions for messages that are processed by their system. Message circumstances that can be reasonably assumed to occur in Arapahoe County have been added to the chart to further help categorize messages.

Code	Definition	Message Circumstances
ADR – Administrative Message	A non-emergency message that provides updated information about an event in progress, an event that has expired or concluded early, pre-event preparation or mitigation activities, post-event recovery operations, or other administrative matters pertaining to the EAS	<ul style="list-style-type: none"> Should be very limited in practice despite definition. Over usage of IPAWS can create warning fatigue
EQU – Earthquake Warning	A warning of current or imminent earthquake activity. Authorized officials may recommend or order protective actions according to state law or local ordinance	<ul style="list-style-type: none"> When an earthquake is detected via early-warning systems or the general public
CDW – Civil Danger Warning	A warning of an event that presents a danger to a significant civilian population. The CDW, which usually warns of a specific hazard and gives specific protective action, has a higher priority than the Local Area Emergency (LAE)	<ul style="list-style-type: none"> Contaminated water supply Imminent or in-progress terrorist attack
CEM – Civil Emergency Message	An emergency message regarding an in-progress or imminent significant threat to public safety and/or property. The CEM is a higher priority message than the Local Area Emergency (LAE), but the hazard is less specific than the Civil Danger Warning (CDW)	<ul style="list-style-type: none"> Change in the Homeland Security Alert System
EVI – Immediate Evacuation	A warning where immediate evacuation is recommended or ordered according to state law or local ordinance.	<ul style="list-style-type: none"> Dam breach causing immediate localized flooding
FRW – Fire Warning	A warning of a spreading wildfire or structural fire that threatens a populated area. Evacuation of areas in the fire's path may be recommended by authorized officials according to state law or local ordinance	<ul style="list-style-type: none"> WUI (Wildland Urban Interface) fires Large-scale structural fires that affect nearby buildings
HMW – Hazardous Materials Warning	A warning of a release of non-radioactive hazardous material such as flammable gas, toxic chemical, or biological agent that may recommend evacuation or shelter in place	<ul style="list-style-type: none"> Industrial accidents Tanker vehicle accidents

LAE – Local Area Emergency	An emergency message that defines an event that by itself does not pose a significant threat to public safety or property. However, the event could escalate, contribute to other more serious events, or disrupt critical public safety services.	<ul style="list-style-type: none"> • Disruption in water, electric, or natural gas service • Road closures due to excessive snowfall
LEW – Law Enforcement Warning	A warning of a law enforcement incident. An authorized law enforcement agency may blockade roads, waterways, or facilities, evacuate or deny access to affected areas, and arrest violators or suspicious persons.	<ul style="list-style-type: none"> • Active Shooter • Bomb explosion • Jailbreak • Riot
RHW – Radiological Hazard Warning	A warning of the loss, discovery, or release of radiological material.	<ul style="list-style-type: none"> • Theft of radioactive isotopes used for medical, seismic, or other purposes • Transportation accident that may involve nuclear weapons, nuclear fuel, or radioactive wastes.
SPW – Shelter in Place Warning	A warning of an event where the public is recommended to shelter in place (go inside, close doors and windows, turn off air conditioning or heating systems, and turn on the radio or TV for more information.	<ul style="list-style-type: none"> • HAZMAT release • Law Enforcement incidents
TOE – 911 Telephone Outage Emergency	An emergency message that defines a local or state 911 telephone network outage by geographic area or telephone exchange. Authorized officials may provide alternate phone numbers with which to reach 911 or dispatch personnel	<ul style="list-style-type: none"> • 911 Telephone system goes down or is otherwise unusable for public

Appendix D: Message Templates

This template details guidance for EAS, WEA, and ArapAlert messages that are sent via CodeRED. Arapahoe County OEM is developing and pre-loading templates for common scenarios into CodeRED that can be used and modified. However, as the system is designed to be used for all-hazard scenarios it is impossible to draft messages for every scenario. CodeRED users should be aware of this limitation and be prepared to create messages using the templates and guidance herein.

IPAWS Requirements

All WEA Alert Messages are required to have the following components by Federal Regulation.

- Event Type
- Area Affected
- Recommended Action
- Expiration Time (if needed)
- Sending Agency

ArapAlert Requirements

ENS Alert Messages do not have any required components. However, to reduce the number of templates necessary, **it is recommended that the WEA 360-character template is used for all ArapAlert messages.**

EAS Template and Guidance

County PIOs should check in with local stations on a regular basis to understand what message types they will carry. It is advised that text-to-speech is used only if audio cannot be provided. Text-to-speech has the potential of becoming garbled or hard to understand. If text-to-speech is used, please preview the audio before sending. Phone numbers should have a space in between each number, otherwise the system will pronounce it incorrectly. Website addresses should be spelled out with spaces between each letter (unless it is a common word). In addition, avoid using symbols such as #, %, &, etc.

The message should include a description of what is happening, location, the action to take, and the source of the information.

Note – an FCC preamble is an automatic function of broadcast equipment and will precede EAS messages. The FCC preamble will state: “A Civil Authority has issued a [Type of Alert] for [Location] until [Message expiration time]. This information does not need to be included in your EAS message as it will be redundant.

IPAWS Template – EAS

[FCC Preamble]. [Description of threat/event] in [location of threat and consequences].
[Protective action]. [Local, familiar, authoritative message source].

EAS Example – Spoken Word

FCC Preamble - A Civil Authority has issued a Local Area Emergency for Arapahoe County, CO until 10AM tomorrow.

Englewood Water Zone 1 has tested positive for E. coli. Residents in Englewood Water Zone 1 must boil water for 3 minutes before using. For more information, contact the city of Englewood at 303-762-2300 or via www.EnglewoodCO.gov

EAS Example – Text-to-speech

FCC Preamble - A Civil Authority has issued a Local Area Emergency for Arapahoe County, CO until 10AM tomorrow.

Englewood Water Zone 1 has tested positive for E coli. Residents in Englewood Water Zone 1 must boil water for 3 minutes before using. For more information, contact the city of Englewood at 3 0 3 7 6 2 2 3 0 0 or via w w w dot Englewood c o dot g o v

WEA Template and Guidance: 90-character Template

The WEA 90-character message is required for every IPAWS WEA activation. This message will show on older phones and technologies that are unable to display the full 360-character message.

Limited characters are challenging in these types of messages. Use smart abbreviations to keep the message length within the limit but remember that non-locals will also receive these messages. Do not use acronyms that only locals will understand. Remember that punctuation and spaces also count towards your 90-character limit. These messages may have to be less “polished” than typical information releases to make it within the 90-character limit.

The message should include a brief description of what is happening, location, the action to take, a URL or phone number for more information and a source. Tiny URL services are recommended as they save space and can link to social media sites for info, pictures, maps, etc. URLs do count towards the 90-character limit, so it is essential to work with the PIO and Arapahoe IT to ensure that short/tiny URLs are supported.

IPAWS Template – WEA (90 characters)

[Hazard] in [Location] [Guidance/Action] go to [URL or phone number] for info [Source]

IPAWS Example – WEA (90 characters)

Sheriff activity at S Peoria and E Easter avoid area go to bit.ly/xxx for info ACSO

WEA/ArapAlert Template and Guidance: 360-character Template

The WEA 360-character message is highly recommended for every IPAWS WEA activation. This message provides more information to the public and allows for a better understanding of the situation. This template is also used when sending out ArapAlerts.

Similar to the 90-character guidance, use smart abbreviations to keep the message length within the limit, but remember that non-locals will also receive these messages. Do not use acronyms that only locals will understand.

The message should include a source for the information, description of the event, location, action to take, and a URL or phone number for more information. Tiny URL services are recommended as they save space and can link to social media sites for info, pictures, maps, etc. URLs do count towards the 360-character limit, so it is essential to work with the PIO and Arapahoe IT to ensure that short/tiny URLs are supported.

IPAWS/ArapAlert Template – WEA (360 characters)

[Authoritative message source]. [Description of threat or event] in [Location] and [Consequences]. [Protective actions]. [URL, phone number, media for more information].

IPAWS/ArapAlert Example – WEA (360 characters)

Arapahoe County Sheriff notification. Suspicious package at S Peoria and E Easter. Law enforcement activity and closed roads in surrounding area. Possible hazardous material. Avoid area, stay indoors and away from windows. Go to bit.ly/xxx or tune to local media for more information.

Appendix E: CodeRED/IPAWS Testing

In order to maintain proficiency, maximize alerting response time, and reduce errors, each Alerter authorized by the MOA will train monthly on the IPAWS alerting tool (CodeRED). Testing will consist of clearly indicated, benign messaging indicating the alert is a drill and shall include *Exercise*Exercise*Exercise* before and after the drill messaging. The messaging shall not include any language that could be mistaken for a real emergency if it were inadvertently sent to the public. If a training message is sent through the live environment, it should be cancelled as soon as practicable and followed up with another message indicating the error.

Monthly Testing

Each Alerter will login to the test account at least monthly, determine the appropriate practice alert, and launch test message to the FEMA IPAWS Lab.

IPAWS Example – Test Message

*Exercise*Exercise*Exercise*

This is a test message that would normally include notification of a hazard, an area affected, protective actions to take, and way to get more information.

*Exercise*Exercise*Exercise*

The IPAWS software keeps a permanent record of each launch in the both the live and test environment and will serve as the documentation of testing.

Appendix F: Record of Changes

Date of Changes	Sections	Page(s)	Description of Changes	Changed by
02/19/20	Objectives	1	Added Stakeholder comms	Nathan Fogg
04/14/21	Full Plan Review			Ashely Cappel
05/20/25	Plan Review/Format			Anthony Zarrella



EMERGENCY OPERATIONS PLAN, CYBER INCIDENT RESPONSE ANNEX

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Purpose

The *Arapahoe County Emergency Operations Plan-Cyber Incident Response Annex* (CIR Annex) establishes a unified inter-departmental framework for standing up a whole-county response structure for responding to and recovering from disruptions to IT infrastructure- whether caused by accident or malicious intent.

The CIR Annex focuses on SEVERE and EMERGENCY Cyber incidents requiring activation of the Arapahoe County Emergency Operations Center (EOC) and the Cyber Incident Response Team (CIRT) to manage consequences while detecting, containing, eradicating, and recovering from a Cyber Incident.

Scope

The CIR Annex applies to all Cyber events and incidents impacting the IT infrastructure of Arapahoe County Government. This includes:

Data networks

Systems

Applications

Endpoints

Cloud-based services

Any other IT infrastructure owned or operated by Arapahoe County Government.

Cyber incidents can start as singular observations, complaints, or calls to the service desk- all of which must be analyzed in accordance with the standard operating procedures and guidelines which govern daily operations of the Arapahoe County IT Department. The CIR Annex is therefore always in effect to ensure early indicators of a Cyber event are properly identified, analyzed, and reported to IT leadership if a serious service disruption or cyber breach is suspected.

Each Cyber event or incident is unique. Therefore, this plan is flexible and scalable to accommodate a range of Cyber responses. This plan should be modified to meet the specific operational requirements for each Cyber response at the discretion of IT and OEM leadership.

Objectives

- Identify the escalation process from detection to declaration of a Cyber Incident.
- Identify qualified staff members for all positions of the Cyber Incident Response Team.
- Identify external partners from local, state, federal government agencies and the private sector, who are essential to achieving cyber incident response and recovery objectives.

- Identify critical information requirements and how it is shared up, down, and across the Cyber Incident Response Team, Emergency Operations Center, Joint Information Center, and Arapahoe County Policy Group during a Cyber incident.

Planning Assumptions

Supporting Plans & Procedures: Understand that the CIR Annex is not intended to address ALL techniques, processes, and procedures of Cyber incident response and recovery operations. It is essential that Arapahoe County Government offices and departments develop additional supporting plans to support and supplement the CIR Annex.

Continuous Training and Awareness: Assume that regular training and awareness programs are necessary to educate county employees about cybersecurity best practices, safe data handling, and incident reporting procedures.

Privacy and Confidentiality: Recognize the importance of protecting the confidentiality and integrity of protected and sensitive data (i.e., PII, CJIS, HIPAA) as classified by the County's Information Security and Compliance Policies and all other forms of sensitive information within Arapahoe County Government's custody during an incident response.

Concept of Operations

This plan identifies *how* Arapahoe County Government should stand up and scale the county-wide response to Cyber incidents based on incident complexity or the severity of consequences.

When an IT employee detects or receives a complaint suggesting a potential Cyber event or incident, the IT employee will make an incident declaration, signaling the initiation phase and must conduct analysis following established IT guidelines and standard operating procedures. If there is uncertainty about the nature of the event, employees are required to promptly notify an IT manager. Managers and their teams are responsible for evaluating and assessing whether a Cyber event or incident is suspected and must report any suspicions to the IT Director for further investigation. If a Cyber incident cannot be ruled out, the IT Director should immediately inform the OEM Director and provide them with relevant details.

Once notified of a possible Cyber incident by Arapahoe County IT, Arapahoe County OEM will evaluate the Emergency Operations Center activation level necessary to manage the public safety consequences of the incident. If activated, the EOC will prioritize the preservation and stabilization of essential public safety functions and life-sustaining critical infrastructure over other serious impacts to county functions and services.

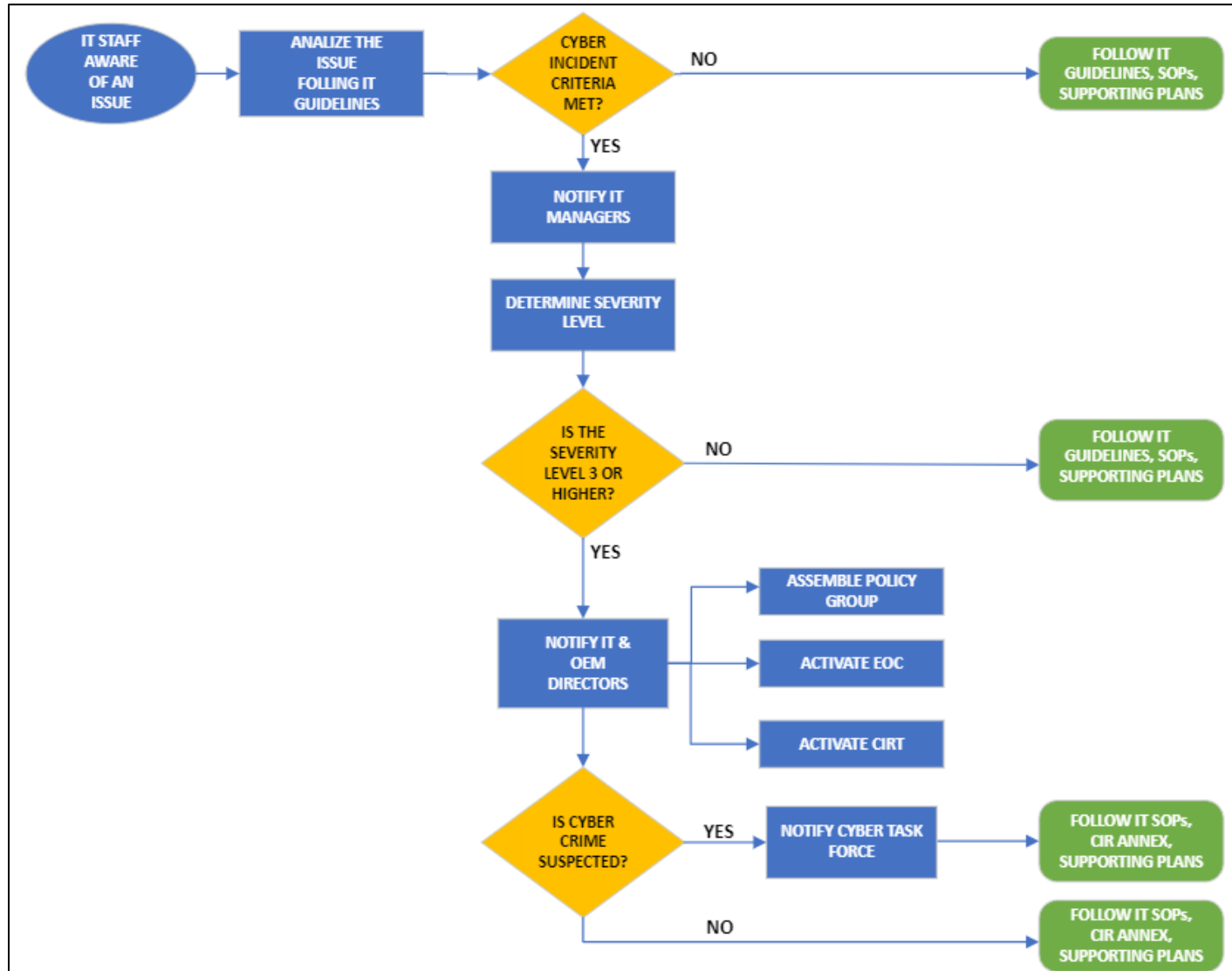
Once notified of a Cyber incident by OEM and IT Directors, the Arapahoe County Board of County Commissioners (BoCC) will consider establishing a Policy Group to set priorities, enact emergency policy

provisions, direct communications to effected county employees, and direct Continuity of Operations Plans (COOP) until all disrupted county functions and services are fully restored.

Due to the criticality of timely and accurate information sharing, the Joint Information System should be established to oversee public information sharing as well as to communications with county employees impacted by the incident.

Cyber Event Escalation Process

Follow the process below to stand up the Arapahoe County Government response to an observed or suspected IT technical failure or malicious cyber breach. **Notify appropriate leadership FIRST** before attempting to solve the problem.



Cyber Incident Criteria

Notify IT Management Immediately if any of the following criteria are met.

Category	Cyber Incident Criteria
Potential Data Breach	<ul style="list-style-type: none">- Unusual access attempts to sensitive data- Unauthorized data exfiltration attempts detected- Reports of lost or stolen devices containing sensitive data
System Outages or Disruptions	<ul style="list-style-type: none">- Widespread system outages or disruptions impacting critical operations- Significant performance degradation in key systems- Unexplained system crashes or reboots
Ransomware Attack	<ul style="list-style-type: none">- Ransomware messages displayed on user devices- Files encrypted or inaccessible- Demands for ransom payment received
Suspicious User Activity	<ul style="list-style-type: none">- Unusual login attempts (especially from unfamiliar locations)- Accessing unauthorized systems or data- Escalation of user privileges without proper justification
Phishing or Malware Attacks	<ul style="list-style-type: none">- Reports of phishing emails or suspicious links clicked, detection of malware on user devices or systems- Unusual network activity suggesting malware propagation.
Denial-of-Service (DoS) Attack	<ul style="list-style-type: none">- Unusual traffic spikes affecting website or network availability- System slowdowns or crashes attributed to DoS attack.
Third-Party Vendor Compromise	<ul style="list-style-type: none">- News reports or advisories of a security breach at a third-party vendor used by your organization- Notification from the vendor regarding a potential compromise affecting your data.
Law Enforcement or Legal Notification	<ul style="list-style-type: none">- Law enforcement contact regarding a suspected cyber incident involving your organization- Legal advice to initiate incident response due to potential regulatory compliance issues.

After Hours Reporting Protocol

If a Cyber event is observed by IT staff or reported to IT staff after hours, the On-Call Manager should be promptly notified at (303) 795-4414, Option 4. The On-Call Manager will then notify the appropriate IT Service Owner. If the IT Service Owner is unavailable, the On-Call Manager will continue to follow the *Cyber Event Escalation Process* until the appropriate senior leadership have been properly notified.

If the Arapahoe County Office of Emergency Management needs to be reached, contact ACSO Dispatch at (303) 795-4711 and ask for the on-call Emergency Manager.

Cyber Incident Severity Index

Use this index to categorize the severity of potential/actual impacts resulting from an IT technical failure or Cyber breach. Assigning a Severity level to an incident supports clear communication of risk among the incident response community.

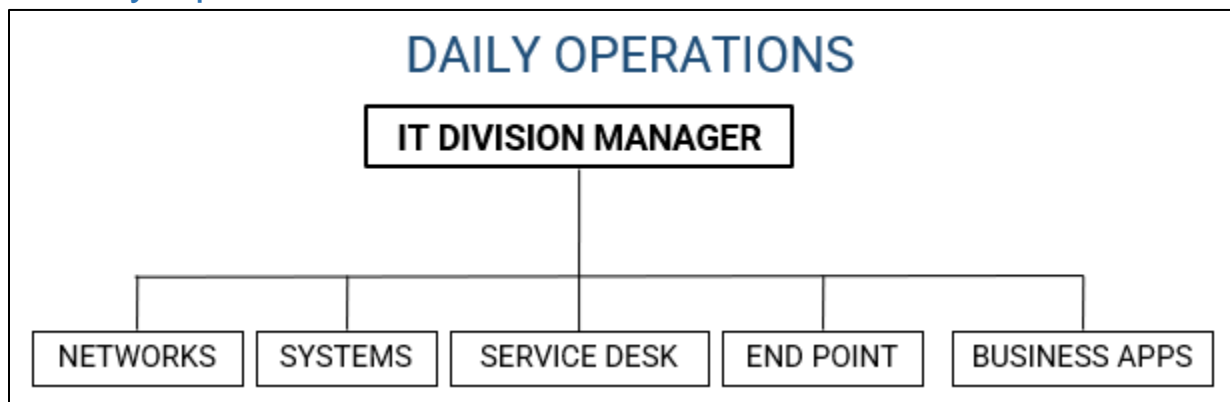
	General Definition	Consequences
Level 5 <i>Emergency</i> / Black	<i>Poses an imminent threat</i> to life safety and life-sustaining functions.	Cause physical consequences
Level 4 <i>Severe</i> / Red	<i>Likely to result in a significant impact</i> to public health or safety, economic security, data privacy, or public confidence	Damage Computer and networking hardware
Level 3 <i>High</i> / Orange	<i>Likely to result in demonstrable impact</i> to public health or safety, data privacy, or public confidence.	Corrupt or destroy data (Level 3-5) Deny availability to a key system or service
Level 2 <i>Medium</i> / Yellow	<i>May impact</i> public health or safety, economic security, data privacy, or public confidence.	Steal sensitive information
Level 1 <i>Low</i> / Green	<i>Unlikely to impact</i> public health or safety, economic security, data privacy or public confidence.	Financial crime
Level 0 <i>Baseline</i> / White	Unsubstantiated or inconsequential event.	Nuisance DoS or defacement

Data Sensitivity Index

Use this index to categorize the sensitivity level of information exposed during a cyber incident. This helps with emergency declaration decisions, response resources prioritization (workforce & equipment dedicated to the incident) as well as which county offices and departments should have representation in the policy group.

Sensitivity	Examples
Restricted	Criminal Justice (CJIS), SCADA
Protected	PII, Protected Health Information, Elections, Voter
Sensitive	Financial Records, Tax Records, Contracts, Case Management Files
Confidential	Email, Text Messages
Public	Website, Social Media

IT Daily Operations



Roles and Responsibilities

Division Manager of Infrastructure

The Director of IT Infrastructure ensures the smooth operation and reliability of the organization's technology infrastructure. This involves overseeing the design, implementation, and maintenance of systems, networks, servers, and software.

Additionally, they develop and execute strategic plans aligned with the organization's objectives to enhance the infrastructure's resilience against cyber threats. They make informed decisions regarding technology investments, resource allocation, and risk management strategies.

Manager of Network Services

This function is responsible for leading, managing, supervising, and growing a team of network engineers encompassing their daily activities; support, develop and enhance current IT services that meets the requirements and needs of the County departments and offices.

As the manager for network services, responsible for the outcomes of solutions, providing advice, guidance and assistance to staff members and end users on matters related to the analysis, design and implementation of networks and related information processing solutions. Duties include:

- Supervises team responsible for network engineering.
- Oversees the response activities associated with the design, implementation, and maintenance of securing the network and system architectures, including firewalls, intrusion detection/prevention systems, and endpoint security.
- Maintains awareness of emerging cyber threats and vulnerabilities, implementing proactive measures to mitigate further risk and safeguard critical assets where possible.

Manager of System Services

This function is responsible for leading, managing, supervising, and growing a team of systems administrators encompassing their daily activities; support, develop, and enhance current IT services that meets the requirements and needs of County departments and offices.

Responsible for the outcome of solutions, providing advice, guidance and assistance to staff members and end users on matters related to the analysis, design, and implementation of server, storage, cloud, data center and related information processing solutions.

Manager of Technical Services

This function is responsible for leading, managing, supervising the PC and Service Desk teams encompassing their daily activities, adherence to established methodologies and processes and their interactions with both County departments/offices and project managers/business analysts within the IT department. The manager is responsible for managing the delivery of PC administration for 2500+ PCs and Service Desk including hardware, software, and processes necessary to provide enterprise and business use required for County-wide business operations.

1. Service Desk and End-User Support

- Ensure the Service Desk team delivers timely and effective support to end-users, addressing technical issues and service requests in accordance with operational plans.
- Collaborate with other IT teams to streamline support processes, automate routine tasks, and enhance the over-all end-user experience.

2. Desktop and Endpoint Management

- Oversee the deployment, configuration, and maintenance of desktops, laptops, mobile devices, and other endpoints across the organization.
- Implement endpoint security measures, such as antivirus software, encryption, and endpoint detection and response (EDR) solutions, to protect against further malware and unauthorized access.

As the manager for the PC and Service Desk teams, the manager is responsible for the outcome of solutions, providing advice, guidance and assistance to staff members and end user areas on matters related to the analysis, design and implementation of PC solutions and overseeing timely delivery of quality technical support for clients.

Service Desk Supervisor

Under the direct supervision of the Technical Services Manager, the Service Desk Supervisor performs a variety of hands-on technical and supervisory duties. The supervisor is responsible for supervising the Service Desk staff taking IT related calls, emails, and security requests from County employees. Additionally, the supervisor provides advanced Service Desk call resolution, tier 1 and 2 PC support via remote access or deskside, data/network security administration for Arapahoe County network, enterprise applications and computer systems. Other responsibilities include data/network backup system and maintaining security reviews and audits.

Supervisory responsibilities of assigned personnel include planning, assigning, reviewing and directing work, performance evaluations, staff scheduling and recommending personnel actions.

Manager of Information Security and Compliance

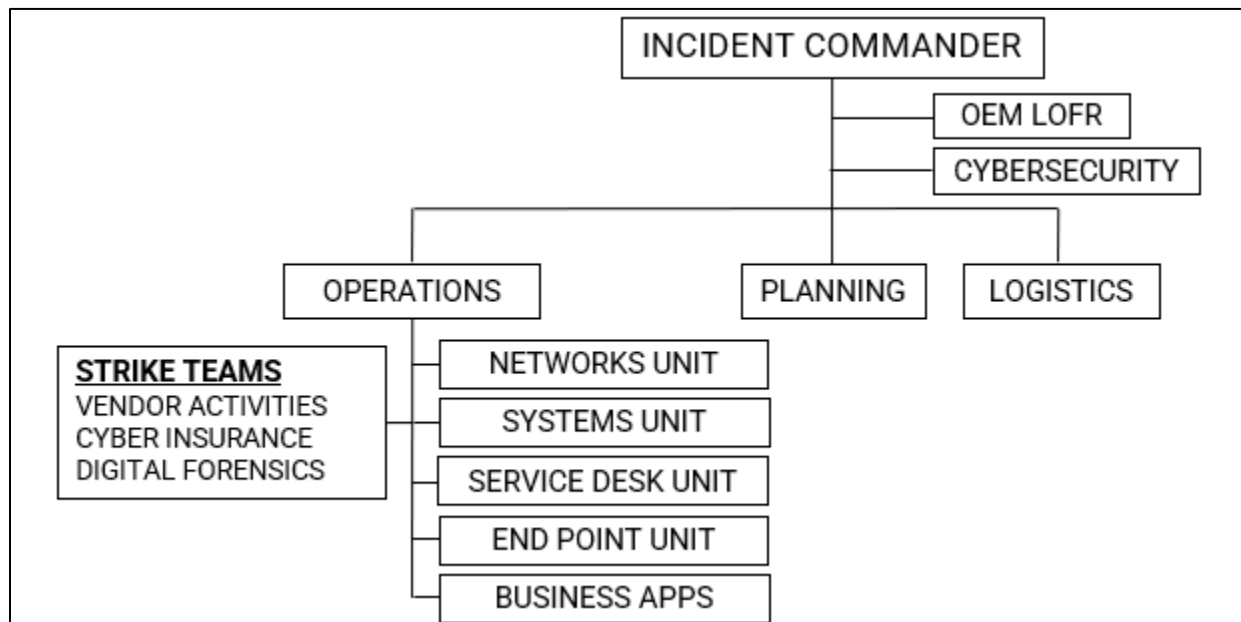
Responsible for the implementation of the Information Security and Compliance programs. The manager is responsible for establishing best in class Security, Risk and Privacy Programs and policies that will safeguard Arapahoe County Government and its partners. The manager provides ongoing support to meet compliance targets and delivers in accordance with compliance and regulatory requirements, risk appetite, organizational risk practices, and evolving business practices.

Division Manager of Applications

Lead, manage, supervise the team of application support specialists encompassing their daily activities; supporting, developing, and enhancing current services meeting the requirements and needs of both County departments and offices and within the IT Department.

The Division Manager is responsible for the outcome of solutions, providing advice, guidance and assistance to staff members and end user areas on matters related to the analysis, design, and implementation of automated information processing solutions.

Cyber Incident Response Team (CIRT)



CIRT Roles and Responsibilities

Cyber Incident Commander

The Cyber Incident Commander is responsible for the overall management of the incident and determines which Command and General Staff positions to staff to maintain a manageable span of control and ensure appropriate attention to the necessary incident management functions.

- Has clear authority over the Cyber Incident Response Team (CIRT).
- Determines the scope and complexity of the incident.
- Determines Incident Response Team staffing and resource requirements throughout all phases of the incident.
- Determines the incident objectives and strategy to achieve the objectives (or delegate this task to planning)
- Reviews and approve the incident action plan.
- Conducts incident briefings with command staff throughout the incident as appropriate.
- Approves the Post Incident Report and communicate the report to IT Management Team, Business Service Owner(s) and OEM.
- Approves all County communications notices concerning information security protocols, facility closures and re-openings.
- Holds Post-Incident Review Meeting with Incident Response Team and IT management to review incident and make recommendations.

Operations Section Chief

The Operations Section Chief manages tactical incident activities to achieve incident objectives and oversees the Cybersecurity Incident Action Plan implementation. This position can be ordered as a single resource or in conjunction with a National Incident Management System (NIMS) typed Incident Management Team.

- Responsible for the direct management of all incident-related operational activities. Other responsibilities include:
- Establishes tactical objectives for each operational period and supervises execution of operations portions of the Incident Action Plan.
- Requests additional resources to support tactical operations.
- Approves release of resources from active operational assignments.
- Maintains close contact with the Incident Commander, subordinate Operations personnel, and other agencies involved in the incident.

Planning Section Chief

The Planning Section Chief (PSC) plays a pivotal role in ensuring effective coordination and strategic planning within the incident management structure. Planning Section Chief will be fulfilled by Information Technology Project Managers.

PSCs are responsible for overseeing the development of the Incident Action Plan (IAP), they gather and analyze information pertinent to the incident, including resources, logistics, and potential hazards. Working closely with other sections, the Planning Section Chief assesses the situation's progression, forecasts future needs, and allocates resources accordingly. They facilitate communication between operational teams and higher command, ensuring that objectives are aligned with overall incident goals and objectives.

Additionally, the PSC maintains documentation of all planning activities and provide situational updates to support informed decision-making. Adaptability and attention to detail are crucial as they navigate the complexities of dynamic incidents, continuously refining strategies to effectively manage resources and mitigate risks. The Planning Section collects and manages all incident-relevant operational data.

- Establish and disseminate reporting and information sharing standards to all sections and strike forces working the incident.
- Supervises preparation of the IAP.
- Provides input to the IC and Operations in preparing the IAP.
- Conducts and facilitates planning meetings.
- Compiles and displays incident status information. Establish information requirements and reporting schedules for units.
- Oversees preparation of the Demobilization Plan

Network Unit Lead

This function is responsible for network-centric services such as the Domain Name System (DNS), Simple Network Management Protocol (SNMP), network routing, and authentication, etc. The Network Unit Lead should be responsible for overseeing the network team to:

- Monitors Network Traffic, analyze alerts, and quickly determine the scope and scale of the incident through identifying which network resources are affected.
- Works closely with the Systems Unit lead to isolate affected systems, implement rules or configurations to block malicious traffic or isolate suspicious network traffic, and apply temporary fixes or changes to the network configurations to mitigate the impact of the incident disrupting critical services when possible.
- Works closely with the incident response team to provide insights into network-related aspects of the incident and to execute response strategies.
- Documents all observed anomalies, actions taken for containment, and mitigation, and any changes made to the network configuration.

Systems Unit Lead

This function is responsible for building, loading, and configuring the servers and systems that support critical services, applications, databases, and other functions. Personnel may have other resources such as virtualization technology to enable additional flexibility. The Systems Unit Lead should be responsible for overseeing the network team to:

- Monitors systems logs, alerts, performance metrics, and other relevant indicators to quickly determine the scope and scale of the incident through identifying which servers are affected.
- Works closely with the Network Unit lead to and other IT Units Leads to isolate affected servers and systems, disable unauthorized accounts, and implement security controls to prevent spread of the attack.
- Deploys patches, updates, or security fixes to servers and systems to mitigate the impact of the incident disrupting critical services when possible.
- Works closely with the incident response team to provide insights into system related aspects of the incident and to execute response strategies.
- Documents all observed anomalies, actions taken, including system configurations, and security measures implemented.

Manager of Technical Services

The Manager of Technical Services is responsible for overseeing the activities of the Service Desk and Desktop support. The Manager of Technical Services will lead the Service Desk and Desktop team in responding to the incident promptly and effectively, coordinating efforts to assess the impact on computers, identify compromised assets, and prioritize response actions.

Service Desk Unit Lead

This function is responsible for creating and managing user accounts for network, system, and application access. It should be noted that personnel with this responsibility may be especially susceptible to social engineering and may be tempted to create user accounts without proper authority or approval. The Service Desk Unit Lead should be responsible for providing direction to the Service Desk staff when responding to the incident, gathering information to relay to the various teams and to coordinate sending out County wide communications.

1. Incident Response Coordination

- Oversees the activities of the Service Desk in the immediate response to the incident, ensuring a swift and coordinated effort to communicate and respond to the incident.
- Coordinates County wide communication sent from the Service Desk.

Endpoint Unit Lead

The Endpoint Unit Lead plays a pivotal role in identifying, mitigating, and responding to the incident. Their responsibilities are both technical and collaborative. The Endpoint Unit Lead should be responsible for overseeing both the Desktop Team and Endpoint Management Team to:

- Monitors anti-virus activity and alerts on workstations and determine the scope and scale of the incident through identifying which workstations are affected.
- Works closely with the Service Desk Unit Lead to isolate affected workstations and remove from the network to help contain the incident and prevent further spread of the malware.
- Uses offline tools, investigate an affected workstation to the best of their abilities to determine the impact to the workstation, and type of malware present, if applicable.
- Oversees implementing remediation on affected workstations.

Applications Section Chief

This function is responsible for recovering application functionality on application servers. This may include reloading application software, performing configuration, provisioning roles and user accounts, and connecting the application to databases and network services, as well as other application integration issues.

- For critical applications that rely upon database management systems (DBMSs), this function is responsible for building databases on recovery systems and for restoring or recovering data from backup media, replication volumes, or e-vaults onto recovery systems. Database personnel will need to work with systems, network, and applications personnel to ensure that databases are operating properly and are available as needed.
- M365 Administration – would utilize M365 Security tools like Microsoft Defender for Office 365, provide audit logs, and the security and compliance center to gather information and assess the severity of the incident. Additionally, the M365 would work collaboratively with appropriate internal stakeholders, including the Information Security and Compliance team, management, and if necessary, affected users.

Logistics Section Chief (Business Analyst)

Provides all facilities, transportation, communications, supplies, equipment maintenance and fueling, food and medical services for incident personnel, and all off-incident resources. Manage all incident logistics.

Cybersecurity Section Chief

During a Cyber Incident Response, the Cybersecurity Section Chief performs the following duties:

- Applies the EOP Cyber Annex to Incident Response, ensuring optimal operational communication and coordination across Arapahoe County response efforts.
- Applies all applicable Arapahoe County IT Cybersecurity and Compliance plans and procedures to CIRT Response and Recovery efforts.

- Serves as the primary point of contact between the CIRT and all Federal, State, and private sector cybersecurity partners involved in Response and Recovery efforts.
- Ensures optimal coordination and situational awareness exist among Federal, State, and private sector cybersecurity partners and the CIRT.

Liaison Officer (OEM)

Ensures effective, two-way information sharing between CIRT and EOC staffs. The Liaison Officer accomplishes this by maintaining close and continuous communications between both the EOC and CIRT staffs while maintaining awareness of:

- Incident priorities, strategies, objectives along with progress/challenges/setbacks toward achieving them.
- EOC priorities, strategies, objectives along with progress/challenges/setbacks toward achieving them.

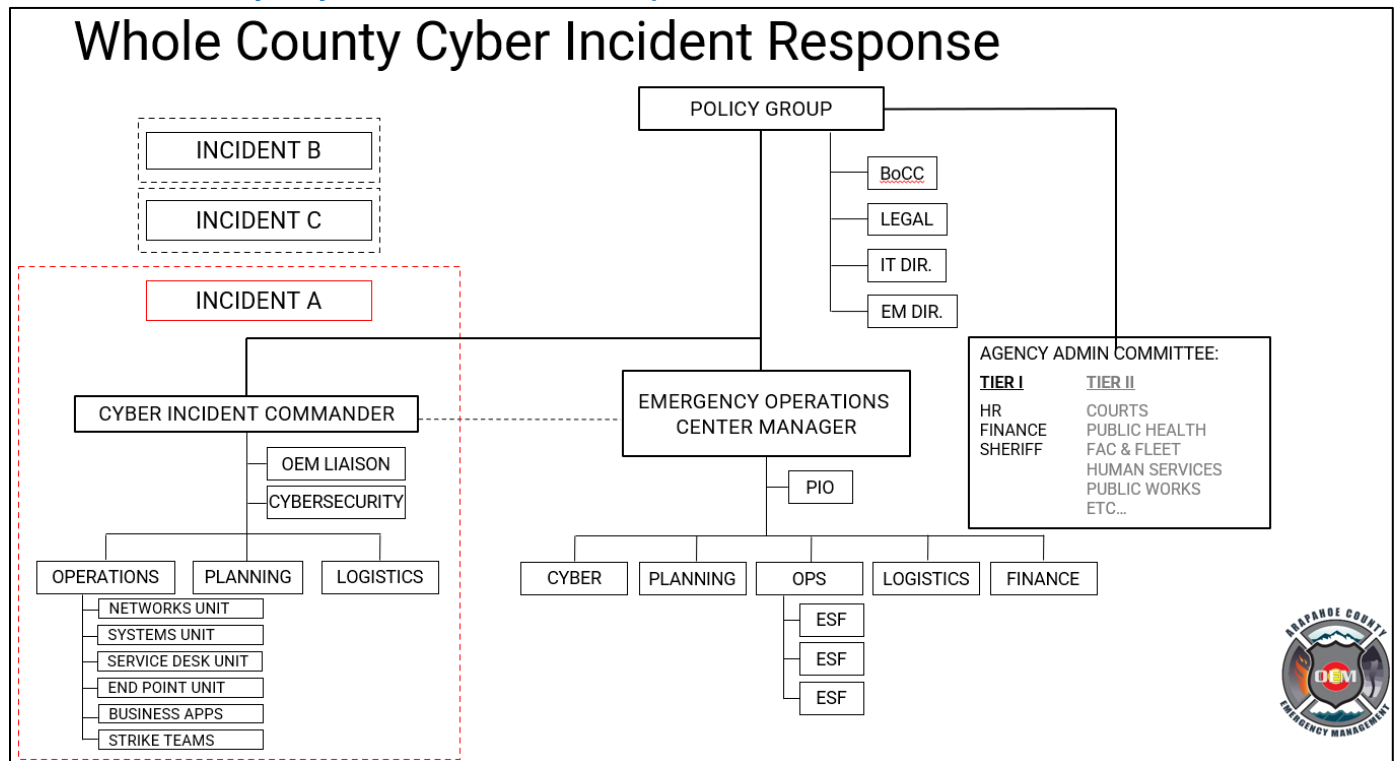
The Liaison Officer should identify information gaps and anticipates operational communication and coordination challenges before they hamper Response and Recovery efforts. It is critical that the Liaison Officer have direct access to the CIRT Incident Commander and staff to ensure the accurate, timely, and well-coordinated flow of information up, down, and across the command and coordination structure.

Cyber Unit Chief

Adding the Cyber Unit to the EOC General Staff is a measure to improve Operational Communications and Operational Coordination between the EOC and CIRT during Incident Response. The Cyber Unit Chief serves as the IT and Cybersecurity subject matter expert on the General Staff. Their responsibilities include:

- Situational Awareness collection and dissemination from the CIRT to the EOC Staff.
- Evaluating EOC priorities, objectives, and planning activities from the IT perspective and providing timely feedback on matters of Cyber Incident Response, cyber hygiene, data protection, and other areas where IT subject matter expertise is required.
- Collaborate with the EOC General Staff providing a cyber perspective on Incident Response and Recovery efforts.
- Maintain close contact with the OEM Liaison to the CIRT to ensure optimal situational awareness and unity of effort between the EOC and CIRT.
- Work with the EOC Planning Section Coordinator to identify Cyber-related content to brief during Situation Updates and other EOC briefings.

Whole County Cyber Incident Response Structure



Policies

- IT Guidelines
- Major Incident Guidelines
- Information Security and Data Compliance Policy

References

Reference Name	Coverage	Link
NIST SP 800 61 V.2	Federal Cyber Response/Recovery Framework	Link

Plan Development, Maintenance, Training & Exercises

Plan Development

This plan has been developed through the collaboration of the Arapahoe County Office of Emergency Management and the Arapahoe County Department of Information Technology.

Plan Maintenance

This plan will be reviewed following every exercise or real-world activation. In lieu of an exercise or activation, this plan will be reviewed by OEM with input from IT at a minimum of once per year. It is recommended that IT and OEM Staffing annexes are reviewed quarterly on account of staff turnover. The CIR Annex should be printed following each maintenance cycle to ensure plan accessibility should access to digital copies be denied due to a cyber incident.

Training and Exercises

Arapahoe County has developed a training and exercise plan implementation strategy at both the agency level and the stakeholder level. Arapahoe County OEM analyzed organization-wide priorities and associated them with FEMA core capabilities.

Arapahoe County follows and participates in the North Central Region's (NCR) exercise schedule for emergency and disaster response and recovery efforts. ACOEM has also created an Integrated Preparedness Plan (IPP) for regular exercises and training sessions to ensure provisions of the EOP are well understood by all departments and offices with assigned responsibilities. All exercises will follow the established [Homeland Security Exercise Evaluation Program \(HSEEP\)](#) guidelines and protocols. ACOEM always maintains HSEEP qualified personnel. The exercises are evaluated, and improvement plans are developed and implemented for the relevant aspects of the EOP.

Training is regularly scheduled and conducted in conjunction with the overall goals and objectives of the Arapahoe County IPP. All personnel with responsibilities in the Emergency Management Program, including key public officials, will participate in training targeted for their current position as well as for their professional development. Arapahoe County OEM utilizes the crawl, walk, run philosophy by first

conducting training labs and online classes, progresses to tabletop exercises and eventually conducts functional or full-scale training exercises.

After Action Report/Improvement Plan/Lessons Learned

All exercises will follow the established Homeland Security Exercise Evaluation Program (HSEEP) guidelines. Participating and relevant stakeholders will evaluate all exercises and create After Action Reports and Improvement Plans. AARs and IPs are documented and disseminated to all stakeholders and selected partners within the Emergency Management Program. Corrective actions identified in the evaluation process will be used to revise relevant plans. The coordinator in charge of the specific exercise will be responsible for prioritizing and tracking the resolution of deficiencies. AARs and IPs are kept on the internal Arapahoe County system.

Acronyms

AAR/IP	After Action Report/Improvement Plan
ACG	Arapahoe County Government
BoCC	Board of County Commissioners
CIAC	Colorado Information Analysis Center
CIRT	Cyber Incident Response Team
CISA	Cybersecurity and Infrastructure Security Agency
CJIS	Criminal Justice Information Services
COG	Continuity of Government
COOP	Continuity of Operations
DDoS	Distributed Denial of Service
DHSEM	Department of Homeland Security and Emergency Management (Colorado)
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
CIR Annex	Cyber Incident Response Annex
GETS	Government Emergency Telecommunications Service
HIPPA	Health Insurance Portability and Accountability Act
ICS	Incident Command System
IOC	Indicators of Compromise
NIST	National Institute of Standards and Technology
PCII	Protected Critical Infrastructure Information
PHI	Protected Health Information
PII	Personally Identifiable Information
WPS	Wireless Priority Service

Glossary

Term	Definition
Baselining	Monitoring resources to determine typical utilization patterns so that significant deviations can be detected.
Continuity	The ability to provide uninterrupted critical services, essential functions, support, and other priority services while maintaining organizational viability, before, during, and after an event that disrupts normal operations.
Cyber Assets	An asset may be tangible (e.g., a physical item such as hardware, firmware, computing platform, network device, or other technology component) or intangible (e.g., humans, data, information, software, capability, function, service, trademark, copyright, patent, intellectual property, image, or reputation).
Cyber Attack	Criminal activity conducted using computers and the Internet. This includes a broad range of activity from downloading illegal music files to monetary theft, fraud, distributing malware, posting confidential information, and identity theft.
Cyber Crime	Criminal activity conducted using computers and the Internet. This includes a broad range of activity from downloading illegal music files to monetary theft, fraud, distributing malware, posting confidential information, and identity theft.
Cyber Incident	An occurrence that actually or potentially jeopardizes the confidentiality, integrity, or availability of an information system or the information the system processes, stores, or transmits or that constitutes a violation or imminent threat of violation of security policies, security procedures, or acceptable use policies. A Cyber Incident might be accidental or deliberate.
Cyber Systems	A combination of interacting elements organized to achieve one or more stated purposes. Interacting elements in the definition of system include hardware, software, data, humans, processes, facilities, materials, and naturally occurring physical entities.
Cybersecurity	The art of protecting networks, devices, and data from unauthorized access or criminal use and the practice of ensuring confidentiality, integrity, and availability of information.
Cyber Terrorism	Any premeditated, politically motivated attack against information, computer systems, computer programs, and data which results in violence against non-combatant targets by sub-national groups. A cyber terrorist attack is designed to cause physical violence or extreme financial harm.
Data Breach	A data breach is the release of nonpublic information to an untrusted entity. Nonpublic data Includes but not limited to: Medical (HIPAA), Financial (PCI/Nacha), Identity (PII), Legal/law enforcement data
Denial of Service (DOS) Attack	The prevention of authorized access to a system resource or the delaying of system operations and functions. This often involves cyber criminals generating a large volume of data requests. A Distributed Denial of Service (DDOS) employs thousands of hijacked computers or internet-connected devices to deliver the data requests.
Domain Name System (DNS)	Helps users find their way around the Internet. Each computer and device on the Internet has its own unique address – much like a long, complicated phone

	number known as the Internet Protocol (IP) Address. DNS allows for a simple name (e.g., Amazon) to be used instead of the IP Address.
Event	Any observable occurrence in a network or system. False Positive: An alert that incorrectly indicates that malicious activity is occurring.
Exploit	A piece of software or sequence of commands that take advantage of a bug or vulnerability in order to cause unintended or unanticipated behavior to occur on computer software or hardware. A Zero Day Exploit is a new, previously unknown vulnerability
Hackivist	A hacker who attacks information systems with the intent to advance a particular social or political agenda.
Hostname	A hostname is the label assigned to a device (a <i>host</i>) on a network and is used to distinguish one device from another on a specific network or over the internet.
Intrusion Detection and Prevention System (IDPS)	Software that automates the process of monitoring the events occurring in a computer system or network and analyzing them for signs of possible incidents and attempting to stop detected possible incidents 2
Isolated Event	An IT or Cyber event that does not impact sensitive, confidential, or restricted data access or integrity and does not impact systems supporting critical county functions.
Malware	A virus, worm, Trojan horse, or other program that is inserted into a system, usually covertly, with the intent of compromising the confidentiality, integrity, or availability of the victim's data, applications, or operating system.
Memorandum of Agreement (MOA)	Formalizes the terms and conditions of a specific collaboration. It includes details on roles, responsibilities, timelines, deliverables, and potentially financial aspects. An MOA can be either legally binding or non-binding, depending on how it's written and the intentions of the parties.
Memorandum of Understanding (MOU)	Establishes a common understanding and initial agreement between parties. It outlines the shared goals, principles, and intentions of the collaboration. An MOU is typically non-binding, meaning it's not a legally enforceable contract.
Operational Technology	Include a broad range of programmable systems and devices that interact with the physical environment. These systems and devices detect or cause a direct change through the monitoring or control of devices, processes, and events. Industrial Control Systems are an example of OT that control critical infrastructures.
Patch	An update released by a software manufacturer to fix bugs or remove vulnerabilities in existing programs.
Phishing	Soliciting private information from customers or members of a business, bank or other organization in an attempt to fool them into divulging confidential personal and financial information. People are lured into sharing usernames, passwords, account information or credit card numbers, usually by an official-looking message in an email or a pop-up advertisement that urges them to act immediately, usually by clicking on a link provide.
Social Engineering	A euphemism for non-technical or low technology means (such as lies, impersonation, tricks, bribes, blackmail, and threats) used to attack information systems via an organization's staff.
Threat	Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment,

	and/or property. For cyber threats this also includes the potential source of an adverse incident.
Vulnerability	Physical feature or operational attribute that renders an entity, asset, system, network, or geographic area open to exploitation or susceptible to a given hazard. For cyber, this also means a weakness in a system, application, or network that is subject to exploitation or misuse.

Appendixes

Appendix 1: Information Disclosure Protocol

The **Traffic Light Protocol (TLP)** is a set of designations used to ensure that sensitive information is shared with the appropriate audience. TLP is not a protocol for classifying information, but for controlling how it is shared.

Designation	Use Case	Handling Instructions
TLP:RED	When information cannot be effectively acted upon without significant risk for the privacy, reputation, or operations of the organizations involved.	For the eyes and ears of individual recipients only, no further disclosure.
TLP:AMBER+STRICT	When information requires support to be effectively acted upon, yet carries risk to privacy, reputation, or operations if shared outside of the organizations involved.	Limited disclosure, recipients can only spread this on a need-to-know basis within their organization. Sharing restricted to the organization only .
TLP:AMBER	When information requires support to be effectively acted upon, yet carries risk to privacy, reputation, or operations if shared outside of the organizations involved.	Limited disclosure, recipients can only spread this on a need-to-know basis within their organization and its clients .
TLP:GREEN	When information is useful to increase awareness within their wider community.	Do not distribute via publicly accessible channels.
TLP:CLEAR	When information carries minimal or no foreseeable risk of misuse, in accordance with applicable rules and procedures for public release.	Recipients can spread this to the world, there is no limit on disclosure.

TLP Usage Guidance

The information sender takes the following steps to instruct recipients on how far they may reshare the information.

1. Determine the recipients with whom you would like to share your information and consult the TLP definitions and use cases to determine the appropriate TLP marking (above).
2. Label your information with the selected TLP designation (the table above uses proper font colors).
 - a. Documents: Insert the TLP label and any caveats in the header and footer of each page. Right-justify the label, use at least a 12-point font size, and use the correct color coding. Where needed, designate both the beginning and the end of the text to which each TLP label applies.

- b. Automated Information Exchanges: Exchange designers who have incorporated TLP 1.0 should ensure they upgrade their exchanges to TLP 2.0. Exchange designers should determine how best to incorporate TLP in their exchanges.
- c. Emails and Chats: TLP-labeled messaging must indicate the TLP label of the information, as well as any caveats, directly prior to the information itself. For emails, begin the subject line with the TLP label (include any caveat in the subject line or at the start of the message). Where needed designate both the beginning and the end of the text to which each TLP label applies. For standing chat channels, a pinned message or rules of behavior document may establish a default TLP level for the channel that applies in the absence of a specific marking.
- d. Verbal Discussions: In verbal discussions, speakers may designate the information they are communicating at a TLP level and if needed caveat.

Appendix 2: IT Daily Operations Staff Roster

Role	Qualified Personnel	Contact Information
IT Division Manager	Brian Gilpatrick	Email: Bgilpatrick@arapahoegov.com Office: (303) 795-4446 Mobile: (303) 513-2844
Networks Manager	Mark Harkleroad	Email: MHarkleroad@arapahoegov.com Office: (303) 795-4848 Mobile: (303) 304-1854
Systems Manager	Belinda Liu	Email: Bliu@arapahoegov.com Office: (303) 795-4992 Mobile: (719) 428-8228
Technical Services Manager	Madeleine Tugman	Email: MTugman@arapahoegov.com Office: (303) 795-4289 Mobile: (303) 472-4509
Service Desk Lead	Josh Mercer	Email: itservicedesk@arapahoegov.com Office: (303) 795-4443 Mobile: (816) 248-1393
Cybersecurity Lead	Nikki Rosecrans	Email: nrosecrans@arapahoegov.com Office: (303) 768-8733 Mobile: (720) 413-8233
Division Manager of Applications	Brian Bostwick	Email: Bbostwick@arapahoegov.com Office: (303) 795-4787 Mobile: (303) 653-2165
Manager of Application Services	Rob Green	Email: RGreen@arapahoegov.com Office: (303) 795-4455 Mobile: (303) 814-0466
Manager of EIM/Solutions Development	Jeff Langston	Email: Jlangston@arapahoegov.com Office: (303) 795-4538 Mobile: (303) 916-2596
Division Manager of Business Relationships	Keith Fuchser	Email: Kuchser@arapahoegov.com Office: (303) 795-4465 Mobile: (303) 829-3170
Manager of Project Management	Rachelle Wagner	Email: RWagner@arapahoegov.com Office: (303) 795-4518 Mobile: (720) 454-5557

Appendix 3: IT Cyber Response Team Roster

Role	Qualified Personnel	Contact Information
IT Incident Commander	Phil Savino	Email: PSavino@arapahoegov.com Office: 303-795-4769 Mobile: (412) 855-3948
Operations Section Coordinator	Brian Gilpatrick	Email: Bgilpatrick@arapahoegov.com Office: (303) 795-4446 Mobile: (303) 513-2844
Network Unit	Mark Harkleroad	Email: MHarkleroad@arapahoegov.com Office: (303) 795-4848 Mobile: (303) 304-1854
Systems Unit	Belinda Liu	Email: Bliu@arapahoegov.com Office: (303) 795-4992 Mobile: (719) 428-8228
Service Desk Unit	Josh Mercer	Email: itservicedesk@arapahoegov.com Office: (303) 795-4443 Mobile: (816) 248-1393
Endpoint Unit	Madeleine Tugman	Email: MTugman@arapahoegov.com Office: (303) 795-4289 Mobile: (303) 472-4509
Logistics Section Coordinator	Keith Fuchser	Email: Kuchser@arapahoegov.com Office: (303) 795-4465 Mobile: (303) 829-3170
Cybersecurity Lead	Nicolle Rosecrans	Email: nrosecrans@arapahoegov.com Office: (303) 768-8733 Mobile: (303) 877-4486
Liaison Officer (OEM)	Ryan Evans	Email: revans@arapahoegov.com Phone: (720) 241-9780
	Nate Fogg	Email: nfogg@arapahoegov.com Office: (720) 874-3659 Mobile: (303) 435-9849
	Anthony Zarrella	Email: azarrella@arapahoegov.com Office: (720) 874-3004 Mobile: (720) 498-9184

Appendix 4: Whole County Cyber Incident Response & Policy Group Roster

Reference the *CONFIDENTIAL Arapahoe County Emergency Contact Directory* for names, emails, phone numbers of all Managers and above for all County Departments and Offices. Note: Key managers across ACG are issued the *Arapahoe County Emergency Contact Directory* on an annual basis.

Role	Qualified Personnel	Contact Information
OEM Director (OEM Liaison)	Nate Fogg	Email: nfogg@arapahoegov.com Office: (720) 874-3659 Mobile: (303) 435-9849
OEM Deputy (EOC Manager)	Ashley Cappel	Email: acappel@arapahoegov.com Office: (720) 874-4046 Mobile: (720) 355-1878
Operations Section Coordinator	Steve Peck	Email: speck@arapahoegov.com Office: (720) 874-3863 Mobile: (720) 576-4343
	Jared Parker	Email: jparker@arapahoegov.com Office: (720) 874-3857 Mobile: (720) 376-8646
Plans Section Coordinator	Ryan Evans	Email: revans@arapahoegov.com Office: (720) 874-4028 Mobile: (720) 241-9780
	Jenika Doberstein	Email: jdoberstein@arapahoegov.com Office: (720) 874-3064 Mobile: (720) 417-5881
Logistics Section Coordinator	Anthony Zarrella	Email: azarrella@arapahoegov.com Office: (720) 874-3004 Mobile: (720) 498-9184
ACSO Finance Section Coordinator	Iliana Carrasquillo	Email: icarrasquillo@arapahoegov.com Office: (720) 874-4135 Mobile:
ACSO Finance Manager	Olga Fajaros	Email: ofujaros@arapahoegov.com Office: (720) 874-4049 Mobile:
County Finance Director	Todd Weaver	Email: tweaver@arapahoegov.com Office: (303) 795-4421 Mobile:
Cyber Section Coordinator	Nicolle Rosecrans	Email: nrosecrans@arapahoegov.com Office: (303) 768-8733 Mobile: (303) 877-4486
ACSO PIO	John Bartmann	Email: jbartmann@arapahoegov.com Office: (720) 874-3903 Mobile: (303) 961-9806
BoCC	Michelle Halstead	Email: mhalstead@arapahoegov.com Office: (303) 795-4530 Mobile: (720) 205-3757

Role	Qualified Personnel	Contact Information
	Carrie Warren-Gully D1	Email: cwarrengully@arapahoegov.com Office: (303) 795-4285 Mobile: (720) 297-5488
	Jessica Campbell-Swanson D2	Email: jcampbell-swanson@arapahoegov.com Office: (303) 795-4857 Mobile: (720) 916-6581
	Jeff Baker D3	Email: jbaker@arapahoegov.com Office: (303) 795-4630 Mobile: (303) 917-0315
	Leslie SummeyD4	Email: lsummey@arapahoegov.com Office: (303) 795-4859 Mobile: (720) 916-6687
	Bill Holen D5	Email: bholen@arapahoegov.com Office: (303) 795-4678 Mobile: (720) 276-2953
County Attorney	Ron Carl	Email: rcarl@arapahoegov.com Office: (303) 795-4639 Mobile: (303) 929-0461
District Attorney	John Kellner	Email: Office: Mobile:
IT Director	Philip Savino	Email: psavino@arapahoegov.com Office: (303) 795-4769 Mobile: (412) 855-3948
EM Director	Nathan Fogg	Email: nfogg@arapahoegov.com Office: (720) 874-3659 Mobile: (303) 435-9849
County Communications Manager	Chris Henning	Email: chenning@arapahoegov.com Office: 303 795-4284 Mobile: 303 917-1380
County PIO	Anders Nelson	Email: anelson2@arapahoegov.com Office: (303) 764-5499 Mobile:
Human Resources Director	Patrick Hernandez	Email: phernandez@arapahoegov.com Office: (303) 795-4497 Mobile:
Finance Director	Todd Weaver	Email: tweaver@arapahoegov.com Office: (303) 795-4421 Mobile:
County Sheriff	Tyler Brown	Email: tbrown2@arapahoegov.com Office: (720) 874-4155 Mobile: (720) 541-4558
Emergency Communications	Nathen Treusch	Email: ntreusch@arapahoegov.com Office: (720) 874-3958 Mobile: (720) 347-8567

Role	Qualified Personnel	Contact Information
ACSO Dispatch	Duty Phone	Office: (303) 795-4711
County Coroner	Kelly Lear	Email: Klear@arapahoegov.com Office: (720) 874-3631 Mobile:
Arapahoe County Sheriff's Office – Reporting Authority	Mike Garnsey and Travis Stewart	Email: mgarnsey@arapahoegov.com or tstewart@arapahoegov.com Office: (720) 874-4061 Mobile: (303) 210-9152
Public Health Director	Jennifer Ludwig	Email: Jludwig@arapahoegov.com Office: (303) 734-5455 Mobile: (303) 526-8216
Public Health ERP Director	Sara Garrington	Email: sgarrington2@arapahoegov.com Office: (303) 734-5436 Mobile: (303) 895-6014
Facilities & Fleet Director	Patrick O'Neill	Email: po'neill@arapahoegov.com Office: (303) 795-4432 Mobile: (720) 822-9739
Human Services	Cheryl Ternes	Email: Cternes@arapahoegov.com Office: (303) 636-1899 Mobile: (303) 787-7718
Public Works	Bryan Weimer	Email: Bweimer@arapahoegov.com Office: (720) 874-6521 Mobile: (303) 210-7493
Clerk & Recorder	Joan Lopez	Email: jlopez@arapahoegov.com Office: (720) 874-3120 Mobile: (303) 263-0469
Assessor	PK Kaiser	Email: pkaiser@arapahoegov.com Office: (303) 795-4622 Mobile:
Cybersecurity Lead (IT)	Nicolle Rosecrans	Email: nrosecrans@arapahoegov.com Office: (303) 768-8733 Mobile: (303) 877-4486
Cyber Liaison Officer (OEM)	Ryan Evans	Email: revans@arapahoegov.com Office: (720) 874-4028 Mobile: (720) 241-9780
	Nate Fogg	Email: nfogg@arapahoegov.com Office: (720) 874-3659 Mobile: (303) 435-9849
	Anthony Zarrella	Email: azarrella@arapahoegov.com Office: (720) 874-3004 Mobile: (720) 498-9184

Appendix 5: Mountain West Cyber Response Task Force Roster

Role/Agency	Critical Function	Agent/Rep	Contact Info
FBI	Criminal Investigation	Ryan Fowler	Email: rlfowler@fbi.gov Office: (303) 630-6857 Mobile: (571) 394-3676
FBI	Internet Crime Complaint Center (IC3)		Email: Office: Website: https://www.ic3.gov
US Secret Service	Cyber Fraud/Crime	Derek Booth	Email: derek.booth@uss.s.dhs.gov Office: (303) 850-2730 Mobile: (303) 349-0891
US Secret Service	Network Intrusion Forensics Analyst	Patric "Suess" Beyer	Email: Patrick.beyer@uss.s.dhs.gov Mobile: (970) 749-7228
US Secret Service	Network Intrusion Forensics Analyst	Jared Lobato	Email: Jared.lobato@uss.s.dhs.gov Mobile: (720) 291-2824
CISA	Chief of Cybersecurity, R8	David Sonheim	Email: david.sonheim@hq.dhs.gov Office: (888) 282-0870 Mobile: (720) 661-1643 Website: https://www.us-cert.gov/report Report Cyber Incidents: Central@cisa.dhs.gov
CISA	Cybersecurity Advisor	Charlie Marmon	Email: Edward.marmon@cisa.dhs.gov Mobile: (303) 362-3602
MS-ISAC	Cyber Fusion Center	SOC@cisecurity.org	Email: soc@cisecurity.org SOC: 1-866-787-4722
CIAC	State Cyber Fusion	Information Sharing	Email: cdps_ciac_cyber@state.co.us Office: 1-877-509-2422 Mobile:
AC Sheriff's Office	LE Forensics	Mike Garnsey	Email: mgarnsey@arapahoegov.com Office: (720) 874-4061 Mobile: (303) 435-4281
State Fusion Centers	OIT (State)	Ryan Mechem	Email: ryan.mechem@state.co.us Office: (303) 872-5396 Mobile: (720) 299-3673

Appendix 6: Regional IT Mutual Aid

Agency	Resources	Point of Contact
Douglas County IT	Jim Brown	Email: jabrown@douglas.co.us Office: (303) 547-8626 Mobile: (202) 660-7312
Adams County IT		Email: Office: Mobile:
Jefferson County IT		Email: Office: Mobile:
Denver County IT	Ashley Bolton	Email: Ashley.bolton@denvergov.org Office: Mobile: (303) 949-3691
Broomfield County IT	Kateri Abeyta Joe Howe	Email: kabeyta@broomfield.org Email: jhowe@broomfield.org Mobile: (720) 788-4520 – Kateri Mobile: (720) 219-4969 - Joe
Boulder County IT	Benjamin Edelen	Email: bedelen@bouldercounty.org Office: Mobile: (720) 289-1234
Elbert County IT		Email: Office: Mobile:
El Paso County IT		Email: Office: Mobile:
City of Englewood		
City of Centennial	Hunter Hedden	hhedden@centennialco.gov
City of Sheridan		
City of Littleton	Jose Medina	jmedina@littletongov.org

Appendix 7: Significant IT Logs

Significance	Log Type	CIRT Unit	Description
Very Significant	Firewall		
	Event Logs		
	Active Directory		
Significant	DNS		
	Web Proxy		
	Remote Access Authentication		
	DHCP Lease		
	Router		
	IDS/IPS alerts		
	Endpoint Security	Endpoint	
	VPN		
	2FA		
	SNMP		
	SIEM		

Annex 7: Appropriate Public Messaging Considerations

DO	DO NOT
Determine whether law enforcement entities are more appropriate to develop and deliver messaging.	Attribute the incident to any actors until definitive determination by a qualified incident response provider and coordination with federal government partners.
Identify any direct or indirect impacts to the safety and security of individuals.	Share specifics related to the location of facilities and assets that are impacted.
Focus on impacts to service availability.	Share specifics related to the nature and extent of damage to infrastructure assets.
Emphasize actions that may be taken by the individual to lessen direct impacts.	Identify any ongoing vulnerabilities that may be exploited by opportunistic attackers.
Emphasize actions that may be taken by the individual immediately to lessen cascading impacts from the initial incident.	Reference any specific data that have been breached before proper notifications have been made.
Encourage preparedness behaviors that build resilience for future incidents.	Share any Personally Identifiable Information (PII) or proprietary information.
Distribute communications to those within the scope of service disruption.	

Implementation Appendix

The following tasks should be conducted for the value of this plan to be fully realized.

IT Assets Inventory & Mapping Diagram

Task: A complete inventory of all IT assets along with their location (facility) and list of critical county functions/services they support. Ex. Server A located at ACSO supports Emergency Communications

Purpose: To identify the actual and potential impacts associated with the failure or compromise of an IT asset.

End State: A proactive response to an IT or Cyber incident guided by a Common Operational Picture (COP).

Emergency Legal Agreements

Establish legal agreements among critical service providers to promote information sharing during Cyber Incident response and recovery phases.

Determine the role of Insurance during Cyber Incident Response.

What insurance policies would be in effect during response and recovery phases of a Cyber incident?

Where would insurance representatives fit in the incident response framework?

What are the contractual or legal stipulations which enable insurance representatives can shape/influence how Arapahoe County responds to Cyber incidents?



Colorado North Central All-Hazards Regional Mass Fatality Family Assistance Center/Victim Information Center Operational Plan

Version 1 – June 2021



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Foreword

This Mass Fatality (MF) Family Assistance Center (FAC)/Victim Identification Center (VIC) Operational Plan is an extension of the *Colorado North Central All-Hazards Region Mass Fatality Coordination Plan*. This plan should not supersede existing local and county emergency operations plans, statutes, ordinances, and other legal or regulatory documents or the authority of any local elected or appointed officials. This MF FAC/VIC plan is intended to guide local mass fatality response planning. A county should activate a comprehensive MF plan before activating its MF FAC/VIC plan.



Record of Change

The following table summarizes the record of changes made to this document.

Version Number	Date	Description of Change	Changes Made By
1	June 22, 2021	SNA Final	SNA, NCR/UASI FM



Key Terms

Below are the definitions of key terms used in this MF FAC/VIC plan. In addition, **Attachment A** contains a detailed list of acronyms, terms, and definitions used in a mass fatality response.

Colorado North Central All-Hazards Region (NCR): One of nine emergency preparedness and response Regions within the State of Colorado. The NCR comprises ten counties (and their cities, districts, towns, and municipalities).

Family: Any individual who considers themselves a part of the victim's family, even if there is no legal, familial relationship (e.g., relative, domestic partner, friend). Family is distinguished from the legal next of kin (NOK), who is the legally authorized individual(s) with whom the coroner/medical examiner (C/ME) coordinates and who is authorized to make decisions regarding the decedent.

Family Assistance Center (FAC): A secure, coordinated operation established in response to a mass fatality incident (MF), which provides support services to families of deceased victims to facilitate information exchange with the medicolegal authority. The FAC may be co-located with or include the Victim Information Center (VIC).

Mass Fatality (MF): An incident where the number of deceased overwhelms the local medicolegal capacity, and outside resources are requested to support operations.

Reported Missing (RM): An individual who cannot be located after an MF incident and is presumed dead. Families report these individuals to the Missing Persons Unit. A case (RM case) is established for each RM with a unique identifying number.

Victim Information Center (VIC): A controlled operation run by the medicolegal authority (i.e., coroner/medical examiner) involving information exchange with families of the deceased and information management to reunite the deceased with the legal NOK. The VIC may be housed within or co-located with the FAC.



1. Introduction

The Colorado North Central All-Hazards Region (NCR) Fatality Management Committee (FMC) developed this plan using funds from the Denver Urban Area Security Initiative (UASI) grant program. This plan is a guide to enable efficient coordination of resources and capabilities to establish comprehensive Mass Fatality (MF) Family Assistance Center (FAC)/Victim Information Center (VIC) operations following an MF incident.

An MF is when the number of deceased is so great that the coroner/medical examiner (C/ME) is overwhelmed and requires external aid to support response operations. Because each jurisdiction's C/ME operation is unique, each jurisdiction has its own fatality thresholds for when it will need external assistance to respond to the fatalities properly.

MFs often occur without warning and can be caused by natural hazards (e.g., earthquakes, floods, and hurricanes), accidental disasters (e.g., airline accidents, bridge or tunnel collapses), medical emergencies (e.g., pandemics), or acts of terror. An MF incident and response can be relatively small and result in a limited short-term need for outside resources, or it may be catastrophic and result in the need for extraordinary support from the state, federal, and even private resources. Regardless of the cause and size, the MF response goals are to recover, identify and return the remains of the deceased in a timely, safe, and respectful manner to their legal next of kin.

The MF FAC/VIC operation is one component of the MF response, combining the FAC and VIC into a single operation. The VIC focuses on information exchange with families of the deceased to identify unknown individuals involved in the MF incident. The FAC aspect provides support services to those families to facilitate the information exchange.

2. Purpose

This plan aims to prepare the NCR to establish, manage, and demobilize MF FAC/VIC operations, which are part of a comprehensive MF response. An MF response operation will begin locally and expand as needed using outside resources. Each jurisdiction should modify this plan as needed, following its policies, procedures, plans, and agreements. The MF FAC/VIC plan objectives include:

- Highlighting key considerations when activating an MF FAC/VIC
- Outlining and guiding operations and functions
- Defining the roles and responsibilities for a coordinated response
- Providing tools, such as guidelines, job action sheets, and documents, to run an efficient MF FAC/VIC operation



2.1 Scope

This plan outlines the framework for establishing, managing, and demobilizing MF FAC/VIC operations and addresses staffing, communications, logistics, and budget and finance for the following functions:

- Combined FAC/VIC:
 - Security
 - Call Center
 - Missing Persons
 - Reception and Registration
 - Family Liaison
 - Family Briefing
 - Health Services
 - Religious/Spiritual Support
 - Personal Effects Return
 - Public Information
 - Nutrition/Food Services
 - MF FAC social support services (incident-specific)
- VIC-specific:
 - VIC Reception
 - Antemortem Interview
 - Dental and Medical Records
 - Antemortem DNA
 - Death Notifications and Remains Release
 - Data Entry and Records Management

This plan supports the needs of the NCR following an MF by providing a framework to deliver MF FAC/VIC response services to the public in support of C/ME offices.

Each MF response is unique. Therefore, this plan is flexible and scalable to accommodate a range of MF responses. The plan addresses MF FAC/VIC operations and management, and the 19 associated Operational Response Guidelines (ORGs) provide more detail regarding operational procedures and staffing. The ORGs should be modified to meet the specific operational (tactical) requirements for a each MF response.



2.2 Situation

The NCR is comprised of urban, suburban, and rural communities. The types of events that may cause an MF incident that NCR is at risk for include:

- Flood
- Wildfire
- Criminal/Terrorist activity
- Aviation, rail, or other transportation accident

The NCR is comprised of ten (10) counties, with the City and County of Denver being the most populous. **Table 1** shows the population of each county.

<i>Table 1: Population by County</i>	
County	Population (as of May 2020)
Adams	504,108
Arapahoe	644,560
Boulder	322,510
Broomfield	67,886
Clear Creek	9,495
Denver	705,576
Douglas	336,041
Elbert	25,717
Gilpin	6,018
Jefferson	574,798

2.3 Assumptions and Considerations

This plan incorporates the following assumptions and considerations:

- MFs have more deaths than a C/ME can respond to alone, requiring assistance from external partner agencies, organizations, and jurisdictions.
- The local C/ME is in charge of fatality management.
- The conditions associated with the incident (e.g., hazardous materials contamination, severe weather) may disrupt the jurisdiction's infrastructure (e.g., communications, utilities, and transportation) and hamper the response.
- Federal legislation dictates that the National Transportation Safety Board's (NTSB) Transportations Disaster Assistance Division (TDA) has to coordinate the disaster response resources following fatalities caused by an air carrier or high-speed rail disaster^{1,2}. The TDA works closely with federal, state, local, and volunteer response resources and the air or rail carrier to meet the victims' and their families' needs.
- The Forensic Bureau of Investigation (FBI) will respond to terrorist-related incidents and may collect and examine any evidence, including personal effects.
- When the MF incident is a federal criminal violation, the lead federal investigative agency is responsible for helping the local jurisdiction meet victims' and families' needs.
- Following an MF, there will be substantial pressure from the public and families to identify victims quickly.
- Families will require a secure place to receive accurate and credible information regarding the MF response and the identification of decedents.
- The MF FAC/VIC should be operational promptly as there may be an urgent need for certain services.

¹ Aviation Disaster Family Assistance Act of 1996, <https://www.congress.gov/bill/104th-congress/house-bill/3923>

² Rail Passenger Disaster Family Assistance Act of 2003, <https://www.congress.gov/bill/108th-congress/house-bill/874>



- If the MF resulted from a crime, families may be eligible for financial aid and other resources through victim's assistance programs.
- MF FAC/VIC operations may be long-term (months to years).
- For every victim, eight to ten family members may visit the MF FAC/VIC.
- Not all family members will travel to the MF FAC/VIC; some may call.
- All MF FAC/VIC functions must consider the families they serve and their ethnic, cultural, and religious traditions and customs.
- An MF FAC/VIC facility must be Americans with Disabilities Act (ADA) compliant, and all functions and services must accommodate the access and functional needs (AFN) of family members.
- Photography is **not** permitted in any part of the MF FAC/VIC facility.
- In some cases, it may not be possible to identify victims.
- A large-scale incident will potentially generate widespread media and public interest.
- Any individual agency supporting MF FAC/VIC functions and services is responsible for providing qualified staff.

3. Concept of Operations

3.1 Overview of a Mass Fatality Incident Response

After an MF, victim identification is the primary goal of the C/ME. This goal is achieved through body recovery operations, collection of postmortem information in the morgue, family assistance/victim information operations where antemortem information is collected, and victim identification where the postmortem and antemortem information is compared. **Figure 1** outlines the overall process of victim identification.

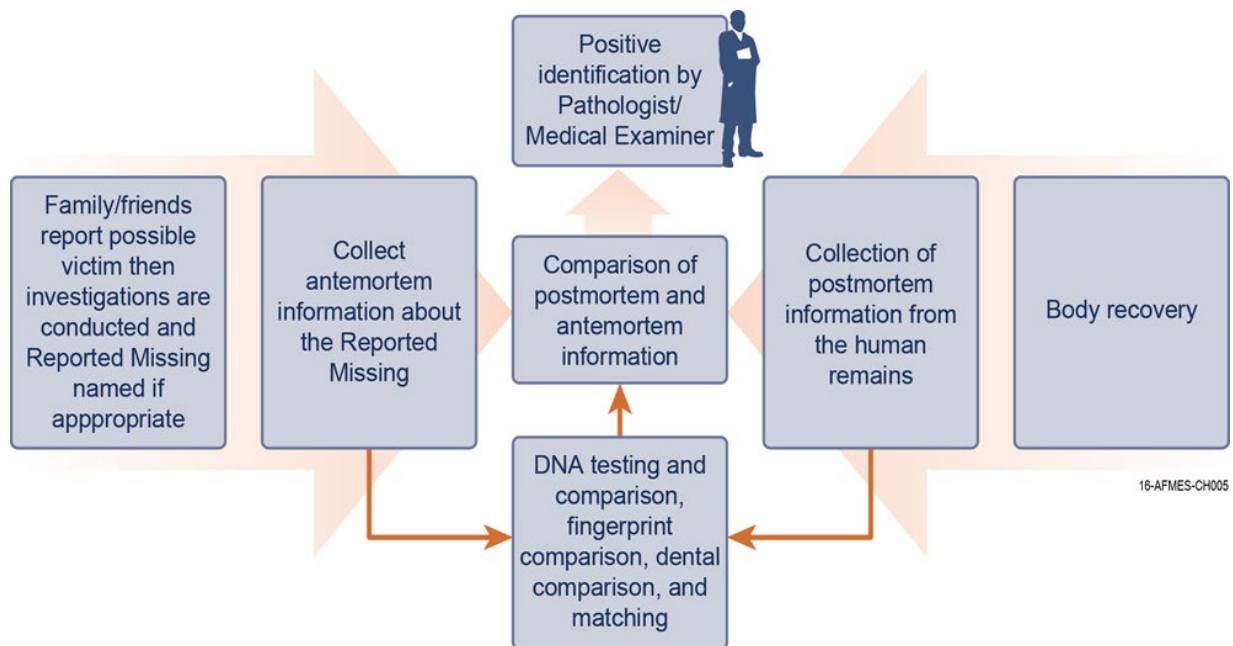


Figure 1: The Victim Identification Process



The various components of an MF response operation are often run concurrently. The Reunification Center serves as the first place for families who believe a loved one is involved in a disaster to gather and begin to reunite with surviving victims. The Reunification Center is a precursor to the MF FAC/VIC, and often the site will close as a Reunification Center one day and open as a MF FAC/VIC the next. Body recovery, Incident Morgue, VIC, and Victim Identification operations are run under the C/ME having jurisdiction. **Figure 2** illustrates the relationship between all MF response operations.

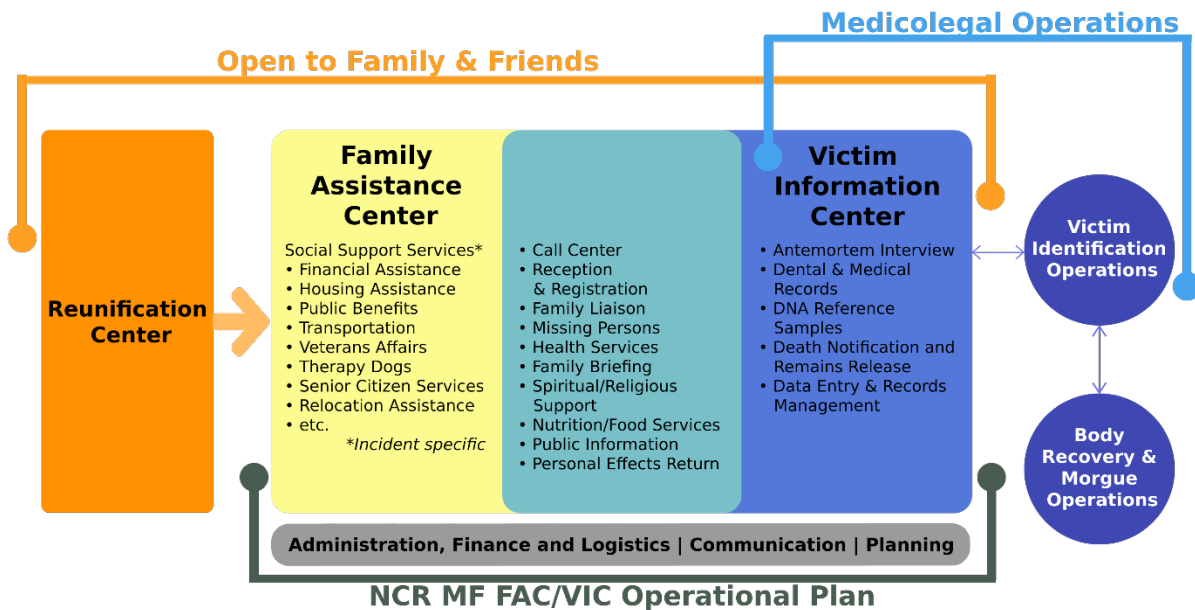


Figure 2: MF Response Operations

The C/ME is responsible for positively identifying the unidentified human remains from the incident by comparing the antemortem information gathered at MF FAC/VIC to the postmortem data collected at the morgue. Once the C/ME makes a positive identification, they release the remains to the legal NOK.

A successful MF response will:

- Treat the deceased and their loved ones with compassion and respect at all times
- Integrate several operations to ensure a quick, efficient, and accurate human identification process
- Provide decedents' family members with immediate and long-term support throughout the process

3.2 Overview of MF FAC/VIC Operations

The MF FAC/VIC serves as an information hub where family members provide information about their missing loved ones who are presumed dead to aid in the identification process. Additionally, the MF FAC/VIC connects family members with social services based on their personal needs. In general, MF FAC/VICs are secure facilities providing family members a haven where mental, emotional, physical, and spiritual needs can be addressed and met during the antemortem information collection and death notification processes. The C/ME provides families with information concerning the identification



progress and the process for remains release. MF FAC/VIC staff also provide the public with general information on the status of the identification effort after informing the families privately. The VIC component may co-locate with the MF FAC, be located at a C/ME's office, or operate as a stand-alone medicolegal operation. Establishing an MF FAC in conjunction with a VIC is beneficial to the identification process by keeping families in a single location.

The following medicolegal activities will take place in the VIC:

- Collection of antemortem data during interviews with family members
- Dissemination of information on response efforts to the families of the deceased
- Notification of death to the NOK
- Release of the remains to the NOK

It is important to understand that assistance provided in the MF FAC/VIC to meet the affected families' physical, mental, and spiritual needs will support antemortem information collection. For example, a hydrated, nourished family member receiving psychosocial support will be better able to provide the antemortem information required to make an identification. Supported family members can aid in quicker and more accurate identification of loved ones, shortening the total response operations. The FAC aspect is responsible for supplying additional services to meet family members' needs.

3.3 Activation and Notification of Response Stakeholders

A county should activate its MF plan before activating its FAC/VIC plan. The decision to activate this MF FAC/VIC plan should be made as soon as possible after an MF incident. A swift MF FAC/VIC response can decrease the emotional burden that family members have, aiding in the accurate and efficient collection of antemortem information for identification.

A combination of factors will affect the decision process for activating this plan, including:

- Condition of the disaster site (e.g., contamination, infectious disease)
- Access to the disaster site (Is the site safe to enter?)
- Number of remains (County-specific thresholds)
- Condition of the remains (e.g., whole, fragmented, decomposition, charring)
- Responding agencies' capabilities (Are any infrastructures affected by the MF incident?)
- Availability of resources
- Whether or not an incident is an ongoing event
- Open vs. closed population (Is there a manifest?)

Attachment B – Fatality Assessment Planning Guide for Mass Fatality Family Assistance Center (MF FAC)/Victim Information Center (VIC) Operations can serve as an initial evaluation document for determining if this MF FAC/VIC Plan will be activated.

Table 2 outlines some conditions to consider when activating an MF FAC/VIC.



Table 2. Conditions and Considerations for MF FAC/VIC Activation

Condition	Recommended Action	Activation Considerations
<ul style="list-style-type: none">There are known fatalities that overwhelm the local C/ME resources OR <ul style="list-style-type: none">The incident has caused a large number of injuries and has the potential to result in a high number of fatalities	Activate an MF FAC/VIC	<ul style="list-style-type: none">If multiple counties are impacted and requesting outside resource assistance, a centralized or State-led MF FAC/VIC operation is recommended.If a centralized MF FAC/VIC is not established and multiple local MF FAC/VICs are activated, the MF FAC/VICs will need to coordinate with each other for data sharing
<ul style="list-style-type: none">There are a large number of casualties but no deathsThere are a large number of casualties and a small number of deaths that the C/ME can handle without external support	Do not activate an MF FAC/VIC	Since the medicolegal authority (C/ME) will not be involved or can handle the number of deaths without outside support, there is no need to activate the MF FAC/VIC Plan. *A non-fatality assistance center may still be set up, but the C/ME will have no role

Activation of an MF FAC/VIC plan will occur following a discussion between the C/ME, the local Office of Emergency Management (OEM), the Incident Commander, and other relevant response stakeholders. When these stakeholders determine their county resources will not be sufficient to handle an MF FAC/VIC response, they can activate this plan to begin to request outside resources to aid the MF FAC/VIC operation.

If the *Colorado NCR Mass Fatality Coordination Plan* is activated, the local C/ME or OEM can use the scheduled conference call of the NCR Fatality Management Committee to notify other MF response stakeholders of the activation of this plan. The C/ME or OEM with jurisdiction will organize and conduct the conference call. The conference call will identify the MF FAC/VIC needs and which agency will be responsible for establishing, operating, and demobilizing the MF FAC/VIC. The conference call can also identify agencies and organizations that can staff and run MF FAC/VIC functions. Possible locations for the MF FAC/VIC may also be discussed on this call.

A local Emergency Operations Center (EOC) will be established upon activation of this plan if one is not already established. The NCR maintains a contact sheet for all EOC locations within its boundaries, see **Attachment C – NCR EOC Locations**.

3.4 Establishment

Following an MF, an evaluation team (including emergency responders and C/ME representatives) will determine the scope of the required response. The services offered at the MF FAC/VIC are based on each unique MF response needs. Use the MF FAC/VIC Functions and Services Determination Worksheet (**Attachment D**) to evaluate the MF incident and determine what functions and services the MF FAC/VIC will offer as a response. The nature of an MF incident will significantly impact the



construct and management of MF FAC/VIC operations (and the entire MF response effort). The following are factors that may affect the response:

A. Closed or Open Incidents

- a. Closed Incident: A closed incident occurs when the deceased's identities are mostly or entirely known at the onset of the incident because there is a list of the deceased (e.g., an airplane manifest). Although a small number of individuals may be reported missing who are not on the manifest, determining those truly missing is a relatively straightforward task. Accordingly, the overall response effort is often much shorter in a closed incident.
- b. Open Incident: An open incident occurs when there is no manifest or list of those truly missing and presumed deceased. History has repeatedly shown that following an open MF incident, where the number of potential deceased is unknown, many more people are reported missing than have perished. In open MF incidents, a Missing Persons Operation must be established to determine the reported missing individuals who are actually presumed deceased due to the incident and not simply displaced, lengthening the response.

B. Size and Scope of the Incident

- a. Size: The number of reported missing and the number of deceased will affect the length and overall size of the MF FAC/VIC. Typically, eight to ten family members per deceased individual are expected to visit the MF FAC/VIC facility. For planning purposes, these numbers aid in establishing resources for MF FAC/VIC operations.
- b. Scope: When an incident stretches across a large geographical area and involves a greater number of agencies, there may be multi-jurisdictional issues. For example, if the MF incident involves multiple jurisdictions, each jurisdiction will identify the fatalities within its boundaries. For identifications to occur, the C/ME compares the antemortem and postmortem information. To allow for a more coordinated effort, the C/ME should work with other city, county, and state agencies to share information and mitigate confusion. **It may be beneficial to establish a single identification effort rather than multiple efforts.**

- C. **Rate of Recovery of Remains**: The longer it takes to recover remains, the longer it will take to make positive identifications, prolonging the need for MF FAC/VIC operations. As families await notification that their missing loved one was positively identified, the need for assistance will continue and possibly intensify over time. As distraught families become increasingly grief-stricken, psychosocial and spiritual needs may increase.
- D. **Condition of Remains**: Certain body conditions (e.g., fragmentation, decomposition, charring) often take longer to recover and identify, resulting in a lengthier response effort and may cause additional emotional stress to families. Additionally, DNA testing will most likely be required to reassociate fragmented remains. Accordingly, the body release process will be more complex. When a family learns that their loved one's body is fragmented, their grief may increase along with their need for psychosocial/spiritual assistance. A notification and release policy for fragmented remains must be established and followed.



- E. **Population/Surviving Family Displacement:** An incident that disperses surviving family members over a large geographical area will impact the MF FAC/VIC construct and operation length. In this instance, MF FAC/VIC operations will be mostly virtual. Most interactions with families will occur via telephone or over the internet (see the Traditional versus Virtual MF FAC/VIC section below). Communicating with surviving family members electronically can present many difficulties (e.g., language barriers, communication issues involving individuals who are deaf or hard of hearing, families moving from location to location without leaving forwarding numbers). Families who have traveled to the MF FAC/VIC from a distance may need assistance with access and functional needs including, but not limited to communication support, housing, medical issues, transportation, and other physical needs.
- F. **Legislated versus Non-Legislated:** Commercial aviation MF incidents fall under the Aviation Disaster Family Assistance Act of 1996. In these incidents, the NTSB coordinates the federal resources and other organizations' resources to support local and state governments and the air carrier in meeting the needs of aviation disaster victims and their families. While the NTSB is a phenomenal resource for MF response information and support, the NTSB has the legal authority and responsibility to provide support only in these legislated situations.
- a. Additionally, the air carrier has a legal responsibility to victims and families after an aviation disaster and is primarily responsible for family notification and all victim and family logistical support. The Aviation Disaster Family Assistance Act of 1996 and the Foreign Air Carrier Family Support Act mandate that the air carrier and other support organizations collaborate with families.
 - b. In 2008, similar legislation was passed, addressing high-speed rail incidents. Under the Rail Passenger Disaster Family Assistance Act of 2008, the NTSB coordinates federal resources to support local and state governments and the passenger rail carrier in meeting the needs of rail passenger disaster victims and their families.
 - c. If the MF incident is transportation-related, the NTSB should be immediately contacted to determine if the incident is qualified for a legislated response. If a criminal act is believed to have caused the transportation accident, the FBI becomes the lead investigative agency and is supported by the NTSB. Regardless of any NTSB assistance, local authorities have the ultimate responsibility to manage the MF response effort(s).
- G. **Local Available Resources:** Local infrastructure and resources may be affected by the incident rendering them unavailable to assist with MF FAC/VIC operations, increasing the demand for assistance from agencies outside the immediate jurisdiction. For example, the C/ME office may be destroyed in the disaster and needs to establish operations elsewhere. It is important to note that C/ME's daily responsibilities not associated with the MF response must continue to be addressed concurrently with MF response operations.

As soon as the MF FAC/VIC response scope is identified, MF FAC/VIC Leadership should notify partner agencies and organizations responsible for the different functions and services offered. Early notification to partnering agencies and organizations will quicken the response time of the MF FAC/VIC.



3.5 Traditional versus Virtual MF FAC/VIC

There are different types of MF FAC/VIC operations depending upon the needs of the families and the circumstances of the MF response: traditional (in-person) and virtual (call-in/online). A FAC/VIC may also operate as a combination of the two.

3.5.1 Traditional MF FAC/VIC

Traditional MF FAC/VICs require physical space for service providers and family members to gather, receive social services (as necessary), and receive information about their loved one(s). Antemortem data interviews also take place in-person at a traditional MF FAC/VIC. The physical infrastructure requirements for a traditional MF FAC/VIC can be extensive (see Section 3.7 for further details). MF FAC/VIC facilities need to have enough space to accommodate a significant number of staff and volunteers, in addition to being ADA compliant. Some form of a virtual MF FAC/VIC will likely function for those families who cannot travel to the location.

3.5.2 Virtual MF FAC/VIC

Virtual FAC/VICs are where families may not meet with MF FAC/VIC staff in person. Virtual FAC/VICs may be used when:

- The victim's families are in a different location than the incident (e.g., in another country)
- The MF incident displaces families (e.g., hurricane, wildfire)
- Other restrictions do not allow for an in-person MF FAC/VIC (e.g., epidemic, radiological incident)

Virtual MF FAC/VIC services should be the same as what is offered in a traditional MF FAC/VIC so that all families have equal access to services.

3.5.2.1 Virtual MF FAC/VIC Scenarios

See **Table 3** for some ways virtual MF FAC/VIC can be configured differently, depending on the situation.

<i>Table 3. Potential MF FAC/VIC Configurations</i>				
Virtual Option	Families gather at a single location (FAC/VIC)	Staff operate from a single workspace (FAC/VIC)	Staff operate from separate workspaces based on service	Staff operate remotely
1	✗	✓	✗	✗
2	✗	✗	✓	✗
3	✗	✗	✗	✓
4	✓	✗	✓	✗
5	✓	✗	✗	✓
Traditional	✓	✓	✗	✗



3.5.2.2 Virtual Operations Considerations

Virtual MF FAC/VIC operations, especially remote ones, can be more challenging as they require a greater level of logistics and attention to detail since the interactions with family members and other staff cannot happen organically. Interactions with family members will occur electronically. In a virtual MF FAC/VIC, some units, such as the Call Center Unit, may require significantly more staff than during a traditional operation. Creating a virtual MF FAC/VIC website provides families a single location to access any forms and information needed for all support functions. A pre-made webpage that can be activated and updated with all the relevant information of an MF response could make the response quicker by allowing information to be collected faster. Using the American Red Cross Virtual FAC³ as a model, the NCR can create a virtual MF FAC/VIC website to be activated during a response.

Electronically communicating with family members presents challenges that will need to be identified and addressed. For example, families may move from location to location without leaving forwarding numbers, there may be language barriers or communication issues involving individuals who are deaf or hard of hearing, and differences in time zones can cause scheduling difficulties. Specific considerations for virtual operations are listed in **Table 4** and can be found in the ORGs. These considerations are not absolute nor exhaustive. Every MF response is unique and any changes to operations will be incident-specific.

<i>Table 4. Virtual MF FAC/VIC Operations Considerations by ORG</i>		
ORG Number	ORG Name	Virtual Operations Consideration
01	Orientation	During virtual MF FAC/VIC operations, staff who interact with families will need to be especially aware of their tone, and word choice. Training on phone etiquette and techniques, should be to staff.
02	Security	The need for security will be significantly reduced or completely eliminated depending on the setup of the operation.
03	Call Center	The Call Center Unit requires significantly more staff. A virtual MF FAC/VIC will also require accommodations for individuals with access and functional needs.
04	Missing Persons	Missing Persons operations may take more time due to interactions not happening in-person with families and in some cases with other agencies.
05	Reception and Registration	Families may be directed to Reception and Registration after being triaged by the Call Center. Alternatively, family members may fill out an online form to be contacted directly by Reception and Registration.
06	Family Liaison	Family Liaisons may be assigned to each family to act as a case worker, helping families navigate and coordinate all the needed services.

³ <https://www.redcross.org/virtual-family-assistance-center.html>



Table 4. Virtual MF FAC/VIC Operations Considerations by ORG

ORG Number	ORG Name	Virtual Operations Consideration
07	Family Briefing	All family briefings will need to be made available via a video conferencing platform. The meeting should be recorded while maintaining the families confidentiality. The recording and written meeting minutes or annotation should be made accessible to family members after the meeting ends.
08	Health Services	The Health Services unit may be significantly reduced or completely eliminated.
09	Religious/Spiritual Support	Religious/Spiritual Support may require an increased number of providers to accommodate family members who may not be gathering, requiring more providers per family. In addition, providers will need to be available to the staff of the MF FAC/VIC.
10	Personal Effects Return	Families will likely be unable to view personal effects in person, leading to lengthier identification times of items. The PE Return unit may have to arrange the shipment of PE to family members.
12	Nutrition/Food Services	Nutrition/Food Services may be significantly reduced or eliminated entirely.
13	Support Services	During a virtual MF FAC/VIC operation, support services will be offered via referral or electronically (phone calls, video conferencing, email, fax, etc.).
14	VIC Reception	VIC Reception may be folded into the main MF FAC/VIC Reception and Registration unit, or it may act as another unit which families are transferred to on the phone to coordinate VIC services.
15	Antemortem Interview	Antemortem interviews will be conducted via telephone or video conferencing and be supplemented using email and/or fax. Interviews are anticipated to take longer than if they occur in person.
16	Dental and Medical Records	Dental and Medical Records unit staff will receive information directly from the Antemortem Interview Unit and may require a capability to receive and track records that are faxed or emailed in.
17	Antemortem DNA	The Antemortem DNA unit may attend antemortem interviews to collect the relevant family pedigree information. Collection kits may be mailed out to family members or to their local law enforcement agency, who can collect the DNA sample. Collection instructions will need to be thorough and complete so that the collections are correctly performed.
18	Death Notification and Remains Release	Death Notifications and Remains Release will occur via telephone or video conferencing and be supplemented using email and/or fax.
19	Data Entry and Records Management	Additional staff may be required to receive incoming data as there may be an increased number of documents, which will be received by email and fax rather than in person..



3.6 Scaling Guide

Following an incident, the MF FAC/VIC response stakeholders (C/ME, OEM, etc.) should assess the approximate scale to determine the appropriate MF FAC/VIC response. Determining the scope and scale of the MF will result in an appropriately sized MF FAC/VIC facility with the correct number of staff, equipment and supplies. As an example, **Table 5** outlines the potential capacity for antemortem interviews in a 12-hour operational period.

Attachment E – Staffing Overview Model provides the remaining MF FAC/VIC units’ potential staffing needs. The number of family members and operational staff expected to be on-site at the MF FAC/VIC will influence the size of the facility that will be required and narrow the potential locations where the MF FAC/VIC can be established.

Table 5. Daily Capacity for Antemortem Interviews by MF Response Scale

Considerations	Relative Scale of MF Response			
	Small	Medium	Large	Catastrophic
Number of Potential Fatalities	< 20	20-100	101-500	> 500
Number of Family Members Seeking Services	< 160	160-800	800-4,000	> 4,000
Daily Capacity for Antemortem Interview (including processing and staff break time: avg. 3 hours per interview)	3-5 interviewers/12 hours a day = 12-20 interviews per day	5-10 interviewers/12 hours a day = 20-40 interviews per day	10-30 interviewers/12 hours a day = 40-120 interviews per day	30-50 interviewers/12 hours a day = 120-200 interviews per day
Estimated Minimum Time to Complete all Antemortem Interviews (If running at full capacity for interviews*)	1 to 2 days	1 to 5 days	2 – 13 days	At least 5 days

*This table should be used as a guide. Many factors may influence these numbers. Interviews need to be scheduled, family members often need to research information, and an interview may take place over several days. Therefore, it is almost impossible to run at full capacity for interviews.

Calculations:

- # of victims x 8 (average number of family members who will travel to MF FAC/VIC) = potential number of family members
- # of interviewers x 4 = # of interviews per day (assuming 3 hours per interview and a 12-hour workday)

3.7 Site Selection

The MF FAC/VIC should not be located close to either the incident site or the morgue in order to shield families from the sights, sounds, and smells of the MF incident.



When possible, the pre-identified and agreed-upon sites should be used. This will lessen the time required to open the MF FAC/VIC. **Attachment F – Potential MF FAC/VIC Locations in the Colorado NCR** provides a list of pre-identified locations that would be suitable for MF FAC and/or VIC operations. With any pre-identified location, further discussions should occur to establish agreements. The following must be considered when choosing a location:

- Square footage
- Private rooms (or the ability to create private spaces)
- Rooms or areas to secure records and IT equipment
- Large room or area for a family briefing
- Restroom facilities
- Parking
- Ability to maintain building/site security
- Infrastructure requirements (ability to rapidly stand up operations):
 - Water supply
 - Electrical
 - Cable/internet
 - Lighting
 - Heating and air conditioning
- ADA accommodations
- Accessibility from public transportation

Attachment G – Mass Fatality Family Assistance Center Location Evaluation Checklist serves as an evaluation guide for determining what a facility can offer for MF FAC/VIC operations. This checklist contains additional location considerations.

After selecting a suitable location, identify a Facility Liaison who can help MF FAC/VIC Leadership:

- Navigate the facility
- Determine the set-up
- Identify any existing equipment and supplies on-site
- Overall site coordination.

3.8 Temporary Family Reception Center (FRC)

When a disaster occurs, there are likely to be living victims who need to be reunited with family members. In some MF responses, family members will immediately begin to flock to hospitals or near the incident site in the hopes of being reunited with their loved ones. A temporary FRC may be established as a precursor to an MF FAC/VIC. The FRC aims to temporarily help meet immediate needs until an MF FAC/VIC is established. If the FRC is at a location large enough to accommodate the number of visitors expected at an MF FAC/VIC, then the FRC may be able to close its doors at the end of one day and open the next day as the MF FAC/VIC, adding all the additional functions needed in an MF FAC/VIC operation.



3.9 Requesting Resources

At the onset of the response, each jurisdiction should have a general accounting of its existing capabilities. All local resources should be exhausted first before requesting outside assistance. Local MF response resources may initially be sourced through:

- Response agencies
- Registry of qualified volunteers to form ad hoc teams
- Ad hoc teams from response agencies
- Existing regional response teams
- Existing death care service providers
- Non-profit organizations
- Existing caches held by jurisdictions
- Emergency purchases

The lead agency responsible for establishing and managing the MF FAC/VIC will consult with all participating agencies/organizations (e.g., Emergency Management, Behavioral Health Organizations, Human Services) to coordinate efforts and resources. This coordination may be accomplished by a face-to-face or virtual conference (e.g., WebEx, Zoom). During conference meetings/calls, the C/ME and other relevant response stakeholders provide brief situational updates on the incident and indicate potential resource and personnel needs. If the C/ME having jurisdiction and/or MF FAC/VIC leadership determines that the incident will demand more resources than are available in the NCR, they will notify the local EOC responsible for finding needed resources. **Attachment C – NCR EOC Locations** lists all the EOC locations for the NCR.

Any existing Memorandums of Understanding (MOU), mutual aid, or similar agreements used should clearly outline any responsibilities of staff and any stipulations regarding the use of equipment and supplies to clarify and manage any expectations. Written agreements should be used whenever possible.

The assistance of any outside resource is subject to the discretion and approval of the MF FAC/VIC Director.

3.10 Accommodating Access and Functional Needs

MF FAC/VIC visitors may have AFN that require certain accommodations—meeting these needs aid in ensuring that these individuals have equal access to the MF FAC/VIC services. The Colorado Department of Public Safety (CDPS) keeps a Google Drive folder of AFN resources and information. To access these resources, contact Sadie Martinez at sadie.martinez@state.co.us.

3.10.1 CMIST Framework

For emergency preparedness and response, AFN are organized into the following five categories that are collectively known as the CMIST framework (taken from *CMIST A Function Based Framework for Emergency Planning*):



- **Communication:** This category includes the needs of people who have limited or no ability to speak, see, hear, or understand. During an emergency, people with communication needs may not hear announcements, see signs, understand messages, or verbalize their concerns.
- **Medical:** The needs in this group require assistance in managing daily living activities such as eating, dressing, grooming, transferring, and going to the toilet. It includes managing chronic, terminal, or contagious health conditions (e.g., ongoing treatment and administration of medications, IV therapy, catheters, tube feeding, dialysis, oxygen, operating life-sustaining equipment). During an emergency, people may be separated from their families. Early identification of these needs and interventions can avoid deterioration of health.
- **Independence:** This includes the needs of people who can function independently if they have their assistive devices and/or equipment. Items consist of mobility aids (such as wheelchairs, walkers, canes, crutches); communication aids; medical equipment (such as catheters, oxygen, syringes, medications); and service animals. Individuals may become separated from their assistive equipment and/or animals in an emergency. Those at risk whose needs are recognized and restored early can maintain their independence and manage in mass shelters. Effectively meeting their functional needs prevents secondary complications.
- **Safety, Support Services, and Self-Determination:** People with supervision needs may include those who have psychiatric conditions (such as dementia, Alzheimer's, Schizophrenia, depression, or severe mental illness); addiction problems; brain injury, or become anxious due to transfer trauma. Some individuals with mental illness may function well during an emergency, while others require a more protected and supervised setting.
- **Transportation:** Emergency response requires mobility. This category includes the transportation needs of people who cannot drive because of disability, age, temporary injury, poverty, addiction, legal restriction, or have no access to a vehicle. Wheelchair-accessible transportation may be necessary. Pre-planning evacuation needs helps prevent chaos during an emergency, and many people can function independently once evacuated to safety.

The CMIST framework is an inclusive, whole-community approach that will help MF FAC/VIC staff identify visitors' individual needs, including those who have temporary needs or may not identify as having a disability, to better prepare for an emergency.

3.10.2 Accessibility/Accommodation Coordinator and CMIST Response Team

MF FAC/VIC staff should include an Accessibility/Accommodation Coordinator responsible for coordinating any requested accommodations and ensuring that visitor needs are fully met. The Accessibility/Accommodation Coordinator will supervise the CMIST Response Team, who will evaluate the five need types concerning the population being served and the MF FAC/VIC services and relay identified needs to MF FAC/VIC leadership.

Creating a CMIST Response Team is necessary to identify all AFN present in MF FAC/VIC operations and how to accommodate them. The Accessibility/Accommodation Coordinator will determine how MF FAC/VIC staff can accommodate these needs and coordinate with stakeholders to provide accommodations.



The CMIST Response Team should be comprised of individuals and stakeholders who are familiar with AFN and their accommodations, including:

- Division of Homeland Security and Emergency Management's (DHSEM) Access and Functional Needs Coordination team
- Center(s) for Independent Living,
- Department of Local Affairs,
- The University of Colorado - Center for Inclusive Design and Engineering
- Area Agency on Aging/Council on Aging/Office on Aging, and
- Refugee Center(s).

It is essential to coordinate with AFN stakeholders before a disaster to ensure a point of contact for the requested services is identified. Those who can accommodate these need types are not usually first responders.

Refer to each ORG for details regarding anticipated AFN and suggested accommodations.

3.11 Transition and Demobilization

An MF FAC/VIC facility may be modified both operationally and structurally based on changing demands as the response effort moves through the various stages (i.e., surge, fixed period, and transition). At the beginning of the response, there will be a surge of requests, calls, and visitors to the MF FAC/VIC. The ability to accommodate this surge will require analyzing the incident and the affected public's anticipated needs. Once the MF FAC/VIC leadership identifies these needs, they can determine the MF FAC/VIC organizational structure, acquire adequate staffing, facilities, and other resources, and implement operations. Over time, the day-to-day operations will become relatively static and routine. Although this will be considered the fixed period of operations, unit needs will continue to change. These shifts in resource needs will impact both human resources and required skill sets. At times, a physical change to the MF FAC/VIC's layout may be necessary, requiring the movement or reassignment of tables, chairs, computer equipment, phones, and other assets as needed.

For example, at the beginning of the MF FAC/VIC operations, there will likely be a large Call Center to accommodate the surge of calls relating to the response. As MF FAC/VIC operations progress and the call volume decreases, the number of call center operators will decrease. Similarly, although the release of remains requires few staff in the early days of the MF FAC/VIC response, the number of needed remains release staff will increase as bodies are identified and await release to the NOK. As remains release staff increase and Call Center staff decrease, their respective footprints in the MF FAC/VIC facility will change (See **Figure 3**). `

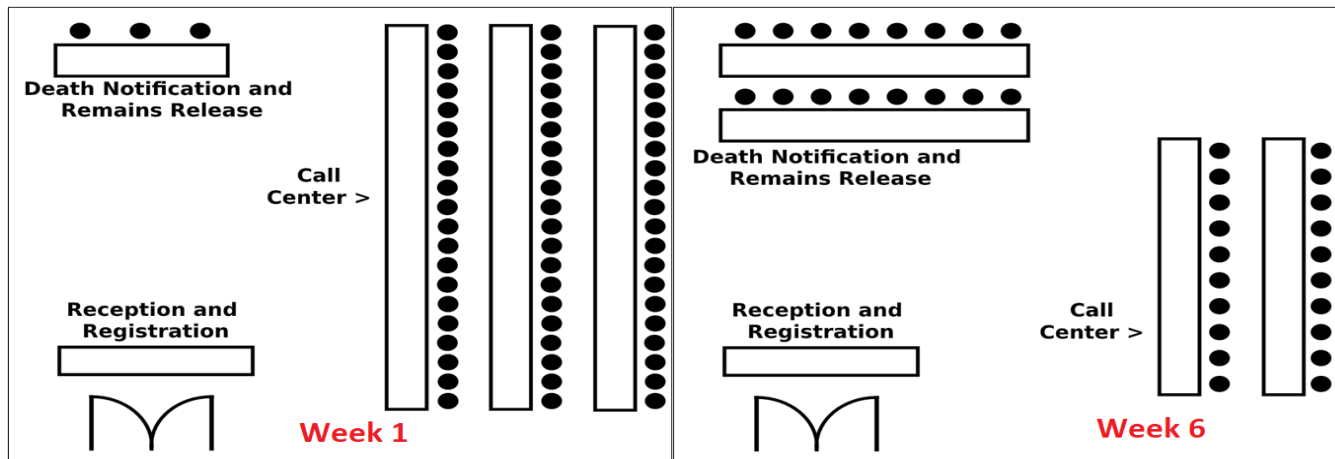


Figure 1. MF FAC/VIC operations over time.

Week 1: Call Center staff =60, Death Notification and Remains Release staff =3

Week 6: Call Center staff =20, Death Notification and Remains Release staff =16

It is critical to identify the demobilization criteria before commencing operations. Consider the following potential demobilization criteria:

- The Missing Persons Unit has not received any new missing persons reports.
- All families determined to need interviews have participated and completed the Antemortem Interview.
- All MF incident-related decedents have been identified and released for final disposition.

The MF FAC/VIC can begin to demobilize once all decedents have been identified. All families must be notified that the MF FAC/VIC will be demobilized. If a long-term recovery center is established, families, media, and the public must be informed. While the victim identification process may be complete, some of the social services offered during MF FAC/VIC operations often extend beyond the MF FAC/VIC demobilization. A long-term recovery center may be established, depending on the needs of the families and communities. Long-term services may include:

- Notification regarding criminal case investigation, prosecution, adjudication, and prisoner status
- Case management and assistance for unmet and long-term needs

A post-incident staff debriefing is held nearing or after demobilization. Post-incident debriefings will provide an opportunity for leadership and staff to review the MF FAC/VIC operations and discuss what went well and what requires improvement for future operations. Post-incident briefings are an opportunity for leaders to ensure staff's mental and physical well-being and provide resources to those in need. The debriefing should discuss:

- MF FAC/VIC operations and outcomes
- What went well and what needs improvement
- Scheduling exit interviews with a mental health professional for every staff member upon the last shift
- Resources for mental health services for staff
- Instructions and recommendations for staff returning to regular daily duties



- Any other pertinent information

4. Operational Functions

4.1 Mass Fatality Family Assistance Center/Victim Information Center Operation

The following operational functions exist in a combined MF FAC/VIC Operation. If the VIC is located separately from the MF FAC, some of the following functions may need to be duplicated.

4.1.1 Security

Rigorous security for the MF FAC/VIC facility is essential for families and staff's safety and well-being and for protecting the sensitive and private records. A visible security force demonstrates a commitment to safety and security and ensures that only authorized individuals are on MF FAC/VIC property (e.g., family, assigned staff, approved visitors). One of the main responsibilities of security staff is to ensure that media personnel are not granted access to the MF FAC/VIC or permitted to address family or friends on MF FAC/VIC property. Security is also responsible for securing all MF FAC/VIC response aspects, including external areas (e.g., parking lots).

If an unauthorized visitor does not leave the facility immediately, Security staff must act quickly and decisively to prevent unnecessary and excess stress to visitors and staff. Security staff must also be sensitive to possible disruptions caused by distraught family members of the missing and presumed dead. Disruptions can be as benign as a simple argument or as violent as a physical confrontation. Understanding that individuals have just suffered a great loss should be dealt with firmly, professionally, and with compassion and understanding.

Refer to the *Operational Response Guideline 02: Security* for unit specifics.

4.1.2 Call Center

Almost immediately following an MF incident, a telephone number for reporting missing loved ones will be established. This number may be established by the C/ME, another responding agency, a local law enforcement agency, or another entity after the incident occurs. Timely dissemination of this number via every available media outlet ensures the public can quickly report a missing loved one to the appropriate authorities.

Although many other organizations and agencies may establish telephone numbers or websites where the public can register missing individuals' names, this information is rarely shared with the authorities responsible for the missing persons and identification effort. Therefore, the MF FAC/VIC must clearly define its purpose and status as the only official entity responsible for missing persons and identification efforts.

Along with disseminating this number to the public, MF FAC/VIC officials should also transmit the number to relevant local, state, and federal agencies to ensure any callers are directed to the MF FAC/VIC Call Center.



The Call Center Unit receives the incoming calls from concerned family members and determines callers' needs. Using a Call Center script allows Call Center staff to direct callers to the appropriate MF FAC/VIC unit or outside agency/resource.

Refer to the *Operational Response Guideline 03: Call Center* for unit specifics.

4.1.3 Missing Persons

As part of their regular duties, law enforcement agencies have the expertise and resources needed to locate the missing effectively and efficiently. For that reason, law enforcement agencies are often the best suited to handle missing persons activities in an MF response.

The Missing Persons Unit investigates and determines which reported missing individuals are presumed deceased due to the MF incident and not simply displaced—determining a list of those truly missing narrows the potential identities of the deceased held in the morgue. A missing persons operation that identifies and closes the reports of those merely displaced rather than deceased is important. By eliminating any false missing person reports, MF FAC/VIC staff can focus on collecting antemortem information only from the families of those individuals truly missing and presumed deceased. The sorting process through individuals who are reported missing but are alive from the truly missing and presumed deceased lengthens the response mission.

Refer to the *Operational Response Guideline 04: Missing Persons* for unit specifics.

4.1.4 Reception and Registration

The Reception and Registration Unit is the first contact families and visitors have upon entering the MF FAC/VIC facility. Families and visitors will be credentialed, signed in, and directed to the appropriate MF FAC/VIC unit. The Reception and Registration Unit works closely with the Security Unit. They are jointly responsible for maintaining a log of all individuals entering and exiting the MF FAC/VIC facility.

Any MF FAC/VIC staff member or visitor should be issued appropriate, visible credentials upon entering the building. All visitors shall wear two-sided credentials to allow for ease of identification. Reception and Registration staff are responsible for ensuring that each visitor has the proper credentials.

Refer to the *Operational Response Guideline 05: Reception and Registration* for unit specifics.

4.1.5 Family Liaison

Family Liaisons are assigned to families to help them navigate the MF FAC/VIC processes. Family Liaison staff can provide families with an overview of MF FAC/VIC services, keep families informed of family briefing times, and attend to any immediate needs. Family Liaisons help ensure that family members feel supported during their time at the MF FAC/VIC.

Refer to the *Operational Response Guideline 06: Family Liaison* for unit specifics.



4.1.6 Family Briefings

Following an MF incident, families will need continuous access to information. Almost immediately after the MF FAC/VIC is operational, a family briefing should inform families of the remains recovery and identification process status. Regularly scheduled family briefings should be held at least once, if not twice, daily, even if there are no updates to provide. Family briefings should have a remote dial-in option for those who cannot attend in person. It is important to determine and meet individuals' AFN, and accommodations must be made to ensure all family members have access to the same information. These briefings are often sensitive, highly emotional, and volatile. Members of the media, legal representatives, and unauthorized visitors should not be authorized to attend. Family briefings often last several hours.

The C/ME's office, with input from the Public Information Officer (PIO), Public Health lead, and other applicable agency representatives, is responsible for scheduling these briefings. The C/ME, or their designee, should directly address the remains recovery and identification process status. Briefings will also provide the opportunity for the families to ask questions. All updated response information must first be provided to family members through the Family Briefing before being released to the media.

Refer to the *Operational Response Guideline 07: Family Briefing* for unit specifics.

4.1.7 Health Services

The MF FAC/VIC must offer health services to both families and staff with basic first aid and mental/behavioral health support at a minimum. The traumatic and stressful nature of MF FAC/VIC activities can take a psychological and physical toll on families and staff alike.

The Health Services Unit staff must be qualified individuals with appropriate training and experience.

Refer to *Operational Response Guideline 08: Health Services* for unit specifics.

4.1.8 Religious/Spiritual Support

The time families spend at the MF FAC/VIC can be stressful and emotional, requiring Religious/Spiritual Support during their visit. Religious/Spiritual Support should be provided by a range of diverse religious backgrounds as requested. Religious services and worship opportunities will be accommodated as requested. Religious/Spiritual Support staff will work closely with the Mental/Behavioral Health staff.

Refer to the *Operational Response Guideline 09: Religious/Spiritual Support* for unit specifics.

4.1.9 Personal Effects Return

Personal Effects (PE) are personal belongings found on and around individuals at the scene of MF incidents. The Personal Effects Return Unit is responsible for returning a victim's unassociated PE to their loved ones. Unassociated PE includes items that are not found on a victim. These items often cannot be identified to a specific person, such as a necklace or earring found near a victim, or a backpack or purse that has been separated from the remains. Some PE may have little monetary value;



however, it may be significant to grieving families. All PE should be returned in a timely and accurate manner when possible. The PE Return Unit will be responsible for cataloging PE and working with the families to identify who the PE belongs to, ensuring that it is returned to the legal NOK.

Refer to the *Operational Response Guideline 10: Personal Effects Return* for unit specifics.

4.1.10 Public Information

After an MF incident, it is expected that local media and potentially national and international media outlets may arrive at the incident scene and MF FAC/VIC facility seeking interviews with families and staff. The PIO(s) must address all public inquiries through official press releases and news conferences. The public must be aware of the MF FAC/VIC's role in the missing persons identification and remains release processes.

The PIO and MF FAC/VIC leadership will manage public information by coordinating with agencies, organizations, and jurisdictions responding to the incident through the Joint information system (JIS).

PIOs are responsible for determining when media briefings should occur, how often, and where they will occur. Press briefings should take place away from the MF FAC/VIC facility if possible. The PIO may not release information regarding victim identification (e.g., number of fatalities, personal information, cause of death) without first having consent from the C/ME having jurisdiction and not before that information has first been provided to family members during a Family Briefing.

Refer to the *Operational Response Guideline 11: Public Information* for unit specifics.

4.1.11 Nutrition/Food Services

Family members will require nourishment during their visit to the MF FAC/VIC facility. It is common practice for the MF FAC/VIC to provide nutrition and food services to families of the deceased and reported missing. Additionally, due to the intense nature of the response activities and to minimize downtime, MF FAC/VIC staff are also typically provided with these services. **Note:** Family members and MF FAC/VIC staff should have separate dining areas.

The number of meals offered per day will depend upon MF FAC/VIC hours of operation. In addition to regularly scheduled meals, the Nutrition/Food Services Unit should offer beverages and light snacks at all times and during family briefings. When possible, consideration should be given to individual dietary needs.

Refer to the *Operational Response Guideline 12: Nutrition/Food Services* for unit specifics.

4.1.12 Support Services

A successful MF FAC/VIC will offer additional support services to the families of the deceased or reported missing and MF FAC/VIC staff. The variety of support services offered at the MF FAC/VIC is determined by the MF response's scope, family and staff needs, access and functional needs, and services' availability. The support services units' space and equipment needs should be determined and considered before establishing additional support services.



The following are some services that have been used or requested during real-world MF FAC/VIC operations:

- Child/adult care
- A place to grieve/quiet place
- Transportation
- Funeral care/disposition of remains
- Incident site visit/memorial
- Victim services
- Legal assistance

Support services may vary from incident to incident depending upon the families' needs and the ability to support the needs (e.g., funding, availability of services). Various agencies and organizations provide these support services for families and staff. Having MOUs or contracts in place before an incident can expedite the acquisition of needed services. Some agencies/organizations will provide services free of charge; however, others will require compensation that should be discussed before initiating their services.

Refer to the *Operational Response Guideline 13: Support Services* for additional information.

4.2 Victim Information Center Operation

The Victim Information Center (VIC) will be located within or co-located with the MF FAC/VIC in most cases. As every MF response is unique, it is possible to have the VIC established at a different physical location than the MF FAC. If this is the case, the VIC will require some duplicate functions from the MF FAC (e.g., security, call center, family liaison) and limited support services like childcare, religious/spiritual support, nutrition, first aid, and translation/interpretation. These services and functions are necessary to support the families, which will support the identification process.

The VIC's mission is to gather information from presumed deceased victims' families to positively identify human remains. **Table 6** lists some of the typical antemortem data collected by MF FAC/VIC staff:

<i>Table 6. Examples of antemortem information collected at the VIC</i>			
Antemortem Information			
Demographic Information: <ul style="list-style-type: none">• Name• Date of Birth• Age• Sex	Physical Characteristics: <ul style="list-style-type: none">• Height• Weight• Eye Color• Marking (e.g., scars, birthmarks, surgical incisions, tattoos)	Medical History: <ul style="list-style-type: none">• Past surgeries• Medical device implants• Dental X-rays• Medical X-rays	Other: <ul style="list-style-type: none">• Clothing deceased may have worn• Jewelry the deceased may have been wearing• DNA reference samples from family members <u>if needed</u> for positive identification

The following operational functions exist only within the VIC, regardless of where it is located (independently or within/co-located with the MF FAC)



4.2.1 VIC Reception

The VIC Reception Unit greets families upon entrance to the VIC. VIC Reception Unit staff are responsible for signing families in, scheduling times for families to conduct interviews and give DNA samples, and escorting families to the appropriate VIC unit. The VIC Reception Unit is also responsible for requesting families' presence for death notifications and remains release coordination.

Refer to the *Operational Response Guideline 14: VIC Reception* for unit specifics.

4.2.2 Antemortem Interview

The antemortem interview is an integral step in the identification process. During the interview, the Interview Specialist asks family members pertinent information about their missing loved one(s). The Interview Specialist records this information on a physical interview form, which is later stored electronically. This information is compared to the information ascertained from human remains at the morgue to make a positive identification.

The interview process is lengthy (approximately two hours) and can occur in person at the VIC facility or electronically when necessary. These interviews must be held in private meeting rooms whenever possible. Interviews are conducted by staff experienced with interacting with families who may have lost a loved one(s) and are well-versed in the identification process. Families may request the support of mental/behavioral health or spiritual/religious staff during this time.

Refer to the *Operational Response Guideline 15: Antemortem Interview* for unit specifics.

4.2.3 Dental and Medical Records

The Dental and Medical Records Unit is responsible for requesting, collecting, logging, and assembling information that will be compared to postmortem data at the morgue to identify the deceased. Family members can provide this information (e.g., medical records, dental records, photos, x-rays) about loved ones during the antemortem interview process or after the interview has concluded. Families must give accurate information during the family interview to ensure the Dental and Medical Records Unit can request records from healthcare providers.

Refer to the *Operational Response Guideline 16: Dental and Medical Records* for unit specifics.

4.2.4 Antemortem DNA

Certain factors, such as the condition of remains or fragmentation, may require DNA comparisons to make decedent identifications. All biological samples obtained from human remains to identify unknown persons are considered questioned samples or samples of unknown origin. A reference sample is a sample of a known origin. A DNA profile from the unknown origin must be matched to one or more DNA profiles from biological samples of known origin to identify unknown human remains.

Family members will be asked to give reference samples to compare DNA profiles to positively identify their loved one.

Refer to the *Operational Response Guideline 17: Antemortem DNA* for unit specifics.



4.2.5 Death Notification and Remains Release

When remains are positively identified in the incident morgue, a death certificate is signed by the C/ME and issued by the Colorado Department of Public Health and Environment (CDPHE) Vital Records office, allowing for remains release. The C/ME, or their designee, notifies the NOK of the identification, and the remains release process begins. Death notifications must be performed following all applicable laws and regulations and as directed by the C/ME. Depending upon the MF response's size and complexity, the C/ME may notify family members personally or direct MF FAC/VIC staff to perform the notification. After families have been notified, the remains are released to the NOK.

Since the Death Notification and Remains Release Unit has considerable contact with families, staff often provide or refer families to additional services. Regardless of which additional services are offered at the MF FAC, Death Notification and Remains Release staff must be familiar with such services and prepared to refer families when necessary. Additionally, it may be beneficial to keep the following services on hand at the VIC to support families:

- Mental/Behavioral support
- Spiritual/Religious support

Refer to the [*Operational Response Guideline 18: Death Notification and Remains Release*](#) for unit specifics.

4.2.6 Data Entry and Records Management

During an MF FAC/VIC response, data is obtained through many channels. The effective and efficient management of this data is central to the identification effort. The Scientific Working Group on Disaster Victim Identification (SWGVDI) has defined data management as the “systematic collection, organization, validation (including quality assurance and control), analysis, interpretation, protection, reporting and storing of data to ensure that the data are reliable, accurate, and of high quality⁴.” Each MF response will need to determine who will hold responsibility for the data after the response ends. SGWDVI also states, “Disaster Victim Identification data are typically the responsibility of the local jurisdictions within which it is collected, and the responsible parties need to develop standard operating procedures to address data ownership.” Once identified, the agency responsible should develop standards for data management which include:

- Format,
- Collection,
- Security,
- Storage,
- Protection,
- Verification/Validation,

⁴ OSAC/SWGVDI - Mass Fatality Incident Data Management: Best Practice Recommendations for the Medicolegal Authority



- Compatibility,
- Analysis,
- Reporting, and
- Exchange.

Establishing and adhering to these data management protocols early in MF FAC/VIC operations will greatly aid in an efficient and effective response.

While data is collected at many of the MF FAC/VIC functions, the Data Entry and Records Management Unit gathers all of the data and transfers this information into an electronic format. The antemortem information aspect of the electronic record is used to search against the postmortem information obtained in the morgue to make identifications.

Refer to the *Operational Response Guideline 19: Data Entry and Records Management* for unit specifics.

5. Organization and Assignment of Responsibilities

5.1 Roles and Responsibilities

When an MF incident occurs within the NCR, the local C/ME is the primary medicolegal authority and will provide leadership, direction, and guidance for the fatality response operations. The local OEM will establish and maintain the MF FAC/VIC. The C/ME will oversee the VIC-specific functions in collaboration with the OEM and other agencies as necessary.

The OEM or other identified lead agency/organization will be responsible for the following: MF FAC/VIC activities:

- Determining the number and location(s) of the MF FAC/VIC(s)
- Identifying the appropriate services needed at the MF FAC/VIC
- Assigning roles for agencies to fill social services' needs
- Develop public messaging content for government officials, the media, and MF response workers as appropriate
- Respond to resource requests by coordinating the acquisition of needed equipment and supplies

The C/ME will be responsible for overseeing the following as appropriate:

- Completing a situational assessment
- Determining the need for additional fatality response assistance and requesting the assistance through appropriate channels
- Establishing and coordinating the VIC
- Collecting antemortem data
- Providing fatality response briefings for victims' families
- Providing information to the public regarding fatality response activities
- Identifying the deceased
- Issuing death certificates



- Notifying the legal NOK of identifications directly or by a designee
- Releasing remains to the NOK

The Staffing Overview Model (**Attachment E**) lists the MF FAC/VIC staff. The specific roles and responsibilities for each of these positions are found within the ORG for each function. Each ORG lists positions needed for that function and information on what types of agencies or professionals may serve. Included in each ORG are Job Action Sheets (JAS) for all positions listed in that function. These JAS outline each position's mission, review supervisory assignments, and detail the responsibilities and duties. The lists of positions in **Attachment E** and each of the ORGs are not exhaustive as positions may be added, changed, or removed as necessary.

5.2 Regional, State, and Federal Interface

Regional, state, or federal assistance may be required to provide adequate resources to manage an MF FAC/VIC. Specific resources by category, kind, and type, including size, capacity, capability, skill, and other characteristics, must be requested using the process identified by the local EOC. Resource requests that the City or County EOC cannot fulfill are forwarded to the Colorado Department of Homeland Security and Emergency Management through the State EOC if activated for assistance. MF FAC/VIC Leadership retains operational control over assets deployed to support an MF FAC/VIC response.

5.2.1 Regional Assets

All local and regional resources should be exhausting before requesting aid from external sources. Even as additional resources are requested regionally, state-wide, or federally, the local authorities will remain in charge.

5.2.2 State Assets

5.2.2.1 Resource Mobilization and Management

Local Incident Commanders, in conjunction with the local EOC, will follow a predetermined structure that allows resources to be ordered and managed. Fatality management may be a portion of this structure, depending on the incident's size and scope and the number of fatalities. Resources, once mutual aid is exhausted, are ordered through local EOCs. Resources needed to respond to and recover from an MF incident will be ordered based upon this structure and the local emergency operations plan. Financial paperwork, including timecards and other incident-related documentation, may be requested following the disaster from the coroner's office or FAC and/or VIC as necessary. Follow local protocol on documenting and tracking various paperwork. *The 2018-2019 State of Colorado Resource Mobilization Annex* can be found at: <https://www.colorado.gov/pacific/dhsem/resource-mobilization>

5.2.2.2 Colorado Organization for Victim Assistance

If fatalities result from a crime, the Colorado Organization for Victim Assistance (COVA) can coordinate teams of advocates trained in trauma response to be present at the MF FAC/VIC. COVA maintains a statewide directory of service providers who assist in various victim services. COVA members can serve in several roles at the MF FAC/VIC but can only be utilized if those being served are



victims of a crime. More information can be found at: <https://www.coloradocrimevictims.org/mass-tragedy-response.html>

5.2.2.3 *Colorado Healing Fund*

The Colorado Healing Fund (CHF) is a 501(c)(3) non-profit organization that established a secure way for the public to contribute to victims of mass casualty crimes in Colorado. The mission of the CHF is to assist local communities with the financial, emotional, and physical needs of victims of mass tragedies that occur in the state of Colorado. The Colorado Healing Fund (CHF) will serve as the single point in Colorado to collect public donations in the aftermath of a mass tragedy. In conjunction with community partners, CHF will coordinate the disbursement of funds to victims. CHF has arranged flights and other travel for family members coming from afar in recent MF incidents. Additional details can be found at: <https://www.coloradohealingfund.org/our-commitment/>

5.2.3 *Federal Assets*

Federal entities may have direct or indirect responsibilities for MF incidents that occur locally. Their response role may be direct management and coordination of the response or a supporting role to local authorities. Federal assistance may be predicated upon a federal emergency declaration.

5.2.3.1 *National Transportation Safety Board*

The National Transportation Safety Board's (NTSB) Transportation Disaster Assistance Division (TDA) has the authority to investigate all public transportation fatalities, including civil aviation, railroad, highway, marine, and pipeline accidents in the U.S. In the absence of suspected criminal activity, NTSB is the lead investigative agency for transportation incidents. The Aviation Disaster Family Assistance Act of 1996 and the Rail Passenger Disaster Family Assistance Act of 2003 mandate transportation carriers meet disaster victims' and their families' needs. The NCR C/ME will have jurisdiction over victim identification operations; however, parts of the MF FAC/VIC may be aided by the TDA.

5.2.3.2 *U.S. Department of Health and Human Services*

Federal resources for MF response are within the U.S. Department of Health and Human Services (HHS). These resources, both equipment and staffing, are operated by the Disaster Mortuary Operational Response Team (DMORT). DMORT teams are located throughout the U.S. Each DMORT team has a Victim Information Center Team (VICT). Members are fully credentialed and accredited by HHS and are recognized as having appropriate training and experience in MF responses. DMORT VICT members can conduct antemortem interviews with families. DMORT is divided into teams, and only the necessary teams are deployed to the incident. Colorado, Montana, North Dakota, South Dakota, Wyoming, and Utah are located in DMORT Region VIII.

5.2.3.3 *Federal Bureau of Investigation's Victim Services Response Team*

The FBI's Victim Services Response Team (VSRT) includes victim specialists, agents, and analysts. The team engages with victims and families to assess their immediate needs and provides crisis intervention and other forms of emergency assistance. The VSRT will take direction from the MF



FAC/VIC leadership to staff the MF FAC/VIC and support victims during the antemortem interview process. VSRT members also work closely with the Bureau's Evidence Response Teams (ERTs) to collect, manage, clean, and return personal effects—items not considered evidence—collected from crime scenes.

5.2.3.4 *Federal Bureau of Investigation's Evidence Response Team*

The FBI ERT can assist in the recovery, maintenance, storage, and return of personal effects.

5.2.3.5 *United States Department of State*

The Department of State (DOS) maintains a role in identifying foreign national decedents via coordination of the return of foreign national decedents to their NOK.

6. Direction, Control, and Coordination

Proper management and coordination are essential to a successful MF response. All MF incidents occurring in the NCR will adhere to the Incident Command System (ICS) principles as described by the National Incident Management System (NIMS). The ICS structure provides a standardized, structured approach for incident response to incorporate various intra- and inter-jurisdictional responders. The ICS structure is modular, building from the top down and expanding or contracting as needed. Under ICS, branches and units are organized as needed, and only required positions are filled. An ICS should already be established upon activation of this MF FAC/VIC Plan. The C/ME and other MF FAC/VIC Leadership is integrated into the ICS as soon as a fatality is discovered to remain situationally aware. Per the *Colorado NCR Mass Fatality Coordination Plan*, Fatality Management Operations will be positioned as a Group within the Operations Section (see **Figure 4**). The MF FAC/VIC will incorporate under this group. Additional agencies activated under this plan will integrate into the existing structure.

To better understand how NIMS and the ICS can improve coordination and cooperation between public and private entities and across jurisdictional lines, MF FAC/VIC Leadership should, at minimum, take the following courses offered through the Federal Emergency Management Agency (FEMA) Emergency Management Institute:

- IS-700: NIMS, An Introduction
- IS-100: Introduction to the Incident Command System (ICS)

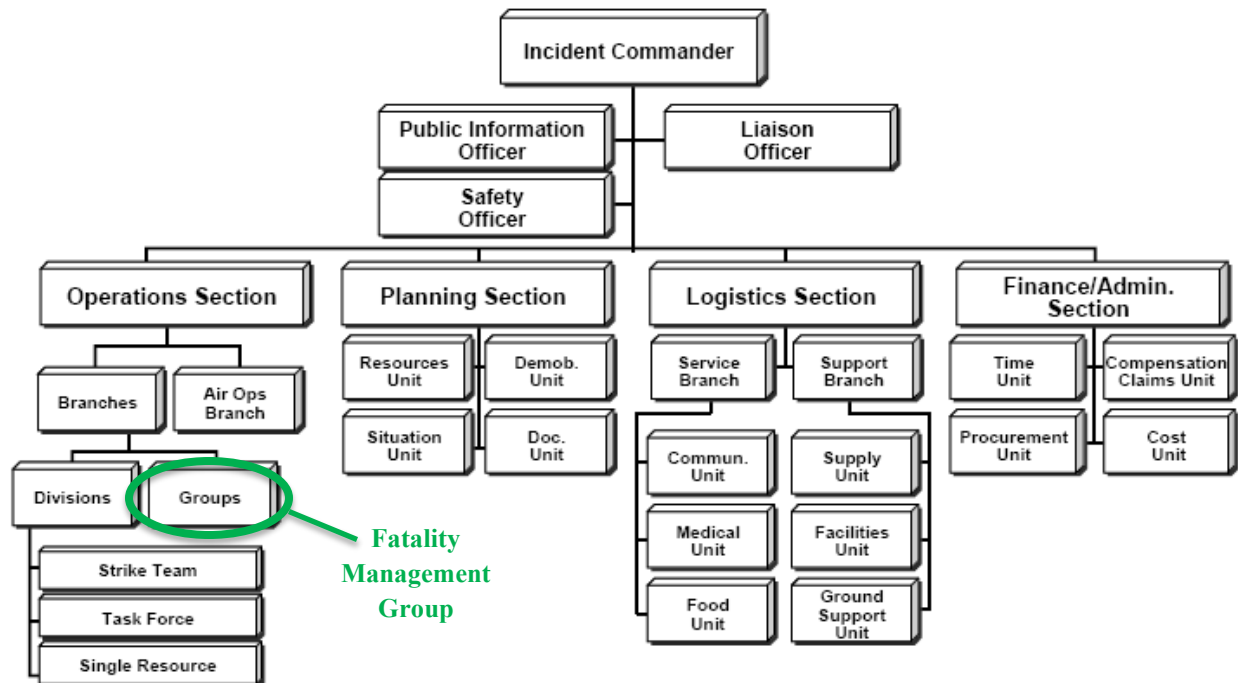


Figure 2: ICS Organizational Chart Incorporating Fatality Management

An organizational chart is an important tool for communicating the management hierarchy to all individuals involved in the MF response. When questions arise, proper managers should be easily identifiable. The ICS organizational chart in **Figure 4** (taken from the *Colorado NCR Mass Fatality Coordination Plan*) is an example of how to organize incident operations during an MF response. If established, the Incident Commander, or Unified Command, will determine the appropriate organizational structure based on the incident's size and complexity. If available, identifying clothing or vests will be used to distinguish ICS roles. ICS can provide the avenue for obtaining resources outside of the local jurisdiction.

When a jurisdiction decides to have a separate MF FAC and VIC, a singular director will oversee both operations. If the MF response is multijurisdictional, representatives with each affected jurisdiction should use this plan to determine if each jurisdiction will establish its own MF FAC/VIC. In this case, each jurisdiction will have its own MF FAC/VIC Director.

The MF FAC/VIC Director can be from the OEM, C/ME office, or another responding agency, while C/ME having jurisdiction is solely responsible for the VIC operation. **Attachment H** contains the JAS of MF FAC/VIC leadership positions. **Figure 5** represents an example of an MF FAC/VIC organizational chart and command structure. This organizational structure follows ICS principles and is scalable to the size and scope of the incident.

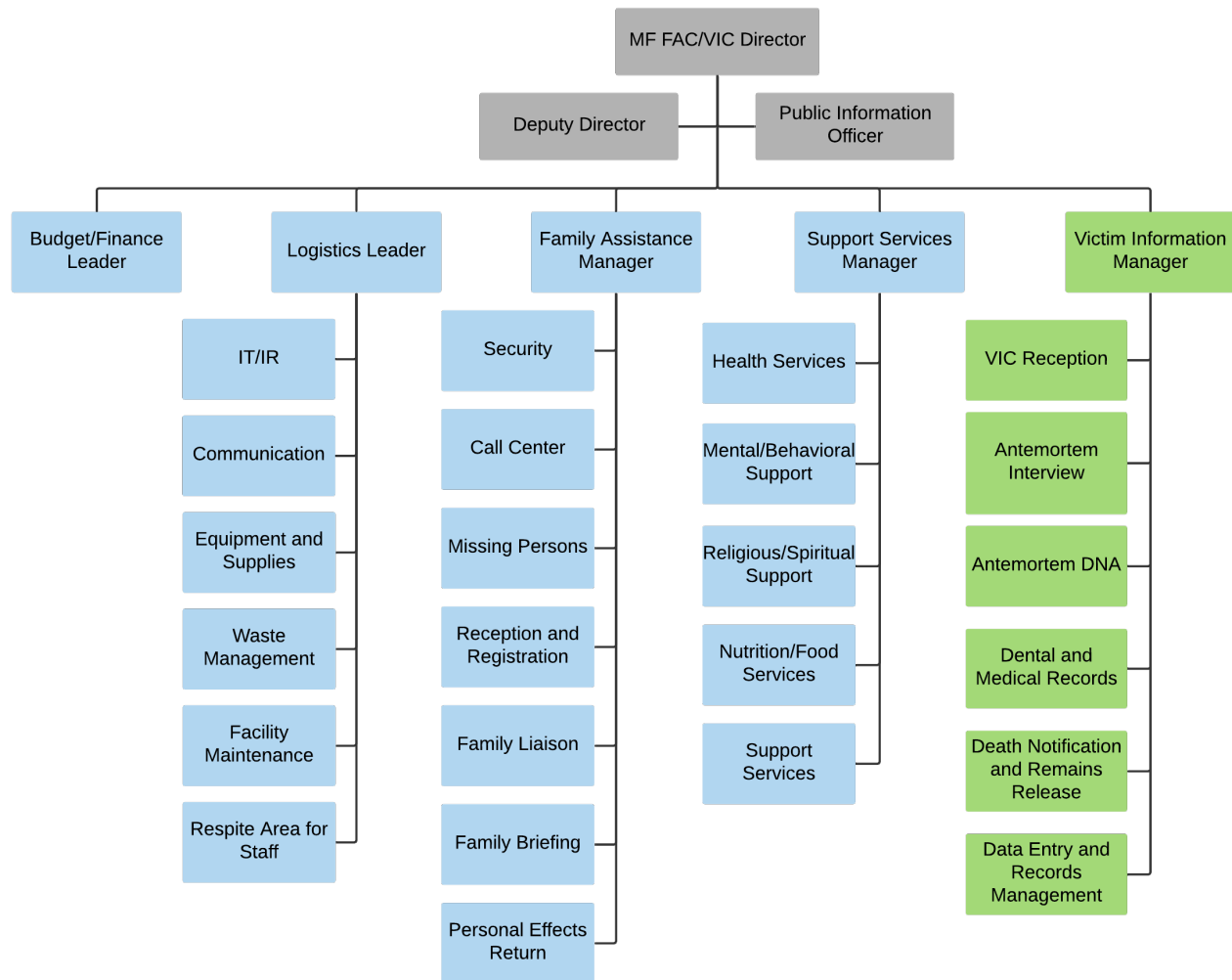


Figure 3: Example MF FAC/VIC Organizational Chart

Some MF incidents will cross jurisdictional lines. Establishing a single MF FAC/VIC that incorporates leadership from all affected jurisdictions is ideal in these situations. If multiple MF FAC/VICs must be set up, the responding jurisdictions need effective and efficient interoperability to mitigate miscommunications and ensure each operation runs smoothly. See Sections 7 and 8 for further detail on interoperability.

7. Information Collection, Analysis, and Dissemination

In addition to the information gathered from the scene and remains processing, the MF FAC/VIC will begin to amass data shortly after opening. The MF FAC/VIC collects information from family members about missing loved ones presumed deceased from the MF incident. Additionally, information is disseminated by the MF FAC/VIC during Family Briefings and press conferences.

Any information collected throughout MF FAC/VIC operations will be stored onsite and electronically. When using online documents and forms, all files must remain secure. The Data Entry and Records



Management Unit is responsible for entering, storing, and securing all information collected. This information is only shared with the C/ME as needed to make identifications.

In the event of multiple MF FAC/VICs being established, using a singular server to store and compare data is necessary to avoid delays in identifications.

8. Communications

The MF FAC/VIC must maintain an external line of communication with the morgue and the EOC, and internally between the MF FAC/VIC units. Communications can be maintained using various assets, including portable two-way radios, telephone landlines, cell phones provided by the response agencies, and e-mail. Additional communication assets may be required to enable cross-discipline communication more efficiently depending upon the response size and scope. If multiple MF FAC/VICs must be established, communication across jurisdictional lines is essential for successful MF FAC/VIC operations.

Communications with families regarding the identification process should be made directly from within the MF FAC/VIC during the Family Briefing or VIC units. All public and media requests shall be directed to the assigned PIO. All official information regarding the MF FAC/VIC operations will come directly from the PIO through media briefings.

A jurisdiction may also establish a Joint Information Center (JIC), ensuring that information and messaging are coordinated and agreed to among all responding entities before dissemination. The PIO can give any public addresses from this location.

A communications group manages and supports communications for the MF FAC/VIC. The communications group will evaluate the MF FAC/VIC operation to determine what communication equipment is needed for each function.

9. Administration, Finance, and Logistics

9.1 Logistics

The Logistics Group is responsible for coordinating the acquisition, maintenance, and eventual return or discontinuance of equipment, supplies, services, and staffing. Efficient logistical coordination at the MF FAC/VIC is integral to promptly providing sufficient and adequate resources. The Logistics Group structure can vary greatly from incident to incident depending upon the MF response's size and complexity, the agencies involved in the response, and the overall response ICS. All attempts to source resources, including staffing, locally should be exhausted before requests are made regionally, state-wide, or federally. The Logistics Leader should be familiar with making requests through the Emergency Operations Center (EOC).

9.1.1 Equipment and Supplies

The equipment and supplies needed for each unit are outlined in the Materials section of the ORGs.



The Logistics Group should request and coordinate resources from outside the local level through the appropriate local EOC section. The Logistics Group is responsible for tracking equipment using the Accountable Property Receipt (**Attachment I**) and Property Inventory Log (**Attachment J**). The Logistics Group must maintain any borrowed equipment and ensure that it is returned in the same condition it was received. No equipment or supplies may be used unless directed or obtained through the local EOC processes.

9.1.2 Information Technology (IT) and Information Resources (IR)

The computer network used by the MF FAC/VIC will need to store, protect, process, and transmit all data pertaining to MF FAC/VIC operations. IT/IR staff maintain connectivity (via T1 line or other) to the IM, EOC, and other response facilities and provide resources, IT infrastructure, information, and case files necessary for day-to-day MF FAC/VIC operations. Before the MF FAC/VIC opens for the public, IT/IR staff must ensure that the computer network and associated hardware assets, including all computers, printers, scanners, monitors, are in working order.

Additionally, IT/IR staff are responsible for enforcing network security and ensuring confidentiality, integrity, and all MF FAC/VIC data availability. As MF FAC/VIC operations progress and IT/IR needs change, IT/IR staff must be available to adapt the IT networking configuration as needed.

9.1.3 Waste Management

The MF FAC/VIC will generate waste, which will need to be disposed of properly. Waste removal services should be used to dispose of typical waste (e.g., food waste, garbage, and recycling).

Special methods must be used to dispose of waste containing personally identifiable information (PII). PII is any representation of information that permits an individual's identity to whom the information applies to be reasonably inferred by either direct or indirect means. Paper records containing PII must be disposed of in a manner that renders the information unrecognizable or beyond reconstruction, such as shredding the documents with a crosscut, diamond-cut, or confetti-cut paper shredder (strip-cut pieces can be put back together). MF FAC/VIC leadership must determine a policy regarding the disposal of PII and disseminate it to all staff.

9.1.4 Facility Maintenance

The MF FAC/VIC facility must continually be maintained. Routine maintenance of the facility includes:

- Cleaning services
- Repair and facility up-keep
- Facility set-up and configuration

9.2 Budget/Finance

Financial accountability for expenditures associated with the MF FAC/VIC is essential. These expenditures include but are not limited to actual monies spent purchasing equipment, supplies, and other needs; hours worked by MF FAC/VIC staff; and other activities representing a financial commitment by the agency(ies) in charge. Careful and comprehensive financial documentation must be



maintained at the MF FAC/VIC and reported as necessary to maintain accountability and financial credibility. A Budget/Finance Leader will oversee all expenditures associated with the MF FAC/VIC and work closely with the local EOC to ensure compliance.

Only MF FAC/VIC leadership can approve the expenditure of money or any activity resulting in a financial commitment. When the MF response has concluded, the state and the federal government will audit all response activities, including the MF FAC/VIC. Any unauthorized expenditure may result in disciplinary action from the applicable agency/organization and possible criminal prosecution by local, state, and/or federal authorities.

9.3 Staffing

Initial MF FAC/VIC staffing requirements will be incident-specific and cannot be assessed until key stakeholders in the response have begun planning MF FAC/VIC operations. The MF FAC/VIC should be staffed by experienced individuals who are comfortable interacting with families following an MF incident. Staffing the MF FAC/VIC with unqualified and unprepared individuals can have a long-term negative impact on families and staff.

If the MF incident is very large (i.e., 100s or 1000s of deaths), it may be necessary to maintain fully functional MF FAC/VIC operations 24 hours a day, at least in the early days of the response. As the response efforts continue, MF FAC/VIC operational hours may be reduced to 12, 10, or eight hours a day. Regardless of the operational hours, certain crucial resources such as psychosocial/spiritual support may need to be available on a 24-hour basis.

Several agencies and organizations will provide staff for MF FAC/VIC operations. A Staffing Coordinator keeps track of all staff and hours worked, and acts as a point of contact for all staff. A Staffing Coordinator assigns shifts as necessary and is responsible for:

- Obtaining essential staff when establishing the MF FAC/VIC
- Coordinating with supporting agencies and organizations or the Incident Planning Section for staff backfill (as needed throughout MF FAC/VIC operations)
- Communicating changing staffing needs with MF FAC/VIC leadership
- Coordinating the reduction and eventual termination of staff

A request for additional staff may occur when an MF response is large. See **Attachment E** for an example staffing model. Additional staffing outside of the agencies tasked to MF FAC/VIC functions may come from volunteer agencies or private companies. Typically, volunteer agencies will have procedures to verify volunteer credentials and suitability (e.g., conducting background checks). The MF FAC/VIC Director, a representative from the C/ME, and other applicable agencies in conjunction with local, state, and federal law enforcement should establish criteria for vetting volunteers. After determining where volunteers are most needed, the Staffing Coordinator should work with the volunteer agency to schedule and place selected volunteers. Individual volunteers unaffiliated with any volunteer agency must be vetted individually to ensure their credibility and suitability. MF FAC/VIC leadership should coordinate with local, state, or federal law enforcement and designate a method to perform background checks on all individual volunteers. This process ensures that unsuitable individuals are



identified and not permitted to work in the MF FAC/VIC. Unvetted individual volunteers should not report to the MF FAC/VIC.

All responding staff must check in at the designated location. Each responder must present an appropriate form of agency identification. Funeral home personnel need to show a funeral home license and a valid driver's license. For the safety of everyone involved in the management of an MF response, at no time will self-dispatching of responders be permitted. A responder who arrives at any operational areas without being requested through proper channels will be directed to non-governmental organizations participating in the MF response or turned away.

9.3.1 Employee/Volunteer Orientation and Training

MF FAC/VIC management will maintain up-to-date New Employee/Volunteer Checklists and Code of Conduct Agreements (see [Operational Response Guideline 01: Orientation](#)) for all staff and volunteers. All MF FAC/VIC staff must complete an orientation and receive any required just-in-time training to prepare them to work in the MF FAC/VIC. Once specific procedures have been established for each MF FAC/VIC unit, just-in-time training will be developed for all incoming staff and volunteers by the individual unit. All staff should review [Operational Response Guideline 01: Orientation](#). After staff complete training and competency assessments as necessary, the just-in-time training entry on the New Employee/Volunteer Checklist can be dated and initialed by those providing the training.

9.3.2 Respite Area for Staff

The nature of the work performed at the MF FAC/VIC can be stressful and weigh heavily on staff, requiring a respite area. This area should offer mental/behavioral support, religious/spiritual support, nutrition, and a quiet place to rest while the staff breaks from their duties. The area should include comfortable and abundant seating, and accommodations for appropriate sleeping areas should be made for staff on-site for long periods.

10. Plan Development and Maintenance, Training and Exercises

10.1 Plan Development

This plan has been developed through the collaboration of the following agencies and organizations:

- Denver Urban Area Security Initiative (UASI)
- North Central Fatality Management Committee
- City and County of Denver

10.2 Plan Maintenance

This plan will be reviewed and updated at least annually and following the activation of this plan through exercise or a real-world event. Each of these organizations has a responsibility to review the plan regularly, as proposed in **Table 7**.



Table 7. Proposed MF FAC/VIC Plan maintenance schedule

Agency Responsible	Begin Revisions	Expected Completion of the Revision
NCR Fatality Management Committee	January 2022	
Regional Emergency Management	January 2023	
NCR Fatality Management Committee	January 2024	

10.3 Training and Exercises

Training and exercises allow those involved in an MF response to obtain hands-on experience in activating and implementing this plan. Agencies and organizations are encouraged to train their staff on the roles and responsibilities utilized during a response. The Homeland Security Exercise and Evaluation Program (HSEEP) recommends developing a progressive multi-year Training and Exercise Plan (TEP). The TEP enables organizations to participate in increasingly complex exercises, with each successive exercise building upon the previous one until mastery is achieved. Furthermore, a progressive TEP prevents organizations from participating in a full-scale exercise too quickly. An effective exercise will integrate necessary training.

While no simulated exercise can compare to a real-world MF incident, the lessons learned from training and exercises can be invaluable. Training and exercises should evaluate plan gaps and shortfalls, which should then be addressed using an After-Action Report/Improvement Plan.

10.4 After Action Report/Improvement Plan/Lessons Learned

Following an MF incident and response, there will be an After-Action Review (AAR)/Improvement Plan (IP). MF FAC/VIC leadership initiates an AAR/IP, which should occur no more than a few weeks after the response close-out. MF FAC/VIC leadership may request that an outside agency facilitate the AAR/IP. Representatives from each of the agencies and organizations involved in the response are invited to provide input for the AAR/IP. The AAR/IP provides an opportunity to discuss what went well and should be repeated in future responses and pinpoint areas that need improvement. The focus of the AAR/IP is on overarching multiagency issues. After-action meeting participants will identify any areas for improvement to include in the AAR/IP. An individual will be appointed to follow each item periodically and ensure action items are complete. A formal report detailing the AAR/IP will be completed and dispersed to all the agencies participating in the MF response. Individual agencies may also hold an AAR to discuss any internal plans and procedures requiring revision.



11. Authorities and References

11.1 Authorities

The following state and federal authorities regulate this plan:

State

- C.R.S. §12-135-106—Care of bodies required
- C.R.S. §15-19-104—Declaration of disposition of last remains
- C.R.S. §15-19-106—Right to dispose of remains
- C.R.S. §18-4-412—Theft of medical records and information
- C.R.S. §24-33.5-701-716—Emergency Management.
- C.R.S. §24-33.5-704—The governor and disaster emergencies
- C.R.S. §24-33.5-704.5—Governor's Expert Emergency Epidemic Response Committee
- C.R.S. §24-33.5-706—Disaster emergency fund
- C.R.S. §25-2-103—Centralized registration system for all vital statistics - appointment of registrar – rules
- C.R.S. §25-2-111—Dead bodies - disposition - removal from the state – records
- C.R.S. §30-10-606—Coroner - inquiry - grounds - postmortem - jury - certificate of death

Federal

- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988
- Aviation Disaster Family Assistance Act of 1996
- Foreign Air Carrier Family Support Act of 1997
- Rail Passenger Disaster Assistance Act of 2008

11.2 Related Plans

Below is a list of related disaster plans:

- Colorado North Central Region (NCR) Mass Fatality Coordination Plan
- Colorado Hazard and Incident Response and Recovery Plan (CHIRRP)
- Colorado State Emergency Operations Plan
- Boulder Mass Fatality Plan
- Clear Creek County Coroner Mass Fatality Annex
- Douglas County Emergency Operations Plan Mass Fatality Annex
- Denver Public Health and Environment All-Hazards Emergency Operations Plan Mass Fatality Annex

12. Attachments

The NCR Mass Fatality Family Assistance Center/Victim Information Center Operational Plan has the following attachments:

Attachment A – Acronyms and Definitions

Attachment B – Fatality Assessment Planning Guide for MF FAC/VIC Operations



Attachment C – NCR EOC Locations

Attachment D – MF FAC/VIC Functions and Services Determination Worksheet

Attachment E – Staffing Overview Model

Attachment F – Potential MF FAC/VIC Locations in the North Central Region of Colorado

Attachment G – MF FAC Location Evaluation Checklist

Attachment H – Job Action Sheets

Attachment I – Accountable Property Receipt

Attachment J – Property Inventory Log



Attachment A – Acronyms and Definitions

Acronyms

The following acronyms are used in the NCR Mass Fatality Family Assistance Center/Victim Information Center Operational Plan that may be used to establish, run, and demobilize an MF FAC/VIC.

Acronym	Name
CDPS	Colorado Department of Public Safety
C/ME	Coroner/Medical Examiner
COVA	Colorado Organization for Victim Assistance
DHS	Department of Homeland Security
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Operational Response Team
EOC	Emergency Operations Center
ERT	Emergency Response Team
ESF	Emergency Support Function
FAC	Family Assistance Center
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
Hazmat	Hazardous Material
HIPAA	Health Information Portability and Accountability Act
ICS	Incident Command Structure
IM	Incident Morgue
IR	Information Resource
IT	Information Technology
JFO	Joint Field Office
MF	Mass Fatality
MOU	Memorandum of Understanding
MRN	Morgue Reference Number
NCR	Colorado North Central All-Hazards Region



Acronym	Name
NCR FMC	North Central Region Fatality Management Committee
NGO	Non-Governmental Agency
NIMS	National Incident Management System
NOK	Next of Kin
NRF	National Response Framework
NRP	National Response Plan
NTSB	National Transportation Safety Board
OSHA	Occupational Safety and Health Administration
PII	Personally Identifiable Information
PIO	Public Information Officer
PPE	Personal Protective Equipment
RM	Reported Missing
SEMS	State Standardized Emergency Management System
VIC	Victim Information Center
VIP	Victim Identification Program
WMD	Weapons of Mass Destruction

Definitions

The following terms may be used when establishing, running, and demobilizing an MF FAC/VIC.

Term	Definition
Antemortem	Before death.
Antemortem information	Information or data collected during the investigation of a missing person case; is typically collected from family members to identify human remains; often, this information involves the characteristics of the person, the circumstances of when he or she was last seen and may include information on medical records and potential DNA reference samples.
Casualty	A person who is injured in a mass fatality incident but does not die.
Cause of Death	A formal, certified opinion by an attending physician or the medicolegal authority of the medical condition and/or external incident or chain of incidents resulted in death.
Chain of Custody	A key aspect of maintaining sample integrity; written or electronic record documenting the location where or from whom the sample was collected, the



Term	Definition
	individual who collected the sample, date and time of collection, and the description of the item; it also documents the movement of the evidence between persons or storage to establish a record of possession for the item.
Collection	The process of identifying, documenting, gathering, and packaging physical evidence.
Colorado North Central All-Hazards Region (NCR)	One of nine emergency preparedness and response Regions within the State of Colorado. The NCR is organized around ten counties (and their cities, districts, towns, and municipalities)
Commingling	A result of multiple fragmented remains from different individuals in a single space; if not carefully examined by a specially trained professional, the remains may be mistaken as coming from a single individual.
Direct Reference Sample	A sample that has supporting documentation linking its origin to a missing individual; examples include samples taken for medical purposes.
Elimination Sample	A sample of a known source provided with consent is used to exclude the donor as a possible source of DNA that may be present in a sample.
Emergency/Disaster Declarations	Official emergency declarations made by specified elected officials at the local, state, or federal level authorizing the use of equipment, supplies, personnel, and resources as may be necessary to cope with a disaster or emergency. Formal declarations are made when the incident requires more assets and resources that exist within the jurisdiction.
Family	Any individual who considers themselves a part of the victim's family, even if there is no legal, familial relationship (e.g., relative, friend, domestic partner). Includes individuals other family members may characterize as family. Family is distinguished from the legal next of kin (NOK), who is the legally authorized individual(s) with whom the coroner/medical examiner (C/ME) coordinates and who is authorized to make decisions regarding the decedent.
Family Assistance Center (FAC)	A secure, coordinated operation established in response to a mass fatality (MF), providing support services to family and friends of deceased victims to facilitate information exchange with the medicolegal authority. The FAC may be co-located with or include the Victim Information Center (VIC).
Family Reference (Kinship) Sample	DNA samples from close biological relatives of a missing person used to construct/infer the victim's profile.
Fatality	A person who dies as a direct or indirect result of a mass fatality incident (interchangeable with victim, decedent).
Fatality Management	The process of locating, recovering, processing, identifying, and releasing deceased victims of a mass fatality incident.
Final Disposition of Human Remains	The concluding arrangement for the remains of the decedent, a decision of the legal next of kin. Options include burial, entombment, cremation, or donation.
Fragmentation	Human remains in multiple pieces and separated; typically requires that each fragment is treated as a separate case.
Grief	A multi-faceted response to loss, particularly to the loss of someone or something of importance; although often focused on the emotional response to loss, it also has physical, cognitive, behavioral, and social implications.
Human Remains	A deceased body or fragmented parts from a deceased body.



Term	Definition
Incident Command System (ICS)	A prescribed method of command, control, and coordination within the National Incident Management System provides a common organizational structure designed to aid in managing facilities, equipment, personnel, supplies, and information.
Incident Morgue (IM)	The facility location where decedents undergo external and internal physical examinations to make identifications.
Just-in-Time Training	Instruction is provided to capable individuals with general skills enabling them to perform task-specific functions immediately following the instruction.
Known Samples	A DNA sample with a known origin, also referred to as reference samples, is used to determine a missing person; see Reference Samples.
Manner of Death	A classification of the fashion or circumstances that resulted in death (either: homicide, suicide, accidental, natural, or undetermined).
Mass Casualty	An incident involving injuries to many people.
Mass Disaster	A catastrophic incident that results in great devastation to property and local infrastructure.
Mass Fatality (MF)	An incident where the number of deceased overwhelms the local medicolegal capacity, and outside resources are requested to support operations.
Medicolegal	Of, or pertaining to, the law as affected by medical facts.
Missing Person	A person whose whereabouts are unknown to family members following a mass fatality incident perceived to have been involved.
Mortuary Affairs	A term synonymous with fatality management generally refers to providing necessary care and disposition of missing and decedent persons, including their personal effects.
National Incident Management System (NIMS)	The part of the National Response Framework outlining how the government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location, or complexity.
Legal Next-of-Kin (NOK)	The family member who is legally responsible for the deceased affairs.
Non-Governmental Organization (NGO)	Independent organizations free from government control.
Non-Profit Organization	A business or enterprise that does not distribute its surplus funds to owners or shareholders but uses them to help pursue its goals.
Personal Items	Objects purported to have or contain the DNA from the reported missing because they are thought to have been used by or came from them; unlike direct references, these items have no associated documentation linking them to the reported missing.
Personally Identifiable Information (PII)	Any representation of information that permits an individual's identity to whom the information applies to be reasonably inferred by either direct or indirect means.
Positive Identification	An identification based upon scientific and forensically based data that includes DNA, fingerprints, and dental records.
Postmortem	After death.
Presumptive Identification	An identification based on comparative data, but none of which is scientifically or forensically based, such as personal effects, visual identification, and other circumstantial evidence.



Term	Definition
Quality	A measure of excellence.
Quality Assurance	Refers to those planned or systematic actions necessary to provide adequate confidence that a product or service will satisfy given requirements for excellence.
Quality Control	Day-to-day operational techniques and the activities used to fulfill requirements of maintaining excellence, including monitoring procedures and methods to verify that products meet specified standards that provide confidence in results.
Quality System	Organizational structure, responsibilities, procedures, processes, and resources for implementing quality management.
Reference Samples	Samples with known origin used to determine the identity of unknown human remains; typically one of three types: direct: a biological sample that has some sort of paperwork documenting its origin to a missing individual; personal items: objects thought to contain DNA from the deceased but without associated documentation; family or kinship: biological samples originating from relatives of the reported missing used to infer the DNA profile of the deceased.
Remains Recovery	Involves the location, documentation, collection, and transportation of human remains to designated body processing sites or morgues.
Reported Missing (RM)	An individual who cannot be located is presumed dead and is reported to the Missing Persons Unit. A case (RM case) is established for each RM with a unique identifying number.
Spontaneous Unaffiliated Volunteer	An individual not associated with any recognized disaster response agency, who may or may not have special skills, knowledge, or experience, but who appears unsolicited at an incident to render assistance.
Survivor	Anyone exposed to or encounters a mass fatality incident that does not perish due to the incident.
Unknown Sample	A biological sample for which the origin is unknown; in mass fatalities, this sample is taken from unidentified human remains.
Victim	A person who dies due to a mass fatality incident (interchangeable with fatality, decedent).
Victim Information Center (VIC)	A controlled operation run by the medicolegal authority (i.e., coroner/medical examiner) that involves information exchange with family and friends of the deceased and information management used to reunite the deceased with the legal NOK. The VIC may be housed within or co-located with the FAC.
Victim Identification Program (VIP)	A disaster management computer software program designed to collect personal information of known and unknown individuals and then conduct a comparative analysis to suggest best probable matches or exclusions of ante- and postmortem information to aid in identifying unidentified individuals.



Attachment B – Fatality Assessment Planning Guide for MF FAC/VIC Operations

This assessment should be completed by a representative from the agency responsible for establishing the MF FAC/VIC and incorporate the most up-to-date information from the incident.

Form Completed by: _____ **Date & Time:** _____

Name, Position, Agency

Incident Name: _____

Fatality Considerations		Comments
Type of Incident <i>Impacts who will be responsible/lead agency</i>	<input type="checkbox"/> Natural <input type="checkbox"/> Criminal/Terrorist <input type="checkbox"/> Accident (legislated transportation) <input type="checkbox"/> Accident (other) <input type="checkbox"/> Unknown	
Estimated number of deaths <i>Impacts the number of visitors to the MF FAC/VIC</i>	_____ +/- _____	
Manifest <i>Impacts the number of visitors to the FAC/VIC. Having a manifest may affect the ease of the identification process</i>	<input type="checkbox"/> Closed population and manifest exists or can easily be determined <input type="checkbox"/> Open population and no/incomplete manifest exists <input type="checkbox"/> Unknown	
Rate of Human Remains Recovery <i>Impacts the length of the identification process. Rapid recovery will demand an immediate surge of resources.</i>	<input type="checkbox"/> Rapid (hours to days) <input type="checkbox"/> Moderate (days to weeks) <input type="checkbox"/> Slow (weeks to months)	
Condition of Remains – Anticipated ability to identify the human remains <i>Impacts the rate of identifications and determines the need for a forensic identification method (DNA, fingerprints, dental, etc.)</i>	<input type="checkbox"/> Visually Identifiable <input type="checkbox"/> Whole Bodies <input type="checkbox"/> Fragmented/Co-mingled <input type="checkbox"/> Charred <input type="checkbox"/> Mutilated <input type="checkbox"/> Decomposed	



Response Considerations		Comments
C/ME office infrastructure <i>Impacts the capability of the C/ME to rely on current infrastructure for medicolegal operations</i>	<input type="checkbox"/> Operational <input type="checkbox"/> Not fully operational <input type="checkbox"/> Inoperative	
Other agency infrastructure <i>List agency(ies) in comments</i>	<input type="checkbox"/> Operational <input type="checkbox"/> Not fully operational <input type="checkbox"/> Inoperative	
Where are family members located? <i>Impacts the location(s) of the MF FAC/VIC and what aspects of the response might take place virtually</i>	<input type="checkbox"/> Close % = _____ <input type="checkbox"/> Distant % = _____ <input type="checkbox"/> International % = _____	
Family members at the MF FAC/VIC <i>Indicates the size requirement of the MF FAC/VIC</i>	Will they need to come to the MF FAC/VIC? <input type="checkbox"/> Yes <input type="checkbox"/> No Number of family members: <i># of missing</i> ____ <i>X 10</i> = _____	
Operations	What other disaster response operations are taking place?	

Decisions		Comments
Mass Fatality Family Assistance Center (MF FAC) <i>These decisions regard the MF FAC operation, which can include the VIC.</i>		
MF FAC Operations	Which agency/organization will be responsible for establishing the MF FAC? _____ _____	
Will the fatality response/medicolegal operations be able to co-locate with a larger Disaster Recovery Center or similar?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Type of FAC	<input type="checkbox"/> Traditional (in-person) <input type="checkbox"/> Virtual (call-in/online) <input type="checkbox"/> Other _____	



Decisions		Comments
What resources are needed to communicate with families?	<input type="checkbox"/> Translators <input type="checkbox"/> On-site Family Briefings <input type="checkbox"/> Teleconferences <input type="checkbox"/> Public Messaging <input type="checkbox"/> Media Liaison <input type="checkbox"/> Other _____	
Anticipated Level of Additional Resources Needed:	<input type="checkbox"/> None <input type="checkbox"/> Regional C/ME offices <input type="checkbox"/> EMAC <input type="checkbox"/> Federal <input type="checkbox"/> Other _____	
Victim Information Center (VIC) <i>These decisions regard the VIC operation only.</i>		
VIC Operations	Which agency will be responsible for establishing the VIC? _____ _____	
Type of VIC	<input type="checkbox"/> Traditional (in-person) <input type="checkbox"/> Virtual (call-in/online) <input type="checkbox"/> Other _____	
Where will the VIC be located?	<input type="checkbox"/> Co-located with MF FAC <input type="checkbox"/> C/ME Office <input type="checkbox"/> Stand Alone <input type="checkbox"/> Other _____	
Anticipated Level of Additional Resources Needed:	<input type="checkbox"/> None <input type="checkbox"/> Regional C/ME offices <input type="checkbox"/> EMAC <input type="checkbox"/> Federal <input type="checkbox"/> Other _____	



Attachment C – NCR EOC Locations

The following table lists all potential EOC locations within the NCR, including the name, address, and main telephone number(s) for these locations. The last column lists the source county.

This list is kept current in two locations: the NCR Repository and the NCR Situational Awareness System (NSAS). As this plan is updated periodically, always check one of those online locations for additional information and to ensure the contact information is current.

EOC Name	Address	City	ZIP	Phone Number	Source County
Adams County Emergency Operations Center	4430 South Adams County Parkway, 1st Floor, Suite C1900	Brighton	80601	(720) 523-6603	Adams
Arapahoe County Emergency Operations Center	13101 E. Broncos Pkwy.	Centennial	80112	(720) 874-4046	Arapahoe
Auraria Campus Emergency Operations Center	1200 7th Street	Denver	80204	(303) 229-2518 (720) 324-3030	Denver
Aurora Emergency Operations Center	14999 E. Alameda Pkwy	Aurora	80012	(303) 326-8782 (303) 326 -8785	Arapahoe
Aurora Water		Aurora	80012	(303) 326-8118	
Boulder Emergency Operations Center	3280 Airport Road	Boulder	80301	(303) 441-3607	Boulder
Broomfield Emergency Operations Center	1 Des Combes Drive	Broomfield	80020	(720) 887-2078	Broomfield
Castle Rock Emergency Operations Center	300 Perry Street	Castle Rock	80104	(303) 660-1066	Douglas
City of Arvada	8101 Ralston Rd.	Arvada	80002	(720) 898-6680	Jefferson
City of Brighton/Brighton Fire Rescue District	3401 E. Bromley Lane	Brighton	80601	(303) 655-2316 (720) 288-1008	Adams
City of Golden	911 Tenth Street	Golden	80401	(303) 980-7300	Jefferson
City of Lakewood Emergency Management	445 S. Allison Parkway	Lakewood	80226	(303) 987-7118	Jefferson
City of Lone Tree Emergency Operations Center	9220 Kimmer Drive, Suite 200	City of Lone Tree	80124	(720) 509-1259 (720) 509-1154	Douglas
Clear Creek Office of Emergency Management	405 Argentine Street	Georgetown	80444	(303) 679-2438	Clear Creek
Commerce City Emergency Operations Center	7887 E. 60th Avenue	Commerce City	80022	(303) 727-3900	Adams
Denver International Airport	8500 Pena Blvd	Denver	80249	(303) 342-4222	Denver



EOC Name	Address	City	ZIP	Phone Number	Source County
Denver University	2130 S. High Street	Denver	80208	(303) 871-2334	Denver
Denver Water Emergency Operations Center	1600 W. 12th Avenue	Denver	80233	(303) 628-6801	Denver
Division of Homeland Security and Emergency Management Center	9195 E. Mineral Avenue, Suite 200	Centennial	80112	(720) 432-2433	Arapahoe
Douglas County Emergency Operations Center	4000 Justice Way	Castle Rock	80109	(303) 660-7589	Douglas
Gilpin County Emergency Operations Center	2960 Dory Hill Road	Blackhawk	80422	(720) 429-1263	Gilpin
Jefferson County Emergency Operations Center	200 Jefferson County Parkway	Golden	80419	(720) 646-0111	Jefferson
Longmont Emergency Operations Center	225 Kimbark Street	Longmont	80501	(303) 774-3791	Boulder
Parker Police Department	18600 E. Lincoln Meadows Pkwy	Parker	80134	(303) 805-6512	Douglas
Thornton Emergency Operations Center	9500 Civic Center Drive	Thornton	80229	(303) 229-2992	Jefferson
Westminster Emergency Operations Center	9110 Yates Street	Westminster	80031	(303) 658-4550	Jefferson



Attachment D – MF FAC/VIC Functions and Services Determination Worksheet

Mass Fatality (MF) Family Assistance Center (FAC)/Victim Information Center (VIC) Functions and Services Determination Worksheet

This worksheet should be filled out by those responsible for the MF FAC and the VIC.

Use the information obtained from the *Fatality Assessment Planning Guide for MF FAC/VIC Operations* to fill out this worksheet.

Form Completed by: _____ Date & Time: _____
Name, Position, Agency

Incident Name: _____

Agency Responsible for the MF FAC: _____

Agency Responsible for the VIC: _____

Opening Hours of Operation: _____

Anticipated duration of MF FAC/VIC operations (#days): _____

Will the MF FAC and the VIC be co-located? Yes No

MF FAC/VIC Functions

The following section outlines the functions that might be established for a combined MF FAC/VIC. If the VIC is established independently from the MF FAC, the following functions and services might be established in both locations. As each mass MF incident is unique, the functions and social support services needed may differ.

The information requested below the functions may help determine its need in this response.

Mark the box for each function that is an expected need for this MF response.

Function	Comments
<input type="checkbox"/> Security	
<input type="checkbox"/> Reception/Registration: Expected # of families: _____	
<input type="checkbox"/> Call Center: Anticipated # of incoming phone calls per day: _____	
<input type="checkbox"/> Missing Persons: # of reported missing: _____	
<input type="checkbox"/> Family Liaison <input type="checkbox"/> Individual <input type="checkbox"/> General	
<input type="checkbox"/>	



Function	Comments
<input type="checkbox"/> Family Briefing # of families briefed at any one time: ____ # of briefings per day: ____	
<input type="checkbox"/> Health Services: <input type="checkbox"/> First Aid <input type="checkbox"/> Mental/Behavioral Health	
<input type="checkbox"/> Personal Effects Return Approximate # of personal effects: ____	
<input type="checkbox"/> Public Information <input type="checkbox"/> On-site at MF FAC/VIC <input type="checkbox"/> Off-site	
<input type="checkbox"/> Operational Support <input type="checkbox"/> Staff Support Anticipated # of staff: ____ <input type="checkbox"/> Information Technology/Information Resources <input type="checkbox"/> Equipment/Supplies <input type="checkbox"/> Telecommunications <input type="checkbox"/> Waste management <input type="checkbox"/> Facility maintenance	
<input type="checkbox"/> Religious/Spiritual Support	
<input type="checkbox"/> Nutrition/Food Services <input type="checkbox"/> For staff <input type="checkbox"/> For family members	
<input type="checkbox"/> Other: _____	
<input type="checkbox"/> Other: _____	
MF FAC Services The following section is an incomplete list of support services which might be offered at the MF FAC, depending on what is needed for each unique MF response.	
Service	Comments
<input type="checkbox"/> Child/Adult Care	
<input type="checkbox"/> Translation/Interpretation	



Service	Comments
<input type="checkbox"/> Victim Services and Assistance	
<input type="checkbox"/> Incident Site Visit/Memorial	
<input type="checkbox"/> Quiet Area	
<input type="checkbox"/> Animal Care	
<input type="checkbox"/> Funeral Care/Disposition of Remains	
<input type="checkbox"/> Financial Assistance	
<input type="checkbox"/> Access and Functional Needs	
<input type="checkbox"/> Child/Youth and Family Services	
<input type="checkbox"/> Consular Liaison Assistance	
<input type="checkbox"/> Housing Assistance	
<input type="checkbox"/> Legal Assistance	
<input type="checkbox"/> Public Benefits	
<input type="checkbox"/> Relocation Assistance	
<input type="checkbox"/> Senior Citizens Service	
<input type="checkbox"/> Transportation Assistance	
<input type="checkbox"/> Unemployment Benefits	
<input type="checkbox"/> Veterans Affairs Services	



Service	Comments
<input type="checkbox"/> Other: _____	
<input type="checkbox"/> Other: _____	
<input type="checkbox"/> Other: _____	
<input type="checkbox"/> Other: _____	
<input type="checkbox"/> Other: _____	
<input type="checkbox"/> Other: _____	

VIC Functions

The following section outlines the functions that might be established for a VIC. Each MF incident is unique, so these functions may differ for each incident.

The information requested below the functions may help determine its need in this response.
Mark the box for each function that is an expected need for this MF response.

Function	Comments
<input type="checkbox"/> VIC Reception Expected # of families: _____ Hours of operation: _____	
<input type="checkbox"/> Antemortem Interviews Anticipated # in person: _____ Anticipated # by phone: _____ # of rooms needed: _____	
<input type="checkbox"/> Dental and Medical Records Estimated # of record requests: _____	
<input type="checkbox"/> DNA Reference Samples Estimated # of familial samples: _____ Estimated # of victim reference samples: _____	
<input type="checkbox"/> Death Notifications	
<input type="checkbox"/> Remains Release Coordination	



Function	Comments
<input type="checkbox"/> VIC Administration	
<input type="checkbox"/> Data Entry and Records Management <input type="checkbox"/> Paper <input type="checkbox"/> Electronic	
<input type="checkbox"/> Other: _____ _____	



Attachment E – Staffing Overview Model

This staffing model is an example. Depending on the incident, positions may be combined, eliminated, added, or managed by the Emergency Center of Operations or others. Not all staff positions will be active during specific timelines of response.

Size of Incident	Small	Medium	Large	Catastrophic	Job Action Sheet Location
Position	# of Staff	# of Staff	# of Staff	# of Staff	
Potential Fatalities	<20	20-100	101-500	>500	
Family Members	<160	160-800	800-4,000	>4,000	
Command					
MF FAC/VIC Director	1	1	1	1	FAC/VIC Plan
Public Information Officer	1	1	1	1	ORG 11
Liaison Officer	1	1	1	1	FAC/VIC Plan
Accessibility/Accommodation Coordinator	1	1	1	1	FAC/VIC Plan
Command Staff Total:					
Budget/Finance					
Budget/Finance Leader	1	1	1	1	FAC/VIC Plan
Budget/Finance Staff					
Finance/Administration Section Total:					
Planning					
Planning Leader	1	1	1	1	FAC/VIC Plan
Planning Staff					
Planning Section Total:					
Logistics					
Logistics Leader	1	1	1	1	FAC/VIC Plan
Information Technology/Information Resources Group					
IT/IR Team Lead	1	1	1-2	2-3	
IT/IR Team Staff	1	2-4	4-8	8-16	
Communications Group					
Communications Group Supervisor	1	1	1	1	
Communications Group Staff	2				
Radio Team					
Radio Team Lead	1	1	1	1	
Radio Team Staff	0	1-2	2-4	4-6	
Telecommunications Team					
Telecommunications Team Lead	1	1	1	1	
Telecommunications Team Staff	0	2-3	2-5	5-7	
Resource Group					
Resource Group Supervisor	1	1	1	1	
Equipment and Supply Team					
Equipment and Supply Team Lead	1	1	3	3	
Equipment and Supply Team Staff	0	6	8	8	
Personnel Team					



Size of Incident	Small	Medium	Large	Catastrophic	Job Action Sheet Location
Position	# of Staff	# of Staff	# of Staff	# of Staff	
Potential Fatalities	<20	20-100	101-500	>500	
Family Members	<160	160-800	800-4,000	>4,000	
Personnel Team Lead	0	1	1-2	2	
Personnel Team Staff	0	1-2	2-4	4-6	
Training	0	1	1-2	2-3	
Credentialing and Licensing Staff	0	1	1-2	2-3	
Facilities Group					
Facilities Group Supervisor	0	1	2	2	
Facilities Group Staff	0	1-2	2-3	3-4	
Waste Management Unit					
Waste Management Supervisor	1	1	1	1	
Logistics Total:					
Operations					
Victim Information Branch					
Victim Information Manager	1	1	1	1	FAC/VIC Plan
VIC Reception Unit					
VIC Reception Unit Supervisor	1	1	1	1	ORG 14
VIC Receptionist	2	3-4	4-8	8-10	ORG 14
Antemortem Interview Unit					
Antemortem Interview Unit Supervisor	1	1	1-4	4-8	ORG 15
Interview Specialist	3-5	5-10	10-30	30-50	ORG 15
Dental and Medical Records Unit					
Dental and Medical Records Unit Supervisor	0	1-2	2-3	3-4	ORG 16
Dental and Medical Records Specialist	1	2-6	6-10	10-20	ORG 16
Antemortem DNA Unit					
Antemortem DNA Unit Supervisor	1	1	1-2	2-3	ORG 17
Antemortem DNA Collector	2	2-4	4-8	8-10	ORG 17
Genetic Counselor	0	1	1-2	2-3	
Death Notification and Remains Release Unit					
Death Notification and Remains Release Unit Supervisor	1	1	1-2	2-5	ORG 18
Death Notification and Remains Release Specialist	2-4	4-10	10-20	20-50	ORG 18
Data Entry and Records Management Unit					
Data Entry and Records Management Unit Supervisor	1	1	2-3	4-6	ORG 19
Data Entry Technician	4-5	5-8	8-12	12-20	ORG 19
Family Assistance Branch					
Family Assistance Manager	1	1	1	1	FAC/VIC Plan
Security Team					
Security Supervisor	1	1	2-3	3-5	ORG 01
Security Officers	4-8	8-15	15-25	25-40	ORG 01
Safety Officer	1	1	1	1	ORG 01



Size of Incident	Small	Medium	Large	Catastrophic	Job Action Sheet Location
Position	# of Staff	# of Staff	# of Staff	# of Staff	
Potential Fatalities	<20	20-100	101-500	>500	
Family Members	<160	160-800	800-4,000	>4,000	
Call Center Unit					
Call Center Unit Supervisor	1	1	2-4	4-6	ORG 02
Call Center Operator	2-4	5-8	8-15	15-30	ORG 02
Missing Persons Unit					
Missing Persons Unit Supervisor	1	1	1	1	ORG 03
Missing Person Staff	3-4	4-8	8-12	12-25	ORG 03
Reception and Registration Unit					
Reception and Registration Unit Supervisor	1	1-2	2	2-3	ORG 04
Receptionist	2	3-5	5-10	10-15	ORG 04
Family Liaison Unit					
Family Liaison Unit Supervisor	1	1	2	2	ORG 05
Family Liaison	3	4-8	8-15	15-25	ORG 06
Family Briefing Unit					
Family Briefing Facilitator	1	1	1-2	2-3	ORG 07
Family Briefing Staff	0	0	3-5	5-10	
Personal Effects Return Unit					
Personal Effects Return Unit Supervisor	1	1	1-2	2-3	ORG 08
Personal Effects Return Specialist	2	3-5	5-10	10-20	ORG 08
Support Services Branch					
Support Services Manager	1	1	1	1	FAC/VIC Plan
Health Services Unit					
Health Services Unit Supervisor	1	1	1	1	ORG 09
First Aid	1	1-2	2-3	3-8	
Mental/Behavioral Health Counselor	3-5	5-10	10-20	20-35	ORG 09
Religious/Spiritual Support Unit					
Religious/Spiritual Support Unit Supervisor	1	1	1	1-2	ORG 10
Religious/Spiritual Support Counselor	2-4	4-8	8-15	15-30	ORG 10
Nutrition/Food Services Unit					
Nutrition/Food Services Unit Supervisor	1	1	1	1	ORG 12
Nutrition/Food Services Staff	3	3-5	5-8	8-15	ORG 12
Operations Section Total:					
Grand Total:					



Attachment F – Potential MF FAC/VIC Locations in the Colorado NCR



Colorado North Central All-Hazards Region Report on Possible Mass Fatality Family Assistance Center/Victim Identification Center Locations

February 2021



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Record of Changes

Version #	Date	Changes
1	February 10, 2021	SNA Final



1. Preface

This report was developed as a part of the Colorado North Central All-Hazards Region (NCR) Mass Fatality (MF) Family Assistance Center (FAC)/Victim Information Center (VIC) Operational Plan through the collaboration of the following agencies and organizations:

- Denver Urban Area Security Initiative (UASI)
- North Central Fatality Management Committee
- City and County of Denver

2. Background

When the number of decedents in an incident exceeds the local capacity, MF FAC and VIC operations are established as an integral step to identify and return human remains to their legal next of kin (NOK). A FAC is a secure, coordinated operation established in response to a mass fatality (MF) incident, which provides support services to deceased victims' families to facilitate information exchange with the medicolegal authority. The VIC is a controlled operation run by the medicolegal authority (i.e., coroner/medical examiner) that involves information exchange with families of the deceased and information management used to reunite the deceased with the legal NOK.

The MF FAC and VIC are often co-located, and finding facilities to house these operations can be difficult during an MF response. Pre-identifying possible locations before an incident will shorten the response time required to establish an MF FAC/VIC and speed up the remains identification process.

3. Methods

Due to the restrictions in place for COVID-19, SNA International, LLC (SNA) conducted meetings via phone and Zoom calls with Emergency Managers (EMs) from each of the ten counties that make up the NCR. After reviewing the project and MF FAC/VIC locations overview, each EM provided suggestions for possible locations within their county. The information from each location was compiled into an MF FAC/VIC Location Evaluation Checklist and included in this report.

4. Overview

Table 1 lists possible facilities for MF FAC/VIC operations in each of the NCR's ten counties. Section 5 contains the MF FAC/VIC Location Evaluation Checklists for each location.

At the time of this report, the privately-owned locations have not returned contact attempts for additional information. It is recommended that each county follow up with these locations to complete the missing information. At present, there are no contracts or Memorandums of Understanding (MOUs) for MF FAC/VIC operations in place for these locations. Each county should continue to make those arrangements as necessary. This report is a working document and updated annually or as additional information becomes available



Table 1. Potential MF FAC/VIC locations in the NCR.

Potential Mass Fatality Response Operations Locations – Family Assistance Center			
County	Emergency Management Contact	Name of Site	Address
Adams	Dean Berenbaum dberenbaum@adcogov.org	Adams County Fairgrounds	9755 Henderson Road, Brighton, CO 80601
Arapahoe	Michael Durkin SDurkin@arapahoegov.com	Arapahoe County Fairgrounds	25690 E Quincy Ave., Aurora, CO 80016
		Beck Recreation Center	800 Telluride St., Aurora, CO 80011
		Hyatt Regency Aurora-Denver	13200 East 14 th Pl., Aurora, CO 80011
Boulder	Joycelyn Frankhouser jfrankhouser@bouldercounty.org	Nederland Community Center	750 Highway-72 North, Nederland, CO 80466
		VIA Mobility Services	2855 63 rd St., Boulder, CO 80301
Broomfield	Kent Davies kdavies@broomfield.org	1stBank Center	11450 Broomfield Ln., Broomfield, CO 80021
		Broomfield Community Center	280 Spader Way, Broomfield, CO 80020
Clear Creek	Suzanne Boccia sboccia@clearcreeksheriff.us	Rocky Mountain Village	2644 Alvarado Rd., Empire, CO 80438
Denver	Gary Freeman gary.freeman@denvergov.org	Colorado (Denver) Convention Center	700 14 th Street, Denver, CO 80202
		Empower Field at Mile High (Stadium & Arena)	1701 Bryant St., Denver, CO 80204
Douglas	Debrah Schnackenberg dschnacken@dcsheriff.net	Hilton Garden Inn Denver/Highlands Ranch	1050 Plaza Dr., Highlands Ranch, CO 80126
Elbert	Alex Jakubowski alex.jakubowski@elbertcounty-co.gov	Elbert County Fairgrounds	95 Ute Ave., Kiowa, CO 80117
Gilpin	Nate Whittington nwhittington@gilpincounty.org	Justice Center	2960 Dory Hill Rd., Black Hawk, CO 80422
Jefferson	Randy Atkinson ratkinso@co.jefferson.co.us	Jefferson County Fairgrounds	15200 W 6 th Avenue Frontage Rd., Golden, CO 80401
		Jefferson County Human Services	900 Jefferson County Pkwy, Golden, CO 80401



5. Facility Options for MF FAC/VIC Operations

5.1 Adams County: Adams County Fairgrounds

Address	Adams County Fairgrounds 9755 Henderson Road Brighton, CO 80601
Owner and Contact Information	County-Owned POC: Ryan Modica rmodica@adcogov.org
Square Footage	42,000 ft ²
Number of Parking Spaces	300+
Site and Building Security	Fairgrounds staff monitor during the day and at night as needed; all buildings have keyed entry; multiple access points to parking lots with the ability to block access as needed
Building Amenities:	
ADA Compliant	Yes
Large meeting/briefing room	Yes; Could use the Al-Lesser building or the Waymire Dome
Function Areas	The Al-Lesser building (8,000 ft ²), exhibit hall (20,000 ft ²), and Waymire Dome (11,000 ft ²) are three separate buildings close together that can accommodate all functional operations.
Family Interview rooms	Rendezvous rooms (2,975 ft ²) can use existing sectioning for smaller interview areas; Red Cross building.
Restrooms	Yes (Waymire Dome - 10, Exhibit Hall - 20, Al-Lesser - 3)
Cell Phone reception	Fair to good service across Verizon, AT&T, and TMobile
Internet	Yes, Wi-Fi available throughout
Infrastructure	Water, electricity, heating, lighting, A/C (Waymire Dome only)
Cost	Fees for private events
Daily Use and Availability	Events (private and county-held) throughout the year; County fair is held the first week of August annually.
Acquisition Process	County emergency management would contact the parks director or the special events and fair manager
Emergency Manager comments – Dean Berenbaum, Michael Bean	County-owned locations are preferred because MOUs for private spaces are hard to maintain.



Aerial Site Plan





Al Lessor Building



Exhibit Hall





Rendezvous Room





Waymire Dome





5.2 Arapahoe County: Arapahoe County Fairgrounds

Address	Arapahoe County Fairgrounds 25690 E Quincy Avenue Aurora, CO 80016
Owner and Contact Information	County Owned POC: Matt Bixenman mbixenman@arapahoe.gov 303-908-1197
Square Footage	60,000 ft ²
Number of Parking Spaces	1000+
Site and Building Security	Contracted security, sheriff's substation on-site; Keyed access to building and security cameras Relatively isolated, easily controlled access
Building Amenities:	
ADA Compliant	Yes
Large meeting/briefing room	Yes, the Main Hall (1000 people standing), East Wing (2000 people standing), or Exhibit Hall (1600 people standing, or 800 a side)
Dining areas	The exhibit hall has a full commercial kitchen, and the main hall has a warming kitchen. Meals could be served adjacently to either.
Family Interview rooms	There are three meeting rooms available. The Windmill and VIP rooms (100 standing each) both have dividers to make smaller areas. The Log room can hold 15 people.
Function Rooms	Use the combination of the three large halls, besides the space used for the briefing.
Restrooms	Yes (60+)
Cell Phone reception	Verizon, AT&T have good service
Internet	Yes, Wi-Fi throughout; Capability for hardwiring, but need IT adjustments
Infrastructure	Water, electricity, phone, heating, A/C (but not in the East Hall), lighting
Cost	\$6000 a day for entire facility rental; as a county wouldn't be charged
Daily Use and Availability	Used for private and public events throughout the year (usually every weekend); County fair is held at the end of July annually.
Acquisition Process	An interdepartmental request form for normal scheduling requests. Considered on a case-by-case basis for emergency purposes. Call directly to the office.
Emergency Manager comments – Michael Durkin	Fairgrounds are used for most of the County's emergency operations. Facilities are used for private events (e.g., weddings), which may complicate scheduling for emergency events if the facilities are booked. used as an alternate care facility during COVID

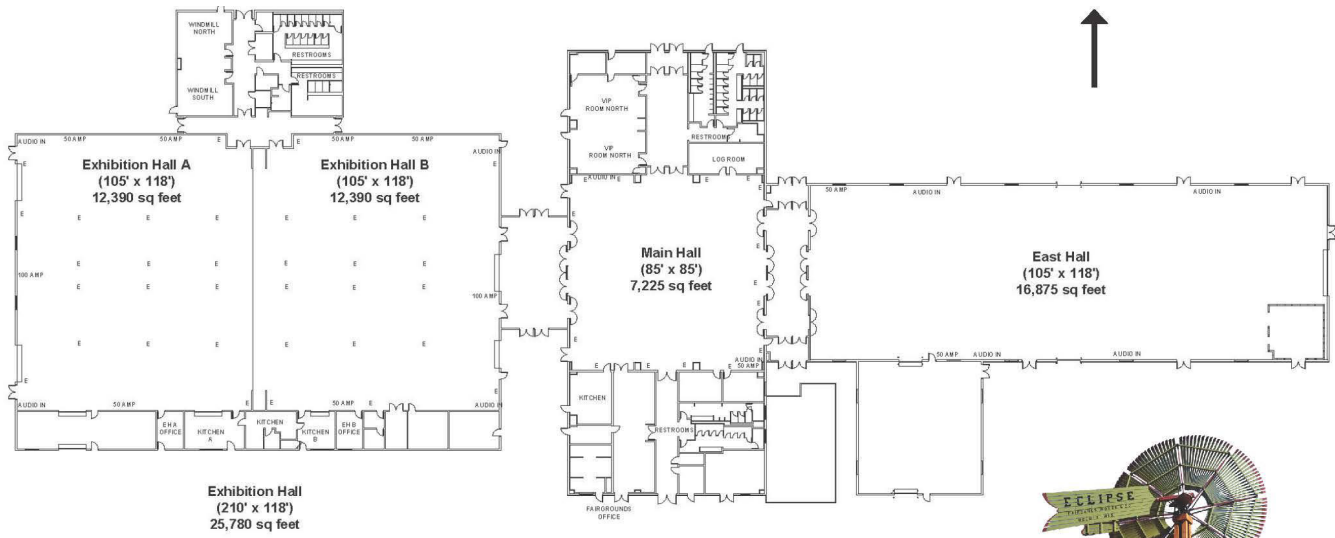


Aerial Site Plan





Overall Floor Plan



East Hall

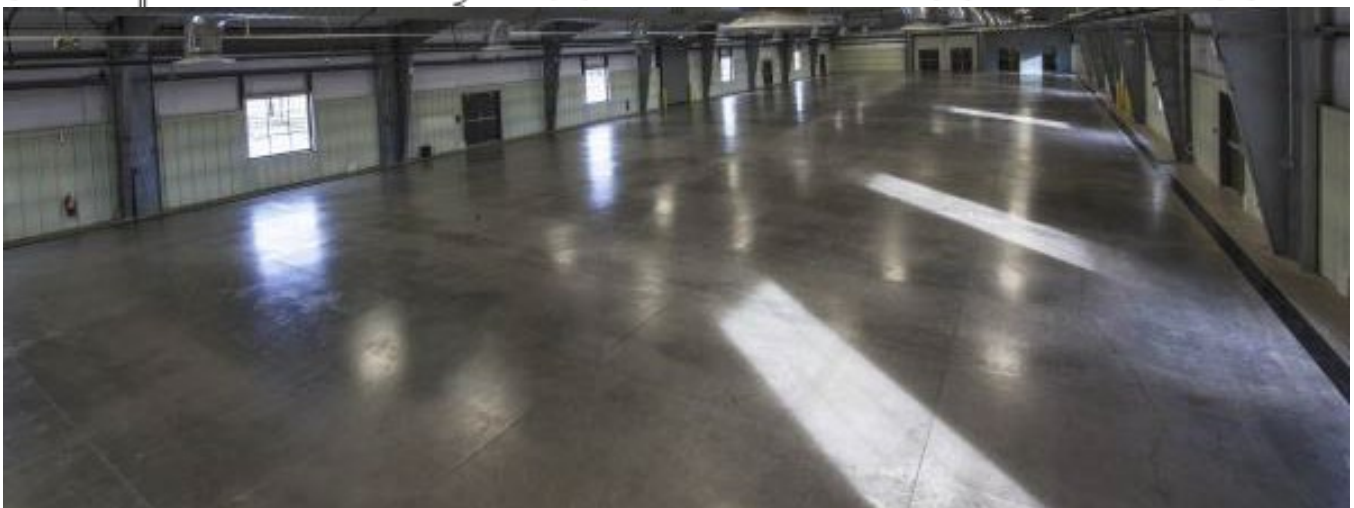
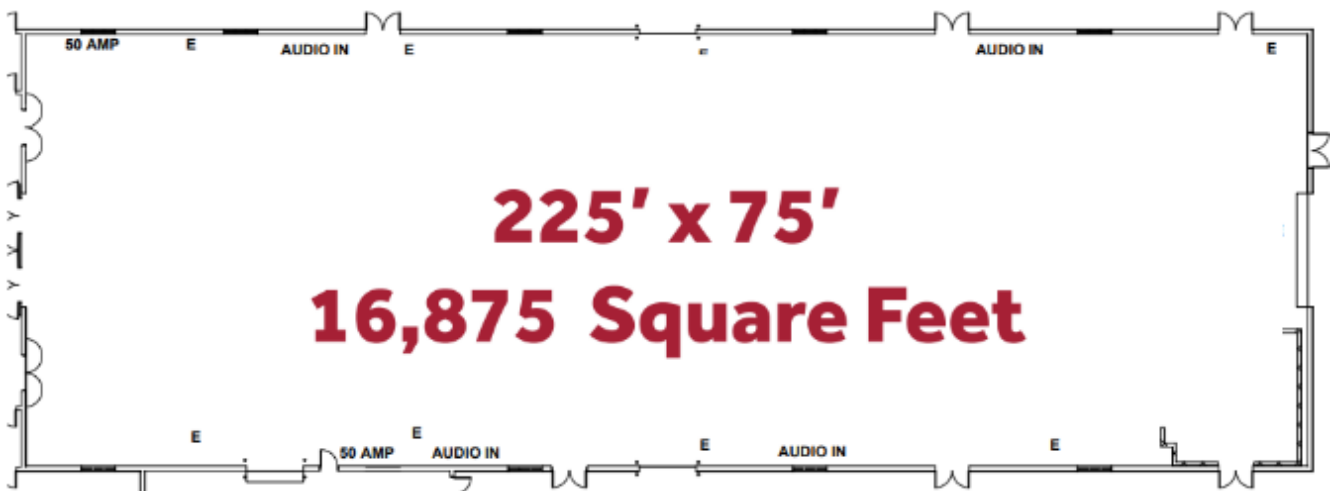
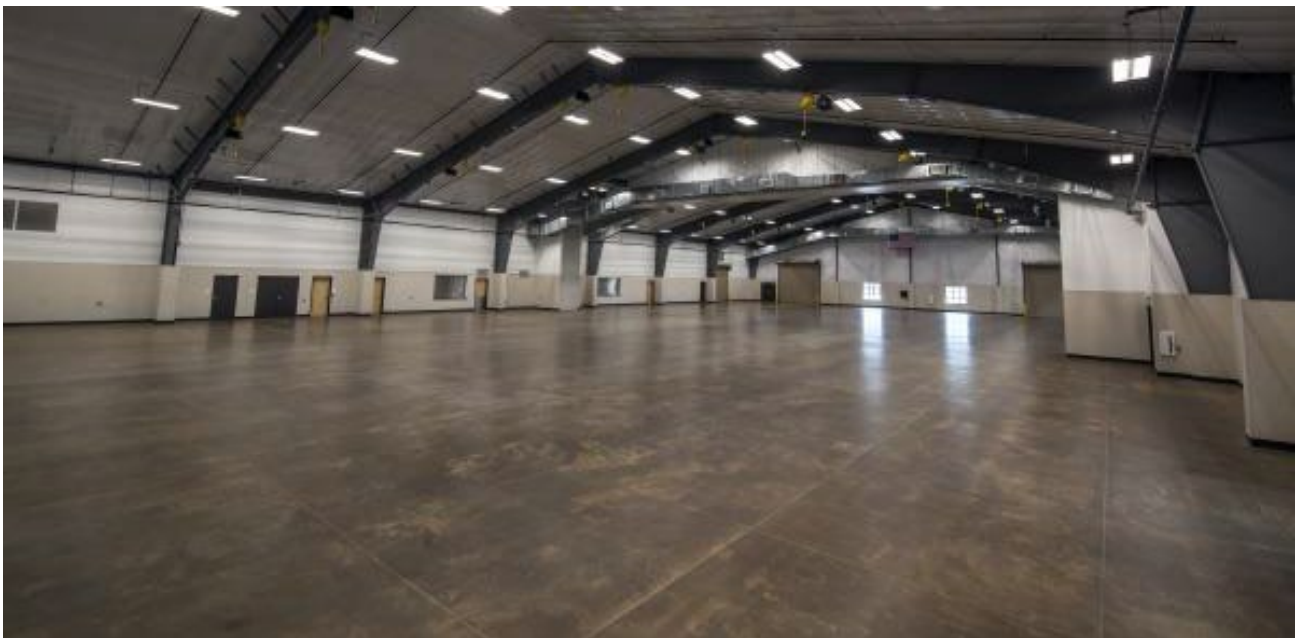
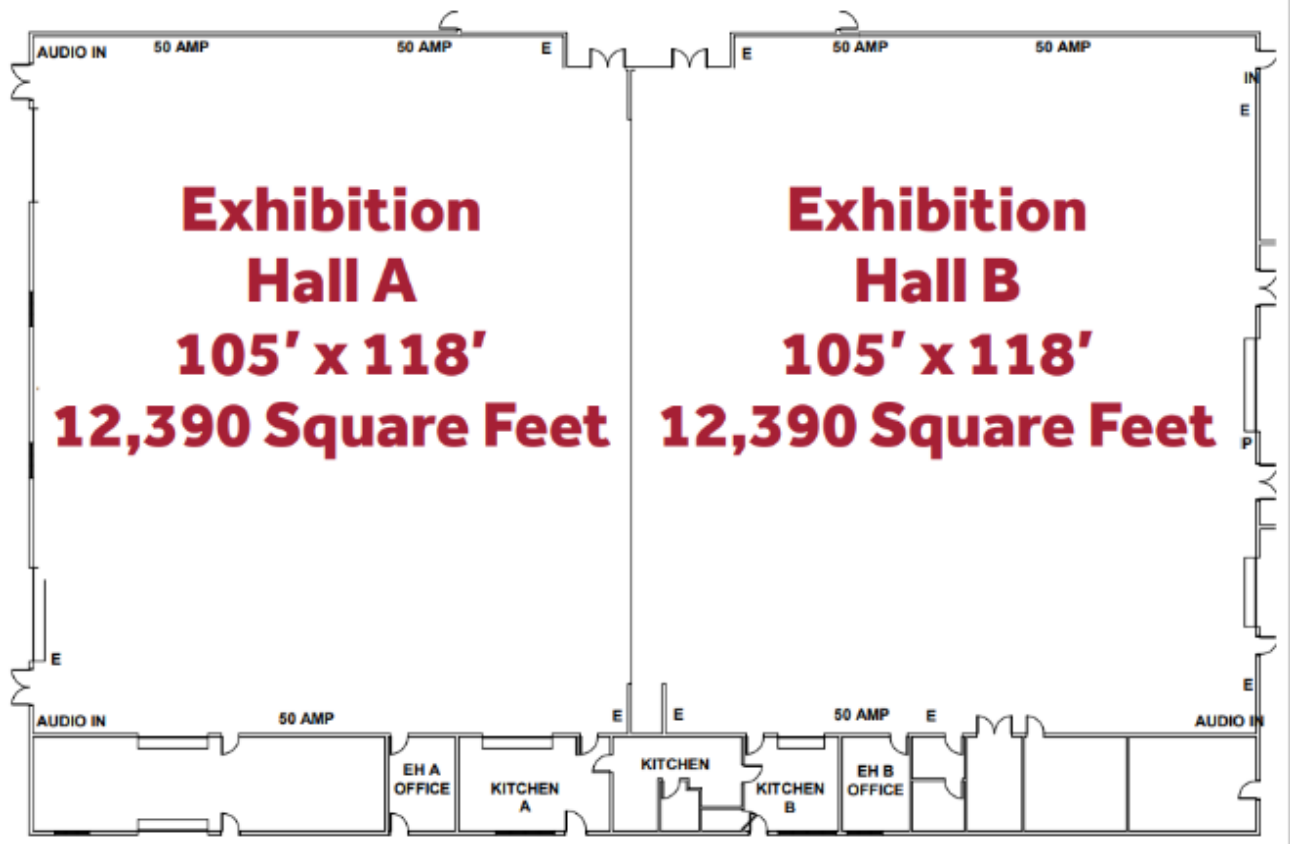


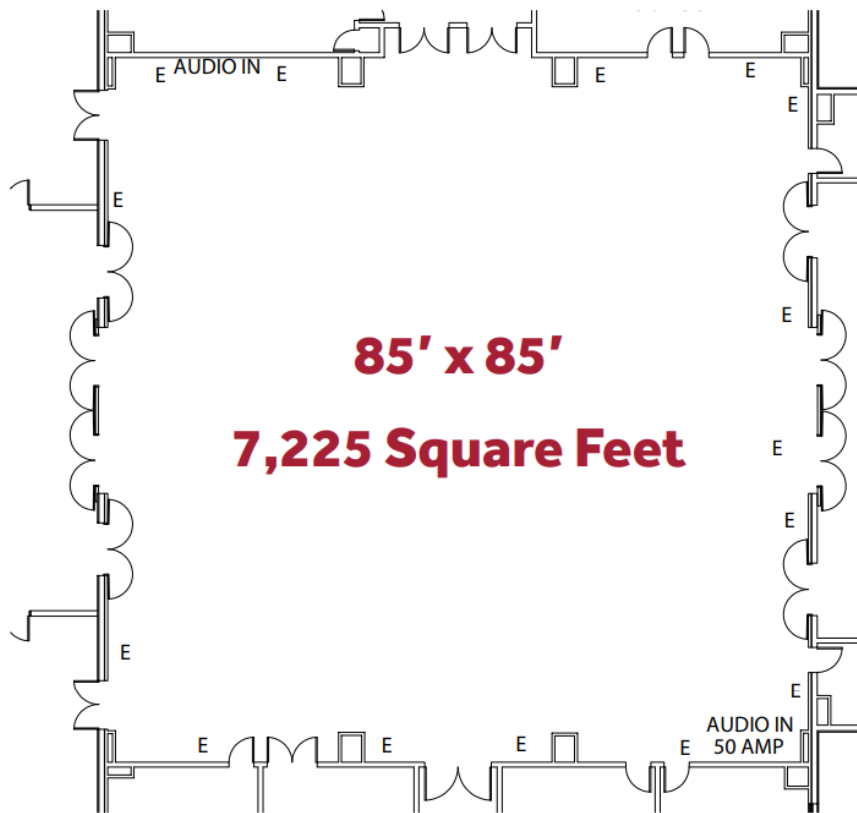


Exhibit Halls A+B



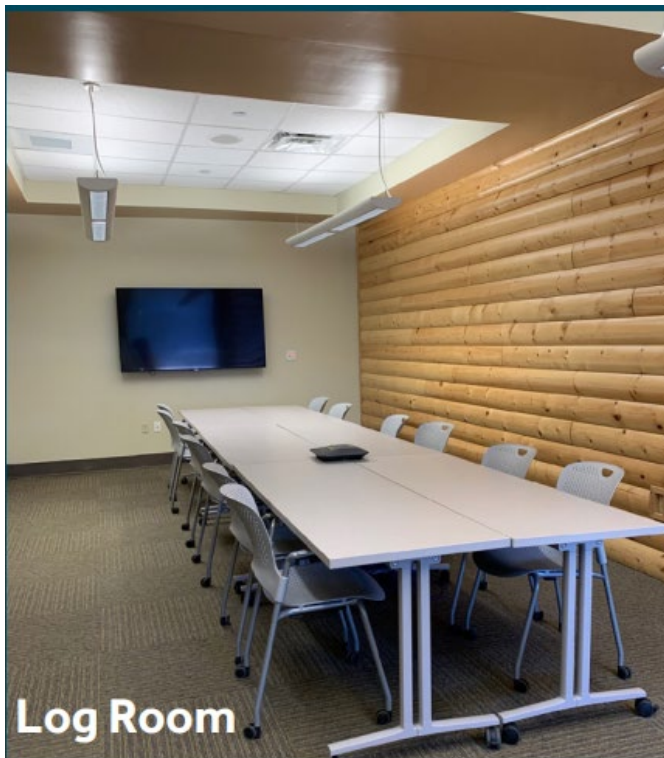


Main Hall





Meeting Rooms





5.3 Arapahoe County: Beck Recreation Center

Address	Beck Recreation Center 800 Telluride Street Aurora, CO 80011
Owner and Contact Information	City of Aurora Owned. POC: Matt Chapman 303-627-3130 (27/4 dispatch)
Square Footage	8134 ft ²
Number of Parking Spaces	100+
Site and Building Security	RFID access to the building
Building Amenities:	
ADA Compliant	Yes
Large meeting/briefing room	Yes, the gymnasium or event hall (holds 400 banquet style).
Dining areas	Event hall, adjacent kitchen
AM Interview rooms	Fitness studio rooms, Aspen room (30 people; no dividers)
Function Rooms	The event hall (400+ people) can break down into three separate rooms. The gymnasium can be used if not already being used for briefings. There are classrooms and a preschool on site
Restrooms	Yes
Cell Phone reception	Good reception; Verizon, AT&T, and TMobile (potential 5G coverage)
Internet	Yes; Wi-fi Throughout and hardwire capability
Infrastructure	Water, electricity, phone, heating, A/C, lighting
Cost	city-owned; no cost for city/county use during emergency
Daily Use and Availability	Used daily by the public for recreational activities; hosts private and public events occasionally. Designated shelter - and reunification
Acquisition Process	Contact the POC and inform them of intended use for the building. Can book use facilities barring any major events/restrictions.
Emergency Manager comments – Patricia Mason	There are not many places in Aurora that are large and city-owned.



Aerial Site Plan





Gymnasium



Fitness Room





Kitchen




Event Hall





Rental Information



BECK RECREATION CENTER RENTAL RATES

ROOM	SIZE	BANQUET SEATING	HOURLY RATE
Pinion	35' X 60'	110	\$155
Ponderosa	47' X 50'	150	\$180
Spruce	47' X 60'	188	\$215
Ponderosa & Pinion	50' X 82'	249	\$310
Ponderosa & Spruce	47' X 110'	327	\$350
Ponderosa, Pinion, & Spruce	47' X 110' & 35' X 60'	400	\$450
Kitchen	fully equipped		
Aspen**	24' X 36'	30	\$40

Hourly Price includes 1 hour of setup time prior to event, 1 hour of cleanup time following event, unlimited access to the Kitchen, all tables and chairs, & staffing.

**Does not apply to Aspen Room. Please call for details.

REFUNDABLE EVENT DEPOSIT

1-400 people	No alcohol	\$200	201-300 people	With alcohol	\$500
200 people or less	With alcohol	\$400	301-400 people	With alcohol	\$650

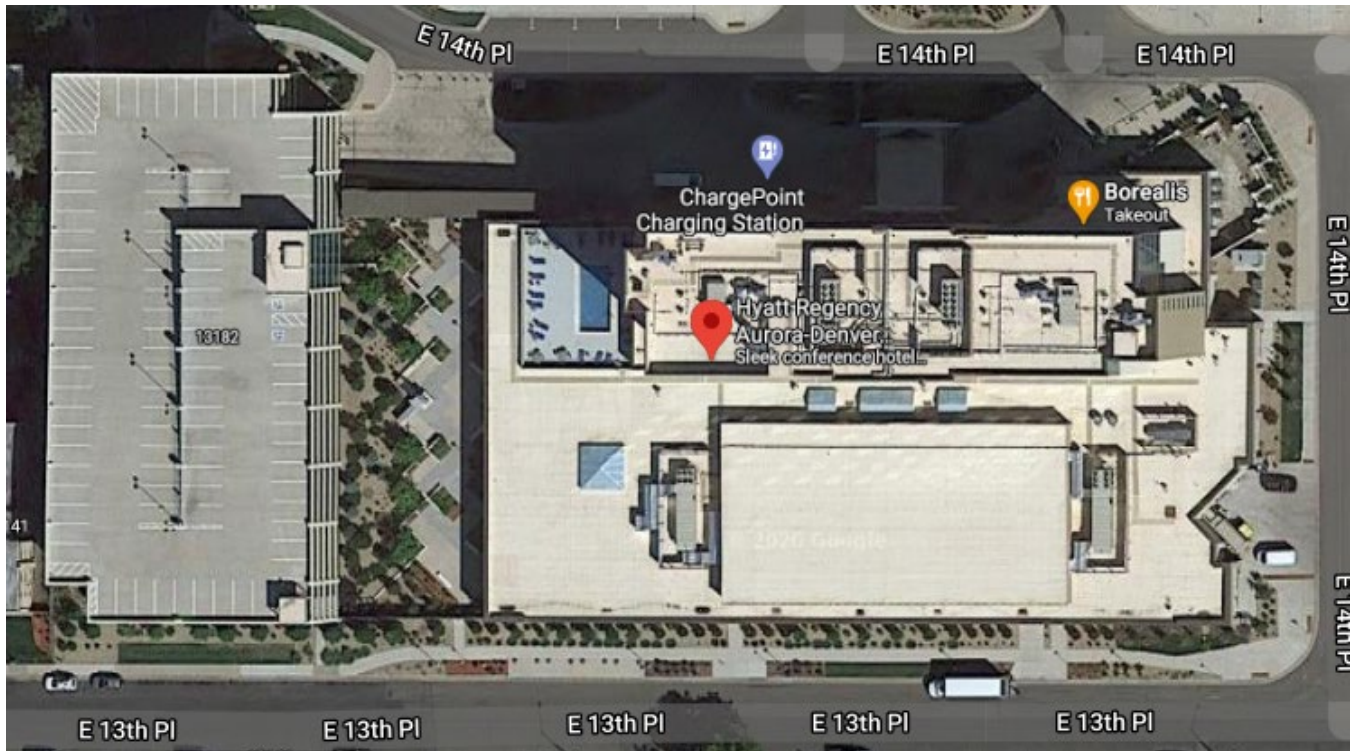


5.4 Arapahoe County: Hyatt Regency Aurora-Denver Conference Center

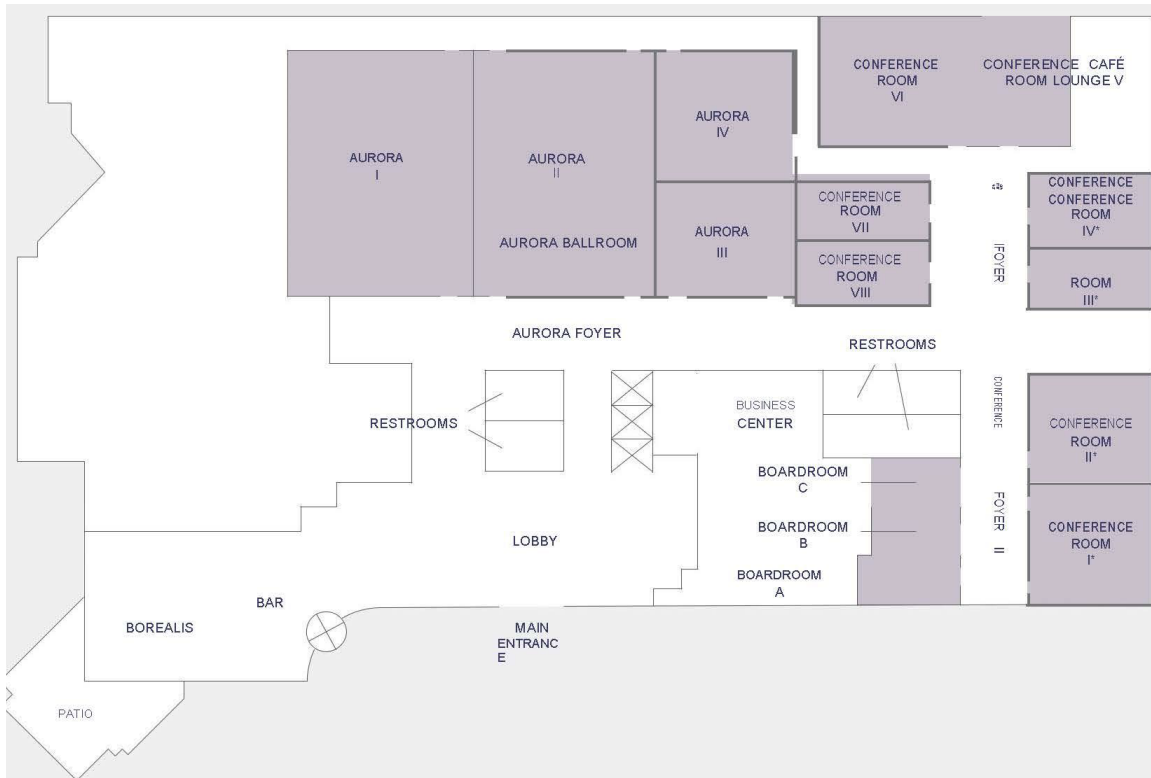
Address	Hyatt Regency Aurora-Denver Conference Center 13200 East 14 th Place Aurora, CO 80011
Owner and Contact Information	Hyatt owned POC: Sarah Shields sarah.shields@hyatt.com 303-365-1234
Square Footage	28,686 ft ²
Number of Parking Spaces	300+ in adjacent parking garage
Site and Building Security	
Building Amenities:	
ADA Compliant	Yes
Large meeting/briefing room	Yes, Aurora Ballroom(s) (140-1400 people). Capacity chart provided below.
Dining areas	Café lounge or in one of the conference spaces
AM Interview rooms	Can use empty hotel rooms if additional space is needed.
Function Rooms	Can accommodate up to 1300 people using the eight conference rooms, three boardrooms, and lobby/foyer space.
Restrooms	Yes
Cell Phone reception	Verizon, AT&T, and TMobile (potential 5G coverage)
Internet	Yes
Infrastructure	Water, electricity, phone, cable, heating, A/C, lighting
Cost	
Daily Use and Availability	
Acquisition Process	
Emergency Manager comments – Patricia Mason	Not city owned. This is a larger space than what the city is able to offer.



Aerial Site Plan



Floor Plan





Aurora Foyer



Conference Room Foyer





Lounge area



Lounge Area





Aurora Ballroom



Conference Room





Boardroom





CAPACITY CHART



Room Name	Room Dimensions L x W x H	Room Size Sq. Ft.	Banquet Rnds of 10	Reception	Theater	Classroom	Boardroom	U-Shape	Pods of 6	Exhibit 8' x 10'
First Floor										
CONFERENCE ROOM I*	37' x 36' x 12'	1,332	90	120	130	50	20	24	36	—
CONFERENCE ROOM II*	37' x 33' x 12'	1,221	90	120	105	50	26	24	36	—
CONFERENCE ROOM III*	36' x 18' x 12'	648	30	60	56	24	16	18	—	—
CONFERENCE ROOM IV*	36' x 21.5' x 12'	774	40	60	64	24	16	18	24	—
CONFERENCE ROOM V	26' x 37' x 12'	962	60	100	77	34	20	22	36	12
CONFERENCE ROOM VI	47' x 38' x 12'	1,786	100	150	150	70	32	30	48	—
CONFERENCE ROOM VII	41' x 19' x 12'	798	40	65	72	24	20	18	24	—
CONFERENCE ROOM VIII	41' x 19' x 12'	798	40	65	72	24	20	18	24	—
BOARDROOM A*	28' x 14' x 10'	370	—	—	—	—	12	—	—	—
BOARDROOM B	24' x 14' x 10'	325	—	—	—	—	10	—	—	—
BOARDROOM C	24' x 14' x 10'	325	—	—	—	—	10	—	—	—
AURORA BALLROOM	77' x 156' x 18'	11,800	700	1,400	1,400	750	—	—	—	58
Aurora I	77' x 53' x 18'	4,100	200	350	300	200	—	50	72	20
Aurora II	77' x 60' x 18'	4,450	300	380	330	210	—	50	72	20
Aurora III	43' x 41' x 18'	1,740	80	160	135	50	50	24	36	6
Aurora IV	43' x 25' x 18'	1,510	90	140	150	60	40	24	36	7
AURORA FOYER	—	3,600	—	300	—	—	—	—	—	6
CONFERENCE FOYER I	—	1,600	—	140	—	—	—	—	—	4
CONFERENCE FOYER II	—	1,200	—	100	—	—	—	—	—	—
CAFE LOUNGE**	—	1,150	—	100	—	—	—	—	—	—



5.5 Boulder County: Nederland Community Center

Address	Nederland Community Center 750 CO-72 Nederland, CO 80466
Owner and Contact Information	City owned POC: Dawn Baumhover dawnb@nederlandco.org 303-258-9721
Square Footage	53,000 ft ²
Number of Parking Spaces	100+
Site and Building Security	2 entrances to lot, one is gated; locked when not in use, can control access
Building Amenities:	
ADA Compliant	Yes
Large meeting/briefing room	Backdoor Theatre seats 265 (only operates on the weekends)
Dining areas	Community room (standing 214, 100 round table) with adjacent commercial 18x22 ft. kitchen
Family Interview rooms	Conference room can hold 12 people
Function Rooms	Community room, studio, and gymnasium
Restrooms	Yes
Cell Phone reception	Fairly good service - only ATT and Verizon
Internet	Yes, wi-fi is available throughout the facility (might need booster)
Infrastructure	Water, electricity, phone, internet, heating, A/C, lighting
Cost	City owned - not applicable
Daily Use and Availability	Serves as a senior meals congregate site 2 days a week. Open for daily recreation activities
Acquisition Process	Boulder EOC would contact town admin/police/fire or Dawn.
Emergency Manager comments – Joycelyn Fankhouser	There are not many locations in Boulder County with large enough spaces. The center has been used before for sheltering and EOCs.



Aerial Site Plan



Studio





Community Room Hourly rate: \$35 Daily rate: \$300

The Community Room at the Nederland Community Center is a spacious, open room that can accommodate large gatherings. The Community Room is adjacent to a commercial kitchen and is ideal for parties, conferences, workshops and retreats. The meeting room is also adjacent to the Gymnasium. Both rooms can be rented together to accommodate larger groups or active events such as weddings, corporate retreats or health care forums.

Commercial Kitchen Hourly rate: \$25 Daily rate: \$150

The 18 x 22 ft Commercial Kitchen is certified by the Boulder County Board of Health. It is equipped with an Energy Star dishwasher and prep table, 2-oven, 6-burner stove with grill, 17" microwave oven, 3 vat steam table, work island, regulation sinks, and a service bay and return bay serving the Community Room. The kitchen has a storage room and a closet holding table service for 75. Other equipment, tablecloths, wine glasses, etc. are available for rent.

Conference Room Hourly rate: \$20 Daily rate: \$120

The Conference Room on the first floor of the Community Center is a purpose-furnished room that can accommodate up to twelve people for smaller meetings and gatherings. All areas of the Center are Wi-Fi accessible.

Backdoor Theater Hourly rate: \$35 Daily rate: \$300

The Theatre at the Nederland Community Center is a 265-seat theater with a 20 x 40 ft stage, green room, storage area, and adjustable lighting and sound system. The theater is perfect for concerts, plays, music and dance performances, films, and lectures.

Studio Hourly rate: \$20 Daily rate: \$150

The beautiful Studio offers a peaceful, attractive space with lots of natural light, a hardwood dance floor and a variety of fitness equipment. The dance studio is ideal for dance, yoga, Pilates, T'ai Chi, and children's classes of all kinds. Please review [Class instructor Rules](#).

Gymnasium Hourly rate: \$30 Daily rate: \$250

The Center's full size Gymnasium features a recycled rubber floor, basketball hoops, and volleyball lines and is ideal for sports activities of all kinds. The gymnasium is currently used for floor hockey, basketball, indoor tennis instruction, martial arts and indoor soccer.

Concession Stand Hourly rate: \$15 Daily rate: \$120 (does not include concessions)

Cleaning Fee: \$25/hour



5.6 Boulder County: VIA Mobility Services

Address	VIA Mobility Services 2855 63 rd Street Boulder, CO 80301
Owner and Contact Information	VIA Mobility Services POC: Frank Bruno
Square Footage	53,000 ft ²
Number of Parking Spaces	150+
Site and Building Security	City police provides services as needed; 4 parking lot entrances - large parking lot has gates; security cameras (internal and external)
Building Amenities:	
ADA Compliant	Yes
Large meeting/briefing room	Expandable room - 126 2000sqft break room gym (5000sqft)
Dining areas	Yes, café area and driver break rooms (vending, sink)
AM Interview rooms	two multifunction rooms (8-10 people) or office spaces
Function Rooms	scheduling/dispatch center, and offices
Restrooms	Yes, 3 sets of restrooms + shower facility
Cell Phone reception	Excellent
Internet	Wi-Fi throughout and hardwire capability
Infrastructure	Water, electricity, phone, heating, A/C, lighting
Cost	Would work out an arrangement with the city/county
Daily Use and Availability	Used daily to operate transportation coordination (paratransit, municipal transit); leaning away from renting facility space
Acquisition Process	Emergency manager contacts Frank Bruno or the communications manager.
Emergency Manager comments – Joycelyn Frankhouser	The facility has the ability to accommodate any transportation needs that arise.



Aerial Site Plan





Café Area



Entrance and Lobby





Conference Room



Conference Room, divided



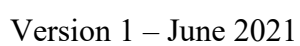


5.7 Broomfield County: Broomfield Community Center

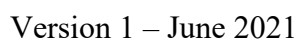
Address	Broomfield Community Center 280 Spader Way Broomfield, CO 80020
Owner and Contact Information	City of Broomfield owned POC: Angela Kochevar akochevar@broomfield.org 303-460-6922
Square Footage	~25,000 ft ²
Number of Parking Spaces	200+
Site and Building Security	locked - three entries; security cameras for community center
Building Amenities:	
ADA Compliant	Yes
Large meeting/briefing room	Lakeshore Room (combined 1+2+3) can hold 299 or use the 5400ft ² gymnasium
Dining areas	Staff break room (2 nd floor) or Lakeshore 3 (99 people), which is adjacent to the full kitchen
AM Interview rooms	Four small meeting rooms (17-22 people each)
Function Rooms	Crawford rooms (32 each) max of 99 - A/V setup Four meeting rooms (35-50 people per room), three fitness studios, wet conference rooms, 5400 ft ² gymnasium offices, two child watch rooms with playgrounds, and administrative offices if needed. Virtual walkthrough: https://storage.net-fs.com/hosting/6584971/5/index.htm
Restrooms	Yes, ~41
Cell Phone reception	not great interior service Verizon, AT&T, and TMobile (potential 4G/5G coverage)
Internet	Yes Wi-Fi throughout and hardwire capability in all the rooms - A/V in each conference room
Infrastructure	Water, electricity, phone, heating, A/C, lighting Generator on facility to support most functions
Cost	To be negotiated
Daily Use and Availability	Used for public recreation daily and public and private events occasionally. Senior center activities - congregate meals.
Acquisition Process	Emergency Management to contact Clay Schuck and Matt Gulley
Emergency Manager comments – Kent Davies	Would prefer to utilize a city/county owned building like this community center rather than private owned.



Aerial Site Plan









Gymnasium



Fireside Lounge





Lakeshore Room





5.8 Broomfield County: 1stBank Center

Address	1stBank Center 11450 Broomfield Lane Broomfield, CO 80021
Owner and Contact Information	City-owned and managed privately POC: Jennifer Robinson jrobinson@aegpresents.com 303-906-3507
Square Footage	110,000ft ²
Number of Parking Spaces	1500 in parking garage
Site and Building Security	
Building Amenities:	
ADA Compliant	Yes
Large meeting/briefing room	20,000 ft ² arena floor
Dining areas	Two bars/restaurants
AM Interview rooms	25 suites (each can hold 8- 32 people)
Function Rooms	Event floor, two lounges, concourse space, balcony suite space
Restrooms	Yes, 120+
Cell Phone reception	Verizon, AT&T, and TMobile (potential 5G coverage)
Internet	Yes
Infrastructure	Water, electricity, heating, A/C, lighting
Cost	
Daily Use and Availability	Used by a roller derby team and hosts ~60concersts/events a year.
Acquisition Process	
Emergency Manager comments – Kent Davies	Would prefer to utilize a city/county owned building, but if additional space is needed, the 1stBank Center can offer that.

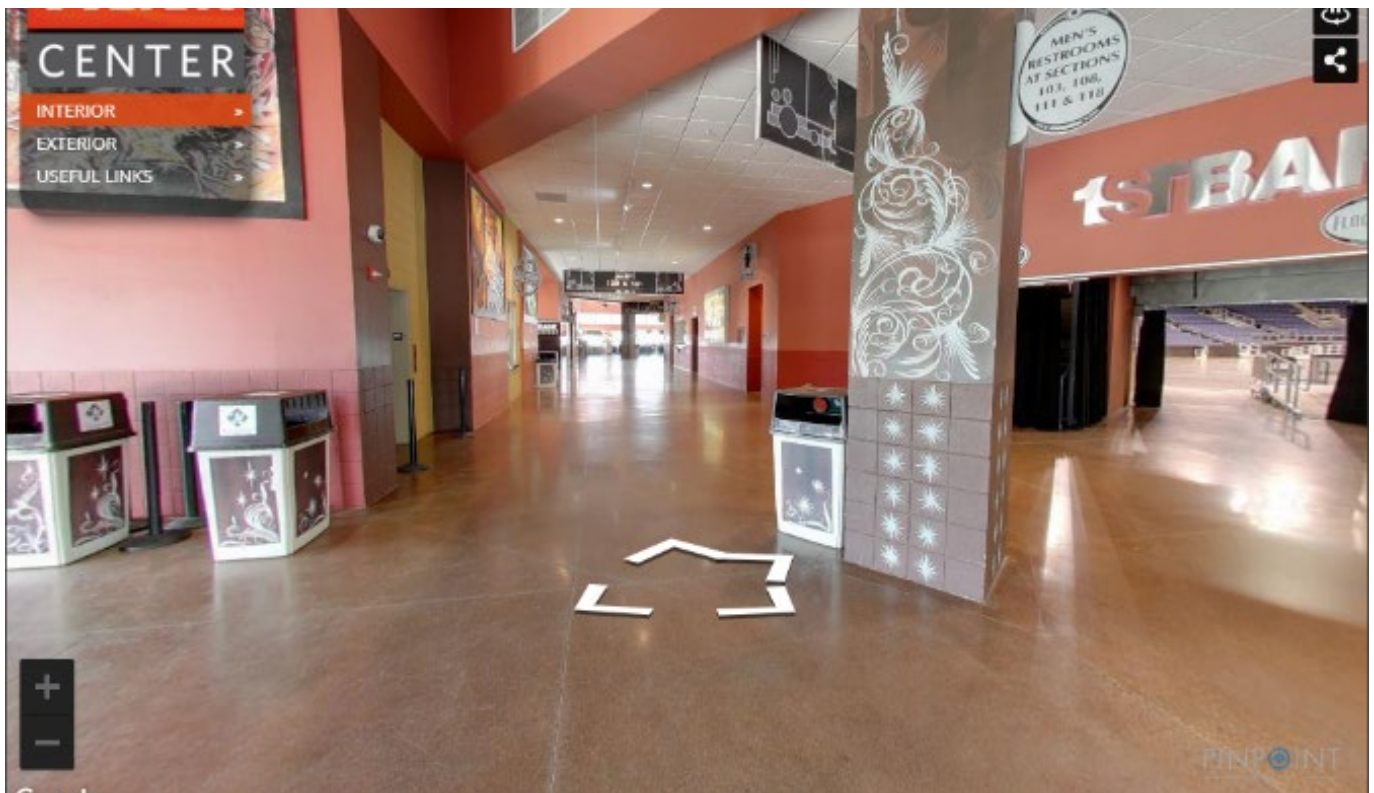
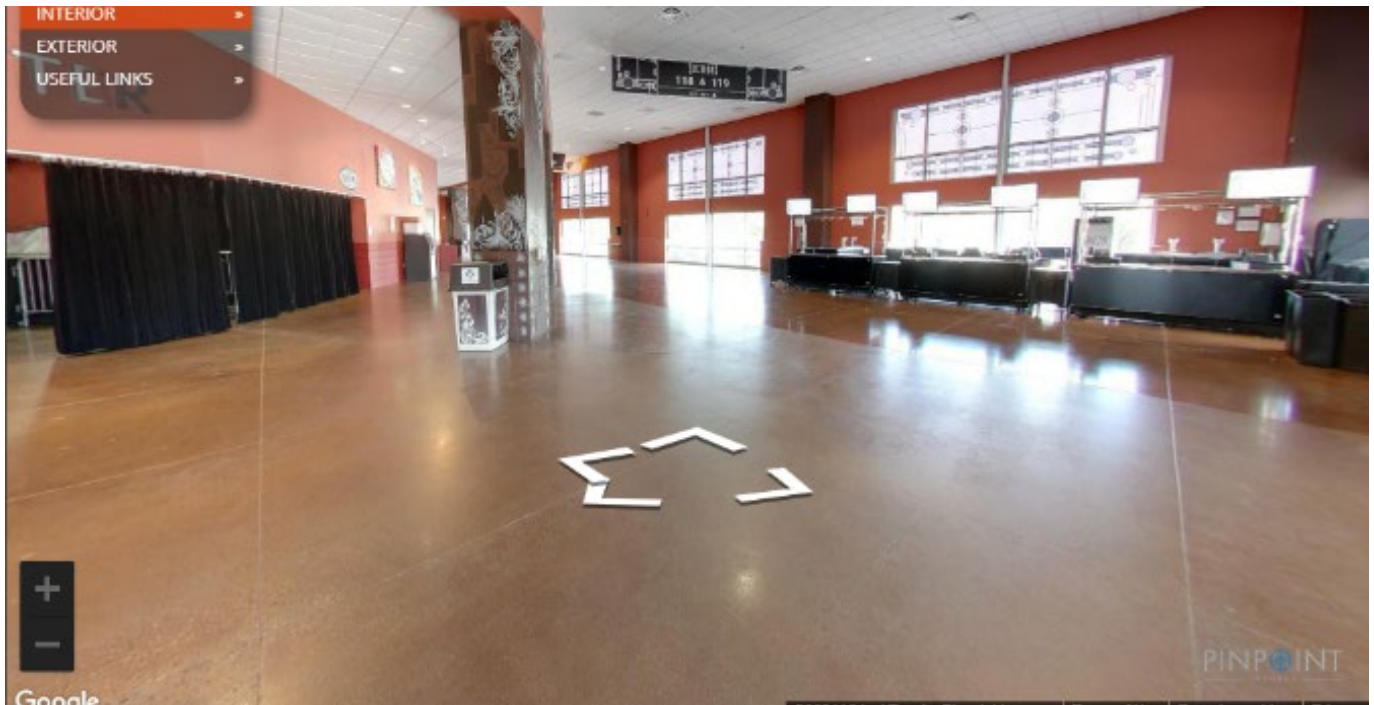


Aerial Site Plan





Concourse

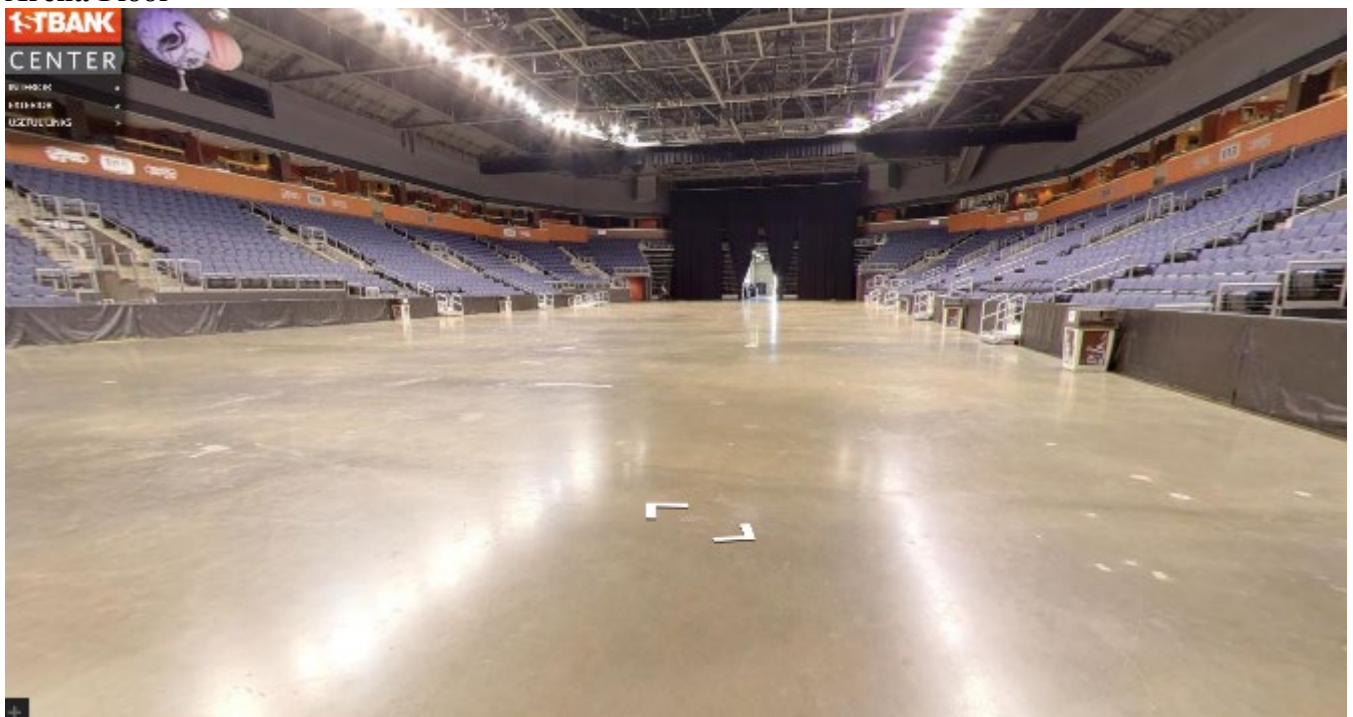




Concourse Lounge

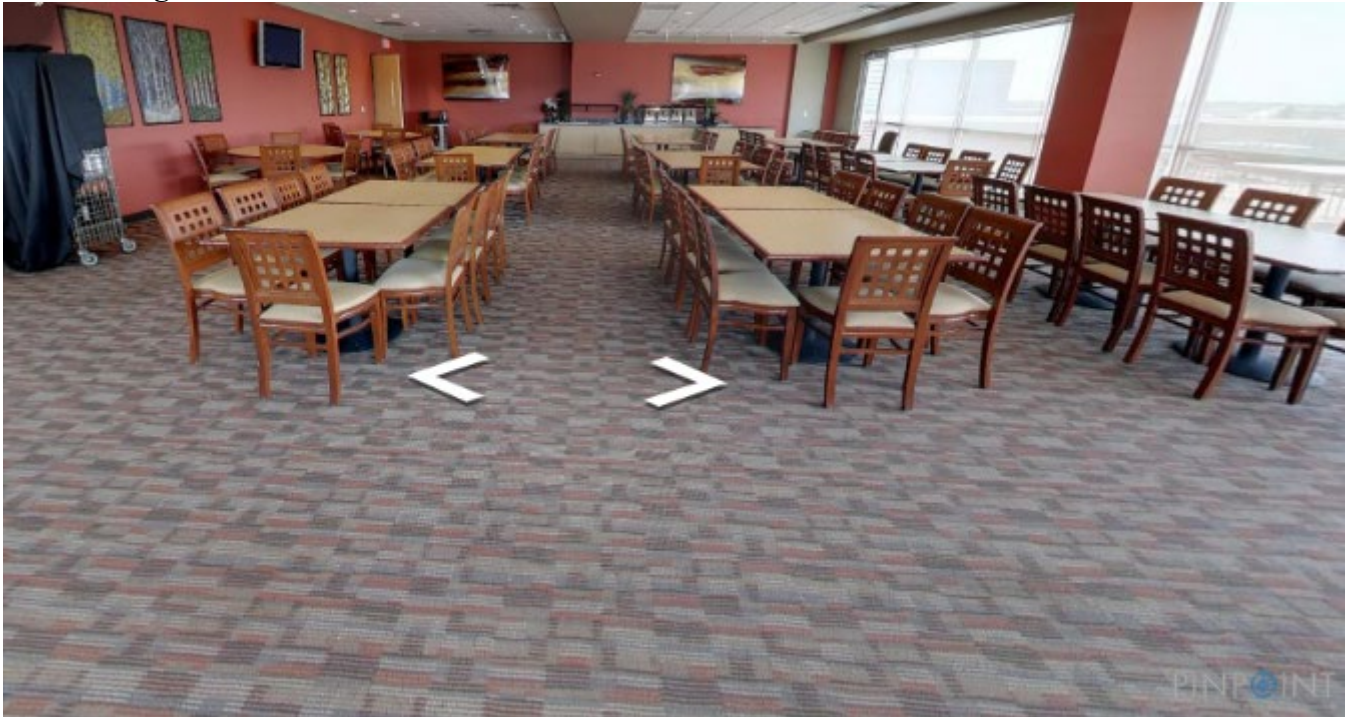


Arena Floor





Suite Lounge

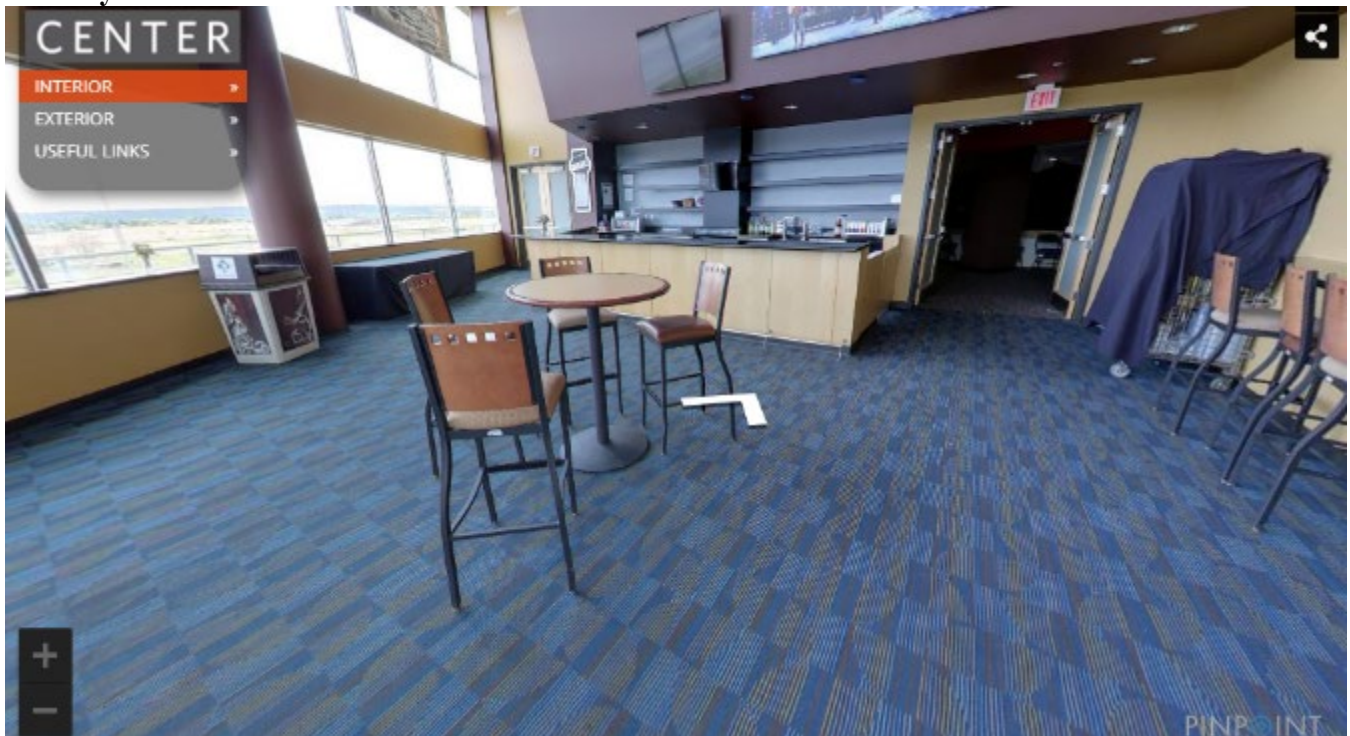


Suite





Balcony Bar



Balcony Foyer





5.9 Clear Creek County: Rocky Mountain Village

Address	Rocky Mountain Village 2644 Alvarado Rd Empire, CO 80438
Location in relation to Incident Morgue	~15 minutes from the Clear Creek Coroner Office
Owner and Contact Information	Easterseals Colorado POC: Tony Garcia 303-569-2333
Square Footage	
Number of Parking Spaces	~50
Site and Building Security	Relatively isolated
Building Amenities:	
ADA Compliant	Yes
Large meeting/briefing room	Genesee Hall can hold 180 people
Functional areas	Genesee Hall, Friendship Lodge, Home Builders Lodge
AM Interview rooms	Could use cabins
Restrooms	Yes
Cell Phone reception	Verizon and TMobile (potential 5G) and AT&T (potential 4G)
Internet	Yes
Infrastructure	Water, electricity, heat, phone, lighting
Cost	
Daily Use and Availability	Used for camp for 11 weeks during the summer; hosts weekend retreats, conferences, etc. in the off season
Acquisition Process	
Emergency Manager comments – Suzanne Boccia	Two other possible locations are the fire station in Idaho Springs (200 Colorado Boulevard) and the former LDS church (CO Road 310, Dumont)



Aerial Site Plan





Genesee Hall





Dining Hall





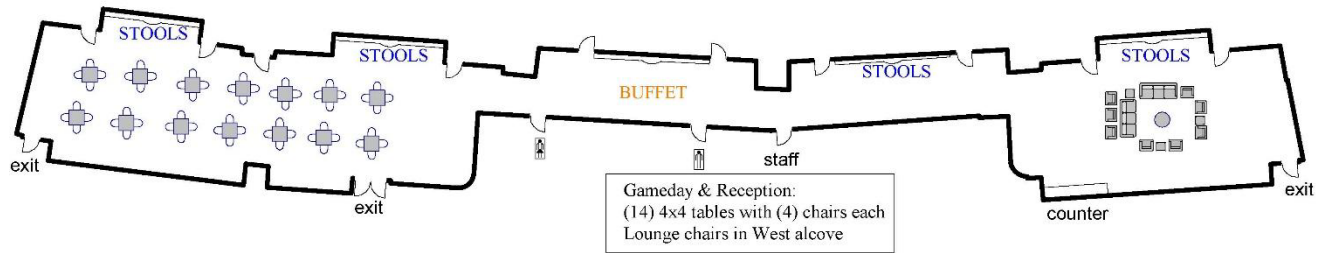
5.10 Denver County: Empower Field at Mile High Stadium

Address	Empower Field at Mile High Stadium 1701 Bryant Street Denver, CO 80204
Owner and Contact Information	Stadium Management Company, LLC POC:
Square Footage	63,000+ ft ²
Number of Parking Spaces	5000+ (between ten lots)
Site and Building Security	
Building Amenities:	
ADA Compliant	Yes
Large meeting/briefing room	United Club East and West. Each side has an HDTV video wall and a built-in sound system. Combined, the room holds 250-2000 guests.
Dining areas	Bud Light Champions Club (6000 ft ² , availability to separate rooms)
AM Interview rooms	Suite Promenade (7500 ft ²) and adjacent executive suites (each suite can hold a minimum of 17 people)
Function Rooms	11,000 ft ² Production Bay (can hold 1500 people)
Restrooms	Yes
Cell Phone reception	Verizon, AT&T, and TMobile (potential 5G coverage)
Internet	Yes
Infrastructure	Water, electricity, heat, A/C, phone, cable, lighting
Cost	
Daily Use and Availability	Possibly used on Monday, Thursday, and Sunday from September to January for NFL games. There may be private events scheduled on non-NFL game days.
Acquisition Process	
Emergency Manager comments – Gary Freeman	Could be difficult to coordinate depending on the scheduled events.





Bud Light Champions Club



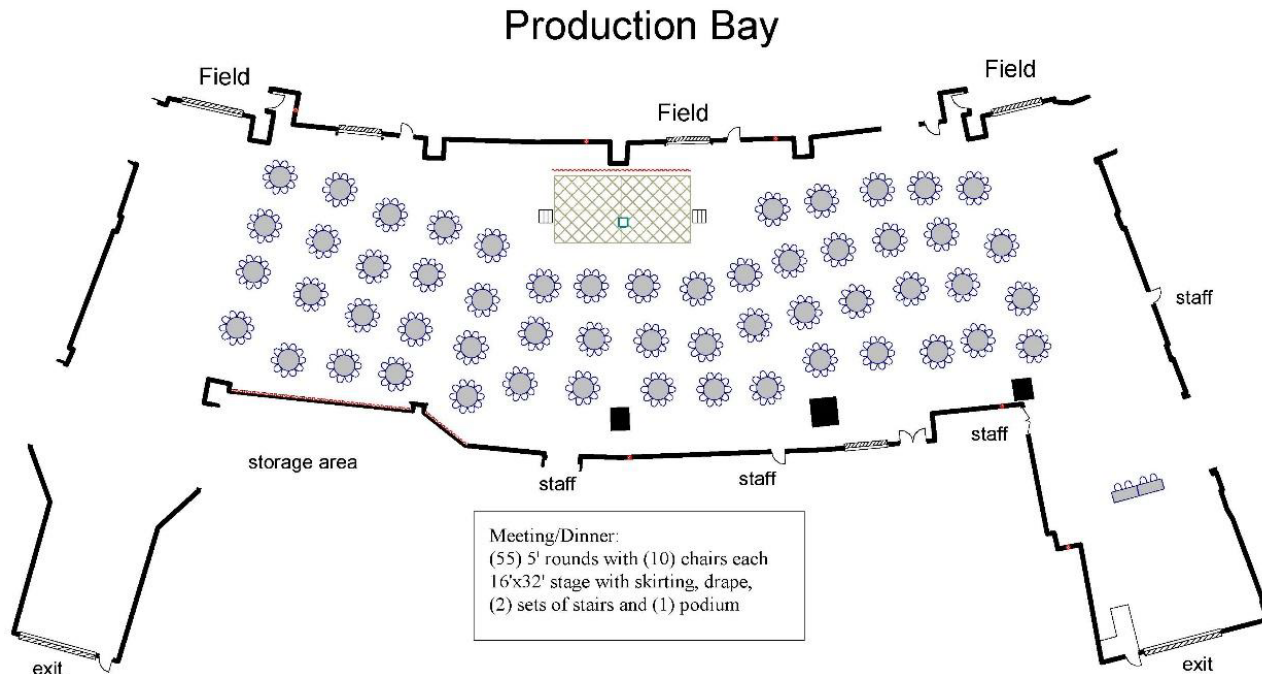
Located on the north end zone, The Bud Light Champions Club offers breathtaking views of the interior seating bowl and field. Perfect for daytime meetings, this room is conveniently located adjacent to four breakout suites, accommodating 50 guests per suite. This space is commonly used for receptions and/or dinners to accommodate up to 175 reception style or 130 for a plated dinner service. While the room can be set up any way you need for your event, the existing setup is a collection of low square cocktails, tables with a finish that does not require table linens unless you choose.

The event space is conveniently divided by a window-lined corridor taking guests from one reception area to an adjoining dining room. Additionally, there are 225 seats outside protected by an overhang, allowing guests to setup out outside and enjoy the fresh Rocky Mountain air! Events in this space have the option to incorporate scoreboard messages into the event among other visual dynamics. Multiple TV's are positioned in the room for added flair.

Room Features

- 6,000 Square Feet of Space
- Built in Sound System with (2) microphone Kits
- Comcast Digital Music Stations through House Speakers
- TV Monitors for Static Logo Display
- Access to Seating Bowl with Full view of the Field
- (2) Built in Custom Designed Bars
- Additional Seating Available Along Window Bar
- Dimming Light System
- Accessible Loading Dock near Event Space





The Production Bay is the largest open space available for private events at Empower Field at Mile High! This space is conveniently located on the field level with the players' tunnels serving as the main entrance. For setup, the Production Bay is accessible for an easy load-in.

The room's existing simplistic interior offers an event designer a blank slate, in which to create an extravagant theme party or presentation stage! The walls are painted white, the floor is a smoothed concrete and the ceiling displays a technical grid that can simply be disguised with lighting or ceiling treatments.

For dining this space can accommodate up to 1,000 with sightline to a main stage or 1,500 for a reception. With direct access to the Field Track, the Players Pavilion is often used in combination with the Sports Legends Mall or the Field Track for larger events such as awards dinner, convention celebration or picnic!

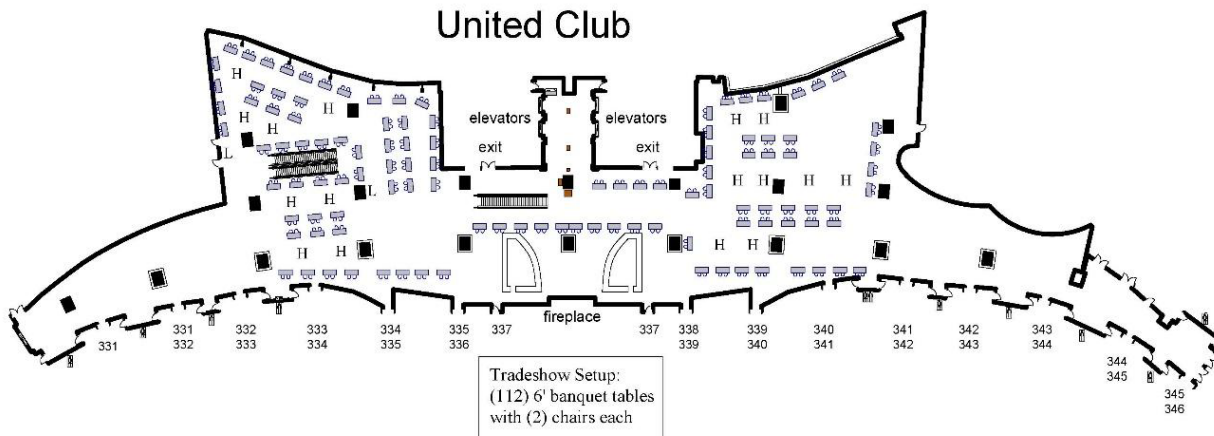
Room Features

- 11,000 Square Feet of Space
- Built-in Rigging Points for Production Services
- Direct Access to Field Track (*based on availability*)
- Convenient Access to Parking Lot
- Accessible for Drive-in & Load-in



Production Bay





The premier United Club Lounge includes two exclusive lounges that are identical in layout. The East Club overlooks the Denver skyline through 40' windows while the West Club is ideal for morning meetings. These contemporary spaces are designed with light woods, brushed steel accents and gleaming floor-to-ceiling windows. Inside each club, you'll discover 21,940 square feet of beautiful space to accommodate events both large and small. The club lounge is designed with two alcoves; the smaller one is ideal for breakout sessions, exhibits, auctions, and the larger area is perfect for presentations and catered events. Each club is equipped with a video projection wall system, including multiple in-house channels along with an array of presentation applications, perfect for daytime meetings or a presentation during dinner.

Additionally, there are 4,000 seats directly outside of the club, allowing guests to step outside and enjoy the breathtaking views, perfect for additional entertainment options including a photo station or a cigar lounge. The added jewel of the United Club is the stunning fireside lounge, providing the ultimate backdrop to kick-off an event before enjoying dinner and is considered the ideal spot for post dinner entertainment or dessert. With three custom bars and a collection of high and low cabaret tables, the club is great for receptions ranging from 250-2,000 guests. For a seated dinner, the event space accommodates up to 300-400 guests seated in rounds sightline to the video wall for presentation..

Room Features

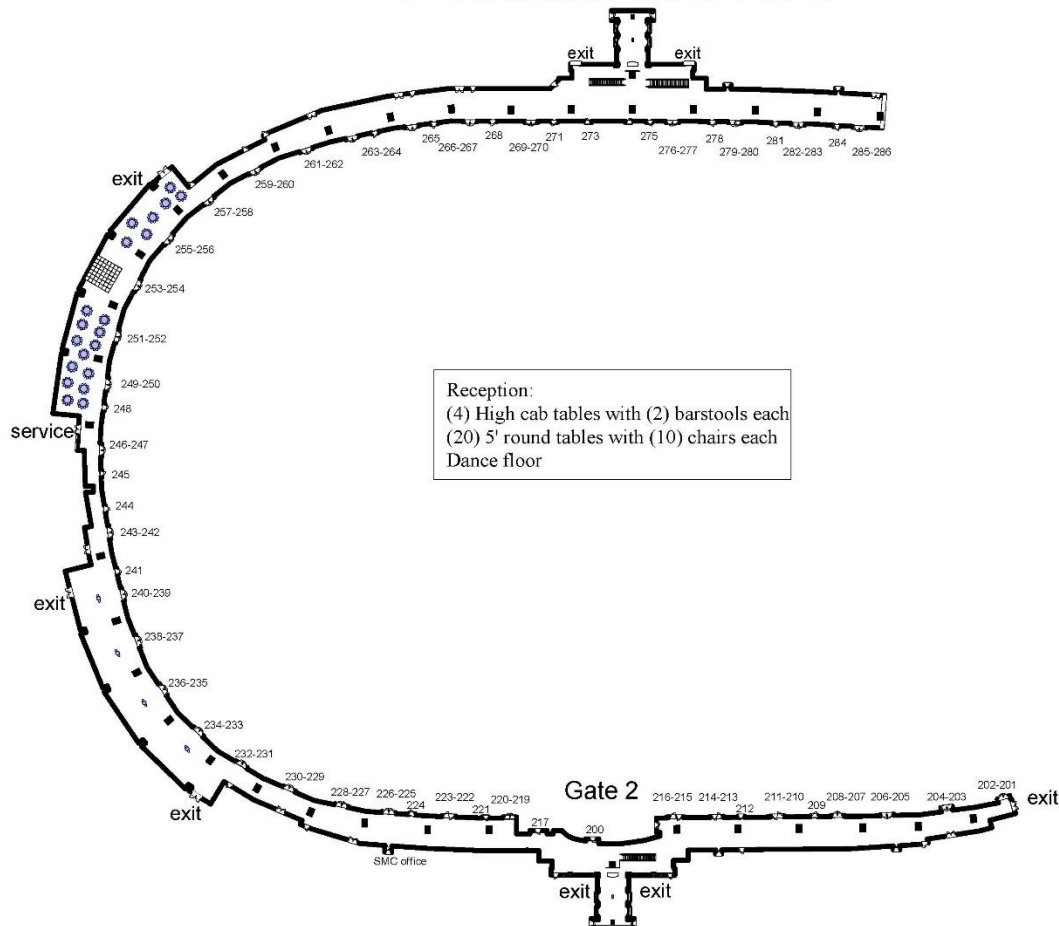
- 21,940 Square Feet of Space
- Plug and Play HDTV Video Wall
- (2) Projection Walls upon Entry
- Built in Sound System with (2) microphone Kits
- TV Monitors for Static Logo Display
- Comcast Digital Music Stations through House Speakers
- 40' Ceilings lined with Windows
- Reception Style Seating
- Access to stadium seating
- Dimming Light System
- (3) Built in Custom Designed Bars
- Accessible Loading Dock near Event Space

United Club





Promenade Suite Level



Ideally situated on the Suite Level of the stadium, the Suite Promenade is perfect for a reception and/or dinner space giving partial view of the city lights. The Suite Promenade is adjacent to executive suites, allowing guests to view the stadium bowl & field. There are two alcoves, one which is great for pre-event festivities, while the other alcove offers a perfect semi-circle room for dining, tradeshow, meetings and breakout sessions. This intimate space is filled with oversized leather furniture groupings, which creates a natural reception area. The space allows for a custom setup for all event types. In utilizing this space Epicurean Catering exclusively offers the food and beverage service, which can accommodate up to 250 guests for dining or 450 reception style.

Room Features

- 7,500 Square Feet of Space
- Adjoining Entertainment Areas
- Executive Suite Access Full with Views of the Stadium Bowl & Field
- Comcast Digital Music Stations
- Views of Denver's Skyline
- TV Monitors for Static Logo Display
- Accessible Loading Dock near Event Space



Suite Promenade



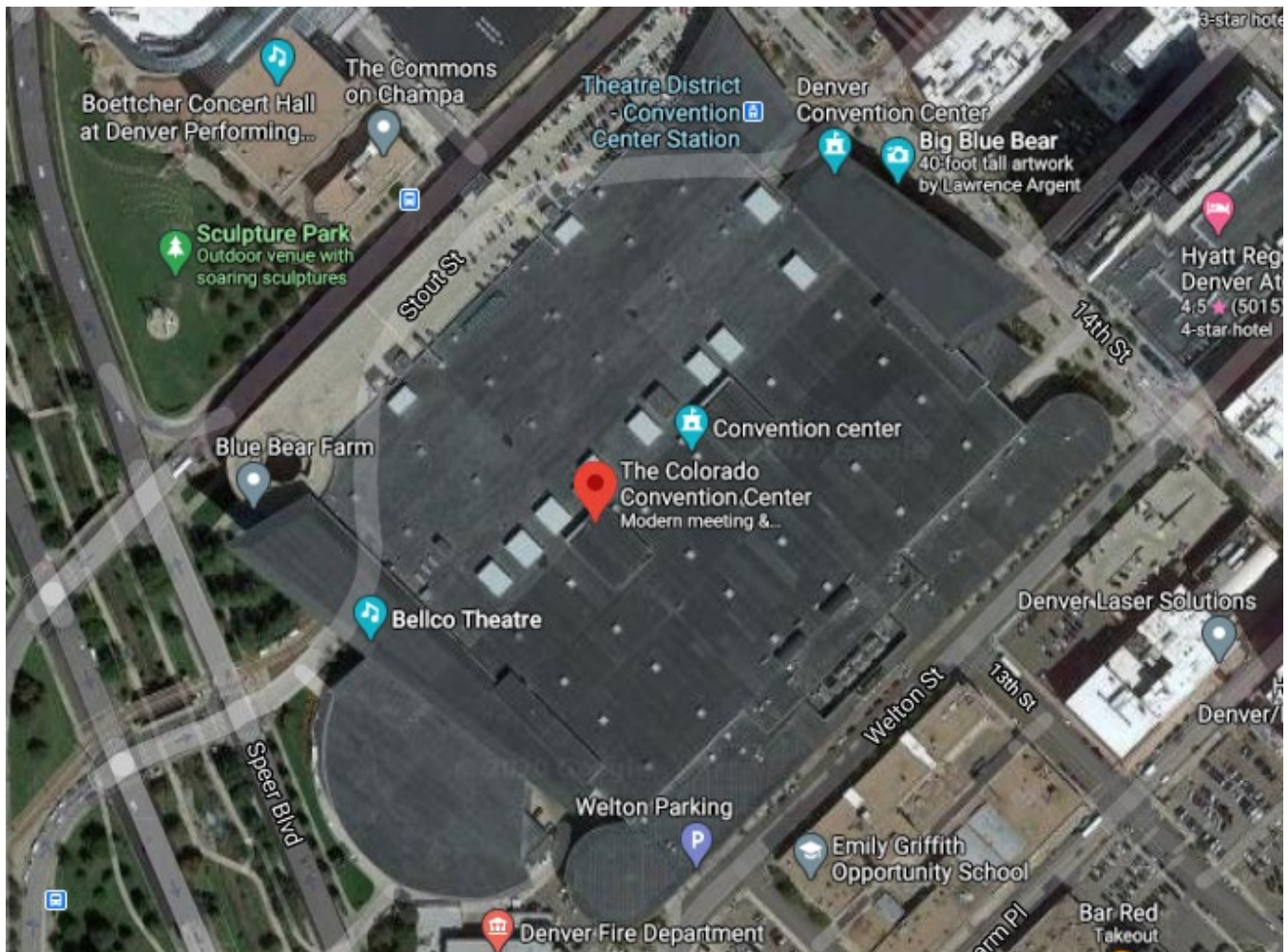


5.11 Denver County: Colorado (Denver) Convention Center

Address	Colorado (Denver) Convention Center 700 14 th Street Denver, CO 80202
Location in relation to Incident Morgue	~5 minutes from the Denver Office of the Medical Examiner
Owner and Contact Information	City/county owned and managed by ASM Global POC:
Square Footage	584,000 ft ²
Number of Parking Spaces	1000 space parking garage
Site and Building Security	Security staff on-site for main entrance and public spaces; however, private security would need to be hired for MF FAC/VIC operations.
Building Amenities	
ADA Compliant	All areas are wheelchair accessible with elevators and electronic doors.
Large meeting/briefing room	Bellco Theater (5,000 people); Exhibit Hall (90,000-100,000ft ²); Mile High Ballroom (3,000-5,000 people); Four Seasons Ballroom (3,500 people)
Dining areas, AM Interview rooms, Function rooms	There are 67 separate meeting spaces in addition to the space listed above. Some of these spaces can be combined to make larger rooms as needed. There is a specific childcare area.
Restrooms	Yes, 10+ sets of restrooms
Cell Phone reception	AT&T and TMobile (potential 5G coverage) and Verizon (potential 4G coverage)
Internet	Yes
Infrastructure	Water, electricity, heat, A/C, phone, lighting
Cost	
Daily Use and Availability	There are approximately 400 events held per year (public and private).
Acquisition Process	
Emergency Manager comments – Gary Freeman	Prefer facilities that are city/county owned.

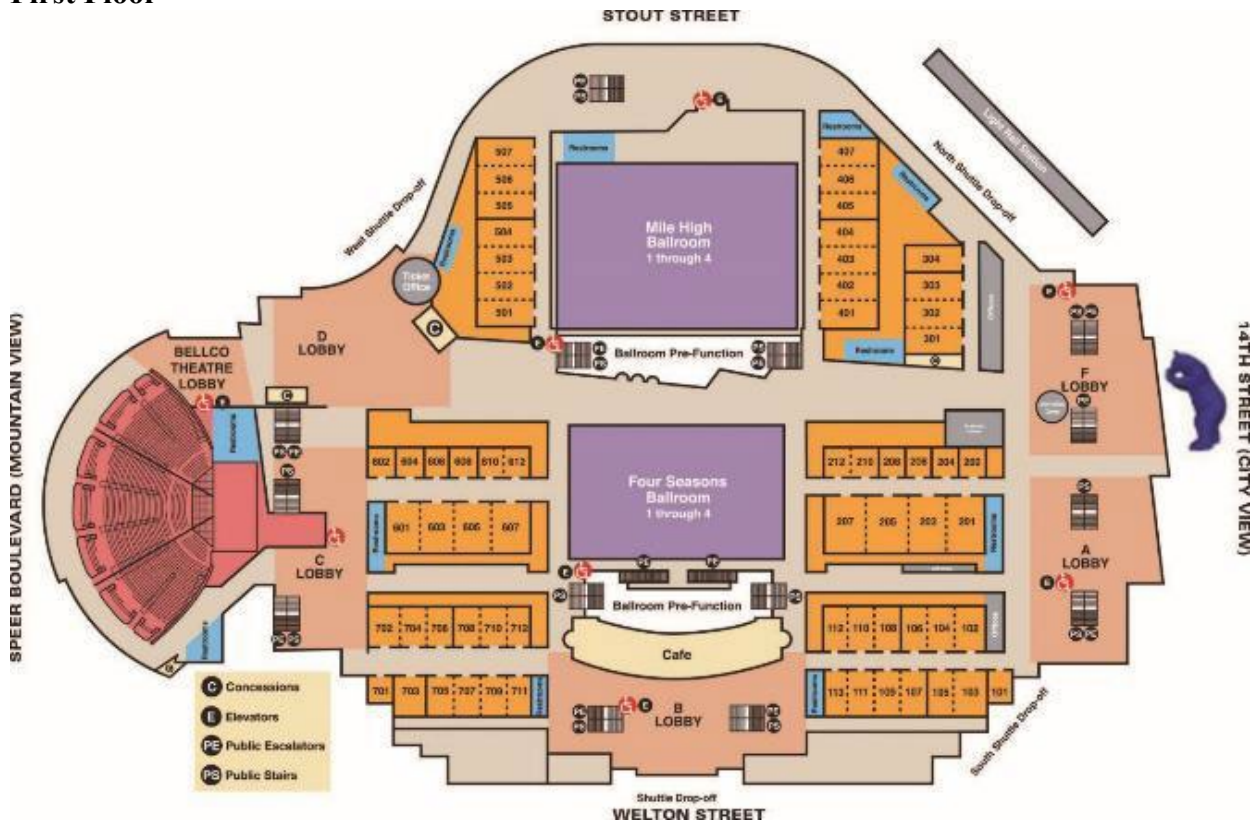


Aerial Site Plan

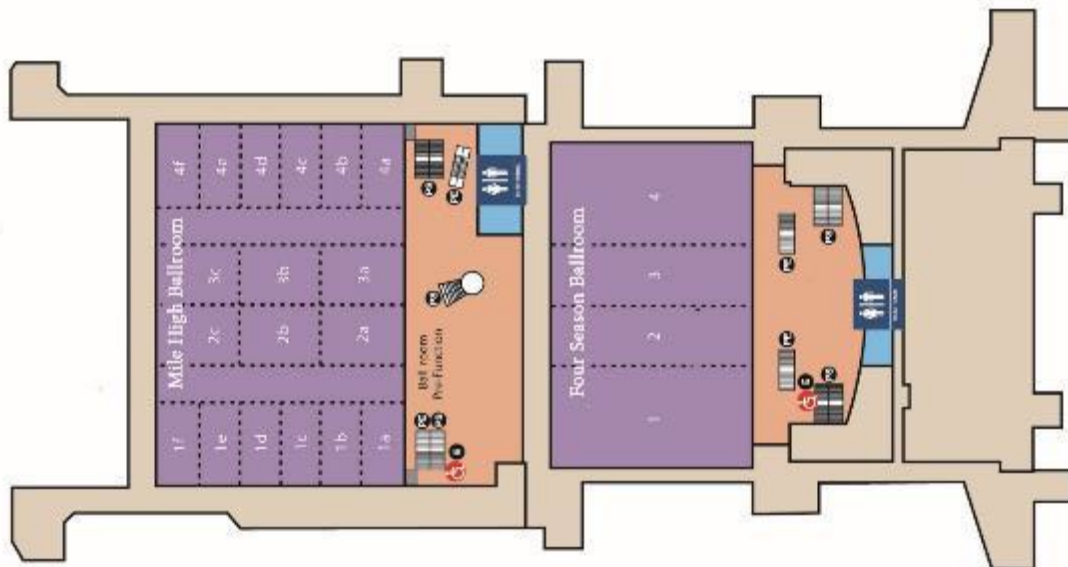




First Floor



Ballrooms



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Four Season Foyer



Four Seasons Ballroom





Meeting Room



The Mile High Ballroom is the largest and versatile ballroom in the city of Denver, occupying 50,000 square feet of event space. The Mile High can accommodate over 5,000 attendees for a general session or over 3,000 guests for a catered evening event. The Mile High Ballroom is guaranteed to meet all your event and space needs; being able to divide into 18 individual rooms in up to 180 different configurations. The ballroom hosts the largest dedicated lobby space in the city at 20,000 square feet that works as a beautiful pre-function reception area.

The Four Seasons Ballroom is a 35,000 square foot event space. The room can seat up to 3,500 people for a general session or up to 2,200 for a banquet, social or fundraising event. The ballroom can be divided into smaller sections with the use of removable partitions. With over 13,000 square feet of pre-function space, the Four Seasons Ballroom provides a great area for registration or a silent auction.

The Colorado Convention Center offers 584,000 contiguous square feet of exhibit and event space. Divisible into a maximum of six individual halls that can operate independently, each individual hall ranges in size from 90,000 to 100,000 square feet. The exhibit hall space offers the perfect canvas for a tradeshow, convention, product launch or general session.

Our meeting rooms, ranging in size from a single meeting room of 800 square feet to combined meeting rooms of 10,000 square feet, are sure to provide the ideal space the perfect learning environment. From a local meeting, to a company training session, an award banquet or reunion, the Colorado Convention Center's meeting rooms are sure to exceed your expectations.

The Belco Theatre is a 5,000 seat venue that has been designed as one of the most technically advanced theaters of its kind. This venue offers the best possible acoustics for concerts, lectures, general sessions and family spectacles.



5.12 Douglas County: Hilton Garden Inn Denver/Highlands Ranch

Address	Hilton Garden Inn Denver/Highlands Ranch 1050 Plaza Drive Highlands Ranch, CO 80126
Owner and Contact Information	Hilton POC:
Square Footage	~8,700 ft ²
Number of Parking Spaces	100+
Site and Building Security	
Building Amenities:	
ADA Compliant	Yes
Large meeting/briefing room	Ballroom can accommodate 240 individuals theater style
Dining areas and Function space	Eight total spaces available, including the ballroom
AM Interview rooms	If not enough room in conference space, can use hotel rooms (furniture can be removed).
Restrooms	Yes
Cell Phone reception	Verizon, AT&T, and TMobile (potential 5G coverage)
Internet	Yes
Infrastructure	Water, electricity, heat, A/C, phone, cable, lighting
Cost	
Daily Use and Availability	
Acquisition Process	
Emergency Manager comments – Debrah Schnackenberg	There are some current agreements with hotels. Do not want to use recreation centers as county residents are averse to using them for shelters.















Aerial Site Plan



Meeting Space Information

Meeting Room Floor:

 Space Calculator	 Metric Converter	 Total Sq Ft	 Room Size	 Ceiling Ht	 Classroom	 Theater	 Banquet 10	 Reception	 Conference	 U-Shape	 H-Square
Back to Top		Convert to Metric			Maximum number of people per seating style						
Aspen	1,410	47.00' x 30.00'	11	60	120	88	125	40	32	40	
Ballroom	2,867	47.00' x 61.00'	11	140	240	200	300	70	50	65	
Breckenridge	728	26.00' x 28.00'	10	28	60	45	70	24	18	24	
Conference Room	320	16.00' x 20.00'	10	n/a	n/a	n/a	n/a	16	n/a	n/a	
Keystone	650	26.00' x 25.00'	10	24	50	32	65	20	16	20	
Steamboat	690	30.00' x 23.00'	11	24	50	32	65	20	16	20	
Summit County	1,378	26.00' x 53.00'	10	56	110	100	150	36	30	36	
Vail	690	30.00' x 23.00'	11	24	50	32	65	20	16	20	



Conference Room



Meeting Room





5.13 Elbert County: Elbert County Fairgrounds

Address	Elbert County Fairgrounds 95 Ute Ave Kiowa, CO 80117
Owner and Contact Information	Elbert County POC: Bobby Chevarria b.chevarria@elbertcounty.co.gov 303-621-3151
Square Footage	~16,800 ft ²
Number of Parking Spaces	200+
Site and Building Security	Ability to close access for vehicles. Sheriff's Office volunteers could augment security.
Building Amenities:	
ADA Compliant	Facilities are on the main level. Bathrooms may not be compliant.
Large meeting/briefing room	Agricultural building can seat 150+ (PA system, stage, podium, projector, screen)
Dining areas	Only one dining area. The exhibit hall has a full kitchen.
AM Interview rooms	Small rooms in the agricultural building or the conference room (up to 40 people total).
Function space	Office dividers are available in the exhibit hall to create smaller spaces as needed.
Restrooms	Yes
Cell Phone reception	Low reception throughout the county generally Verizon and AT&T (potential 4G coverage) and TMobile (potential 5G coverage)
Internet	Yes
Infrastructure	Water, electricity, heat, lighting
Cost	N/A – county owned
Daily Use and Availability	The fairgrounds are used for smaller events throughout the year. The County Fair is typically held in August annually.
Acquisition Process	County-owned; therefore, the county can claim imminent domain and take over the space if the facility is needed.
Emergency Manager comments – Alex Jakubowski	There are current emergency management agreements with hotels, but county-owned facilities are preferred. Do not want to use recreation centers as county residents are averse to using them for shelters.



Aerial Site Plan

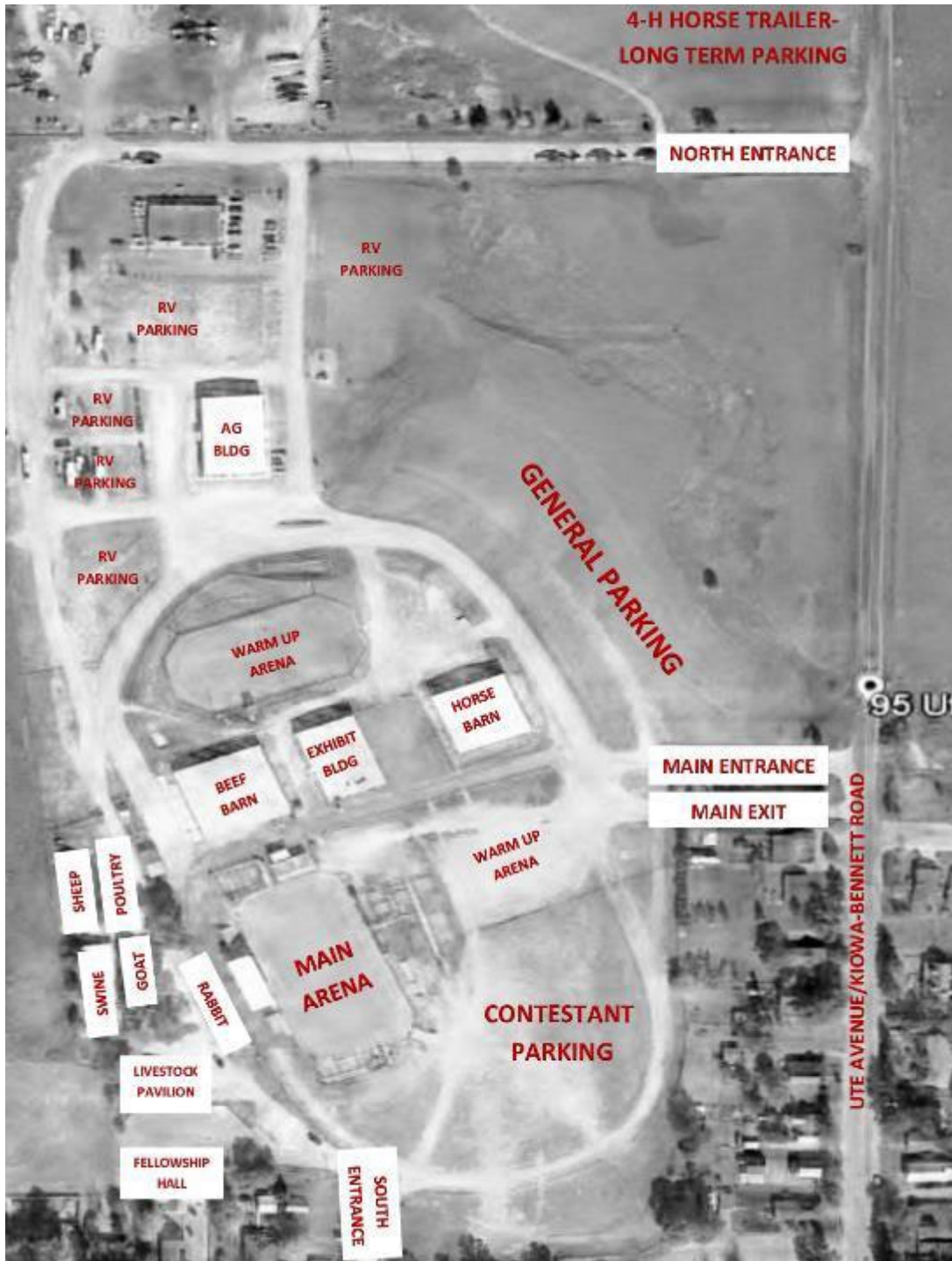


Exhibit Hall Kitchen



Exhibit Hall





Exhibit Building



Conference Room





Conference Room





5.14 Gilpin County: Justice Center

Address	Justice Center 2960 Dory Hill Road Black Hawk, CO 80422
Owner and Contact Information	Gilpin County POC: Nate Whittington nwhittington@gilpincounty.org 303-515-4320
Square Footage	For security reasons, unlisted.
Number of Parking Spaces	100+
Site and Building Security	The site has ample security as it houses the Sheriff's Office and court.
Building Amenities:	
ADA Compliant	Yes
Large meeting/briefing room	Community Room is the largest room (~100ft ²)
Dining areas and Function space	A small breakroom is available. If additional space is needed, the community center and the fairgrounds are ¼ mile away.
AM Interview rooms	Offices and breakout room
Restrooms	Yes
Cell Phone reception	Verizon, AT&T, and TMobile (potential 4G coverage)
Internet	Yes
Infrastructure	Water, electricity, heat, A/C, phone, cable, lighting
Cost	None
Daily Use and Availability	The facility is used daily; however, some operations may be suspended during an emergency.
Acquisition Process	Contact POC who will inform the Sheriff. The facility can be set up within a few hours.
Emergency Manager comments – Nate Whittington	The options in the county are limited. An additional option may be to use one of the casinos for a large incident.



Aerial Site Plan





5.15 Jefferson County: Jefferson County Fairgrounds

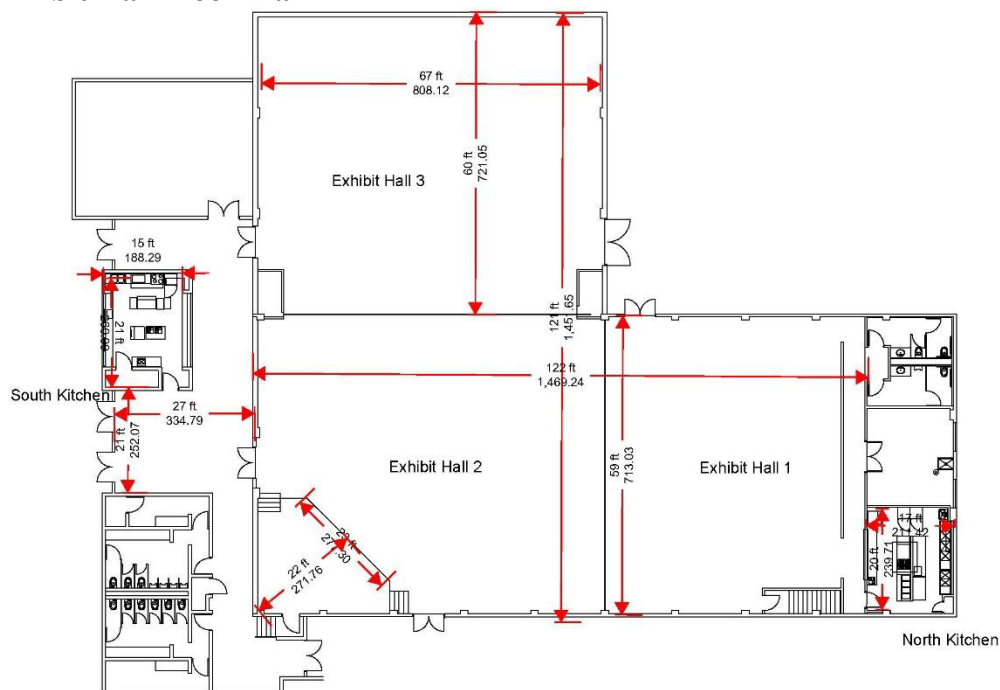
Address	Jefferson County Fairgrounds 15200 W 6 th Avenue Frontage Road Golden, CO 80401
Owner and Contact Information	Jefferson County POC:
Square Footage	~13,500 ft ²
Number of Parking Spaces	500+
Site and Building Security	
Building Amenities:	
ADA Compliant	Yes
Large meeting/briefing room	Exhibit Halls I, II, and III each hold 500 people and can be combined.
Dining areas and Function space	Two full kitchens adjacent to the exhibit halls, Conference Rooms A and B (each can hold 50 people or 100 combined), and Conference Rooms C and D (each can hold 12 people). There is additional space onsite; however, the buildings have dirt floors. Potentially bringing in flooring would provide a space for MF FAC/VIC management.
AM Interview rooms	Conference rooms
Restrooms	Yes, 20+
Cell Phone reception	Verizon, AT&T, and TMobile (potential 5G coverage)
Internet	Yes
Infrastructure	Water, electricity, heat, lighting
Cost	
Daily Use and Availability	Jeffco Fair held the third week of July, annually. Used for public and private events throughout the year.
Acquisition Process	
Emergency Manager comments – Erika Roberts	Offers a decent amount of space but is used semi-regularly for events.



Aerial Site Plan

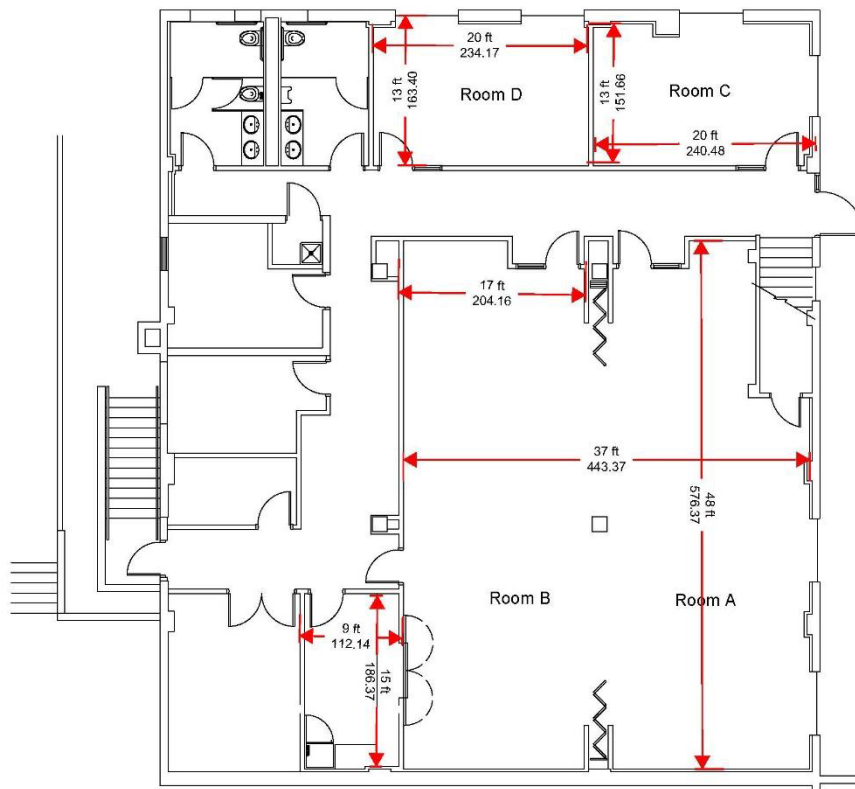


Exhibit Hall Floor Plan





Conference Room Floor Plan





5.16 Jefferson County: Jefferson County Human Services Building

Address	Jefferson County Human Services Building 900 Jefferson County Parkway Golden, CO 80401
Owner and Contact Information	Jefferson County POC: Randy Atkinson 303-601-8028 ratkinson@jeffco.us
Square Footage	
Number of Parking Spaces	200+
Site and Building Security	Single public entrance and an employee rear entrance secured with badge access. There is CCTV coverage of most public spaces and a JCSO Deputy on-site during business hours.
Building Amenities:	
ADA Compliant	Yes
Large meeting/briefing room	1 st Floor conference room
Dining areas and Function space	Staff break room, various conference and meeting rooms. Ability for secure data/file management. Many of the FAC services offered
AM Interview rooms	Could use a different conference room, or another floor.
Restrooms	Yes, 12+
Cell Phone reception	Verizon, AT&T, and TMobile (potential 5G coverage)
Internet	Yes
Infrastructure	Water, electricity, heat, air conditioning, phone, lighting
Cost	County-owned.
Daily Use and Availability	Used for in-person meeting and training during business hours and host special events occasionally.
Acquisition Process	Contact the POC or county manager's office. Should be available within 12 hours.
Emergency Manager comments – Randy Atkinson	Looking at all of the needed, separate, locations, we would most likely have to spread everything out across the building. This will create an access issue, as most spaces are located behind badge access-controlled doors. This facility isn't a great option, but it could be used as an overflow location to direct people to in the event that another facility is overwhelmed.

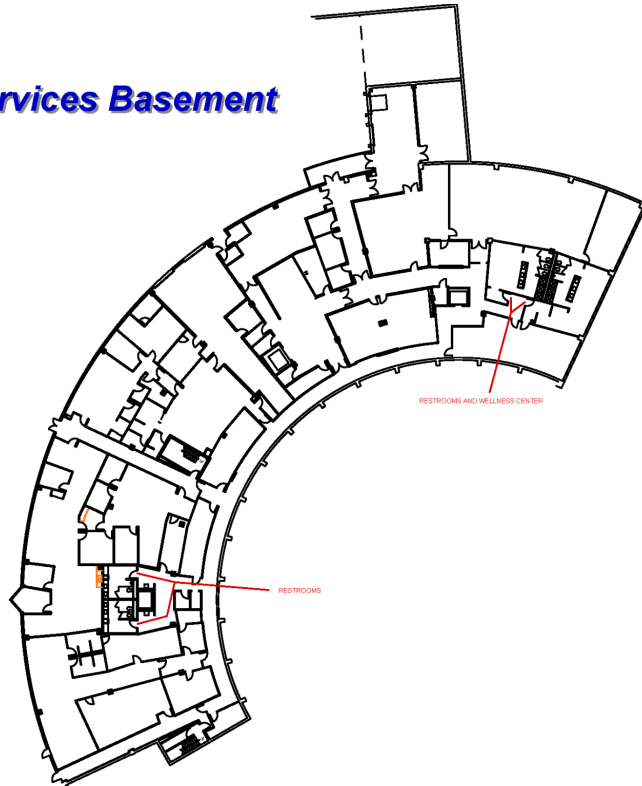


Aerial Site Plan

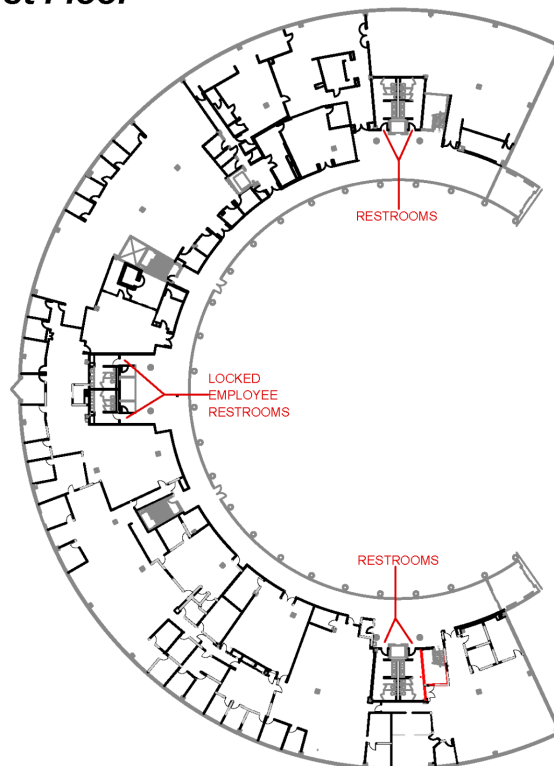




Human Services Basement



Human Services 1st Floor





Attachment G – MF FAC/VIC Location Evaluation Checklist

Mass Fatality Family Assistance Center (MF FAC)/Victim Information Center (VIC) Location Evaluation Checklist

Potential Site Information

Site Name: _____

Site Address: _____
Street City/Town ZIP County

Location in relation to Incident Morgue: _____

Owner and Contact Information

Owner Name: _____

Ownership: *Public Private*

Person of Contact (POC): _____

POC Phone Number: _____

POC email: _____

Building Information

Square Footage: _____ # of Parking Spaces: _____ Capacity Limit: _____

Site and Building Security: _____

MF FAC/VIC Needs

Notes

ADA Compliant	Yes	No	_____
Large Meeting/Briefing Room	Yes	No	_____
Dining Area (family)	Yes	No	_____
Dining Area (staff)	Yes	No	_____
Antemortem Interview Rooms (11+ people)	Yes	No	_____
Call Center Operations Room	Yes	No	_____
Data/File Management Area (secured)	Yes	No	_____
DNA Operations Room	Yes	No	_____
IT/IR Support Area	Yes	No	_____
Child Care Area	Yes	No	_____
Management Room	Yes	No	_____
Mental/Spiritual Counseling Areas	Yes	No	_____
Agency Management Rooms	Yes	No	_____
Restrooms	Yes	No	Number of toilets: _____
Family Affairs	Yes	No	_____
Cell Phone Reception Inside	_____	_____	_____

Infrastructure present (circle all available):

Water Electricity Heat Air Conditioning Phone Internet Cable Lighting



Floor Plan Available? (Attach) Yes No
Site Plan Available? (Attach) Yes No

Photos? (Attach) Yes No

Notes:

Cost

Daily Use and Availability – How often is the location used and for what types of events?

Acquisition – What is the process to request use of this location? Who is to be notified? How fast can it be done?

Emergency Manager thoughts: Name: _____

Additional Notes:



Attachment H – Job Action Sheets: MF FAC/VIC Leadership

MF FAC/VIC Leadership: MF FAC/VIC Director

Mission: Provides leadership and direction for all MF FAC/VIC operations and supervises all staff.

Duties:

- Report to the Incident Commander
- Coordinate with Incident Commander and responding Emergency Management to determine where the MF FAC/VIC site will be established
- Help determine the scale and necessary functions of the MF FAC/VIC
- Coordinate with Finance and Administration Section Chief to provide activation information to responding staff regarding:
 - Reporting time
 - Travel instructions
 - Any special instructions
- Oversee and direct the set-up of the MF FAC/VIC
- Establish and maintain coordination and communication protocols with Incident Morgue operations and the On-site Incident Commander as necessary
- Coordinate with the Public Information Officer to ensure key stakeholders and the public are notified of the MF FAC/VIC's activation
- Coordinate activity of all command staff and unit supervisors, such as:
 - Identifying, reviewing, and communicating goals and objectives for MF FAC/VIC operations
 - Providing direction to command staff and unit supervisors as needed
 - Ensuring accurate and timely information is being released through the PIO
 - Coordinating with key stakeholders through the Liaison Officer
 - Ensuring, with the Safety Officer, the continued safety of the facility and staff
 - Ensuring units are activated and appropriately staffed as needed
- Review requests for additional staff and resources
- In coordination with the coroner/medical examiner and other relevant stakeholders, create a demobilization plan



MF FAC/VIC Leadership: Liaison Officer

Mission: Coordinates information sharing and requests to assisting and cooperating agencies, responders, and stakeholders.

Duties:

- Coordinate with the Public Information Officer to ensure all key stakeholders, partners, and response agencies are aware of the date, time, and location of the FAC activation
- Establish and maintain communications with key stakeholders, partners, and response agencies
- Relay requests, questions, and concerns to MF FAC/VIC leadership as appropriate
- Monitor MF FAC/VIC operations to identify potential inter-agency operational issues
- Maintain a log of contacts, agreements, and issues
- Organize briefings with stakeholders, partners, and response agencies as necessary
- Provide regular updates to branch personnel and inform of strategy or tactical changes, as needed



MF FAC/VIC Leadership: Budget/Finance Leader

Mission: Monitors the utilization of financial assets and human resources. Ensures the documentation of all expenditures relevant to the emergency incident.

Duties:

- To coordinate activities and documentation with the EOC Finance Section following the local policies and procedures of the jurisdiction having authority
- Report to the MF FAC/VIC Director
- Coordinate with MF FAC/VIC leadership and the EOC to utilize the existing emergency purchasing policies or to develop a policy regarding:
 - Reporting time
 - Travel instructions
 - Any special instructions
- Ensure that all staff time records are accurately completed and transmitted according to the established policy
- Coordinate Worker Compensation reporting of injuries and treatments
- Ensure all expendable supplies used are documented for reimbursement
- Authorize expenditures to carry out the needs of the MF FAC/VIC response and ensures appropriate documentation
- Ensure all deactivating personnel have completed outTprocessing documentation and received instructions on submission of travel expenses.
- Compile and share financial status reports with MF FAC/VIC leadership
- Report any issues to the MF FAC/VIC Director or other management as appropriate
- Assign unit staff to assist employees with access or functional needs in the event of an evacuation of the MF FAC/VIC



MF FAC/VIC Leadership: Planning Leader

Mission: Organizes and directs all aspects of Planning Section operations.

Duties:

- Report to MF FAC/VIC Director
- Coordinate with the EOC Planning Section and utilize the policies and procedures of the local jurisdictions having authority
- Ensure the distribution of critical information/data
- Identify data elements and data sources and implement data collection and analysis procedures so that trends and forecasts can be identified related to the incident
- Compile scenario/resource projections from all section chiefs and perform long-range planning
- Serve as a liaison to the Emergency Operations Center (EOC) and ensure frequent exchanges of information occur between the MF FAC/VIC and the EOC
- Communicate all technical support and supply needs to Logistics Section Chief
- Establish data collection protocols and ensure the standardization of data collection
- Create and distribute daily Situation Reports to MF FAC/VIC leadership
- Maintain documentation of all actions and decisions continually and share this information with the MF FAC/VIC Director
- Report any issues to the MF FAC/VIC Director or other management as appropriate
- Assign unit staff to assist employees with access or functional needs in the event of an evacuation of the MF FAC/VIC



MF FAC/VIC Leadership: Logistics Leader

Mission: Organizes and directs operations associated with the maintenance of the physical facility and adequate food, shelter, and supplies to support MF FAC/VIC operations.

Duties:

- Report to MF FAC/VIC Director
- Coordinate with the EOC Logistics Section and utilize the policies and procedures of the local jurisdictional having authority
- Obtain needed supplies with assistance of the Budget/Finance Section and the Emergency Operations Center
- Ensure facility utilities (e.g., HVAC, water, lighting) are operational and functioning properly
- Coordinate initial delivery of supplies and equipment with MF FAC/VIC leadership
- Before opening the MF FAC/VIC, coordinate traffic control measures with the Emergency Operations Center (EOC)
- Brief the MF FAC/VIC Director on the status of the Logistics Section
- Ensure supply inventories are up-to-date and accurate
- Receive information updates from branch managers
- Request resources through the EOC as needed
- Maintain documentation of requests
- Report any issues to the MF FAC/VIC Director or other management as appropriate
- Assign unit staff to assist employees with access or functional needs in the event of an evacuation of the MF FAC/VIC



MF FAC/VIC Leadership: Victim Information Manager

Mission: Oversees all victim information-related operations and ensures proper data collection and storage.

Duties:

- Report to the MF FAC/VIC Director
- Work with MF FAC/VIC leadership to determine the location and extent of VIC operations
- In coordination with MF FAC/VIC leadership and the responsible C/ME, develop the policy for victim information operations or utilize all relevant, existing local policies to maintain the privacy of information
- Provide families of potential victims with a single, centralized mechanism for reporting and communicating directly with the agency in charge
- Provide families with factual and timely information in a compassionate manner, in advance of any public release
- Conduct VIC tasks following established forensic standards
- Provide supervision and support to subordinate positions
- Manage the expectations of staff, interagency organizations, families of decedents, community representatives, the press, and the public, regarding victim identification
- Ensure families' victim information needs are being properly met
- Manage issues that arise during VIC operations, including interagency coordination Report any issues to the MF FAC/VIC Director or other management as appropriate
- Assign unit staff to assist employees with access or functional needs in the event of an evacuation of the MF FAC/VIC



MF FAC/VIC Leadership: Family Assistance Manager

Mission: Oversees all family assistance-related operations.

Duties:

- Coordinate with the local EOC of the jurisdiction having authority to ensure local authorities and elected officials have access to timely, accurate information
- Report to the MF FAC/VIC Director
- Work with MF FAC/VIC leadership to determine the family assistance needed to support MF antemortem information operations
- Provide families of potential victims with a single, centralized mechanism for reporting and communicating directly with the agency in charge
- Coordinate with the Logistics and Budget/Finance teams to ensure staffing and equipment needs are met
- Provide families with factual and timely information in a compassionate manner, in advance of any public release
- Maintain communications internally with other MF FAC/VIC units and externally with outside resources
- Manage issues that arise during family assistance operations, including interagency coordination
Report any issues to the MF FAC/VIC Director or other management as appropriate
- Assign unit staff to assist employees with access or functional needs in the event of an evacuation of the MF FAC/VIC



MF FAC/VIC Leadership: Social Services Manager

Mission: Coordinates and supports all activities supporting antemortem information collection at the MF FAC/VIC and ensures families' support service needs are being met.

Duties:

- Report to the MF FAC/VIC Director
- Work with MF FAC/VIC leadership to determine the social services needed to support antemortem information operations
- Assess the Support Service needs of families at the MF FAC/VIC and activate/demobilize units as necessary
- Coordinate with the EOC, Logistics, and Budget/Finance teams to ensure staffing and equipment needs are met
- Maintain communications internally with other MF FAC/VIC units and externally with outside resources
- Manage issues that arise during social service operations, including interagency coordination
Report any issues to the MF FAC/VIC Director or other management as appropriate
- Assign unit staff to assist employees with access or functional needs in the event of an evacuation of the MF FAC/VIC



MF FAC/VIC Leadership: Accessibility/Accommodation Coordinator

Mission: Ensures that all Access and Functional Needs (AFN) are met at the MF FAC/VIC.

Duties:

- Coordinate with the local EOC of the jurisdiction having authority.
- Report to the MF FAC/VIC Director
- Supervises the CMIST Response Team
- Assist in identifying AFN, which may need to be addressed at the MF FAC/VIC
- Coordinate requested accommodations to ensure all reasonable accommodations are fully addressed.
- Inform MF FAC/VIC leadership of AFN accommodation status
- Manage issues that arise during VIC operations, including interagency coordination Report any issues to the MF FAC/VIC Director or other management as appropriate
- Assign unit staff to assist employees with access and functional needs in the event of an evacuation of the MF FAC/VIC



Attachment I – Accountable Property Receipt

Accountable Property Receipt

Incident Name: _____

Transferring Agency: _____

Property Manager (or representative): _____

Phone: _____ Email: _____

Delivery Location: _____ Date: _____

Property Number	Description	Serial Number	Other

Receiving Agency: _____

Property Manager (or representative): _____

Phone Number: _____ E-mail: _____



Attachment J - Property Inventory Log

Property Inventory Log

Incident Name: _____ Date: _____

Item Name and Description	Serial Number	Property Control	Agency of Ownership	Date Acquired	Date Returned	Comments

ARAPAHOE COUNTY RESOURCE MOBILIZATION ANNEX

Purpose

The purpose of this Resource Mobilization Annex is to provide guidelines for the resource mobilization process. Resource mobilization begins at the first notification of an event and continues until the last resources are returned safely to their point of origin. This annex is part of, and supports, the Arapahoe County Emergency Operations Plan (EOP) as adopted.

Resource Mobilization has several distinct yet dependent components. These include:

- Identification
- Statusing
- Ordering
- Sending
- Receiving
- Tracking
- Demobilization

The Arapahoe County Resource Mobilization Annex is the local level plan for resource deployment, ordering, and tracking. This annex is meant to address the procedures at the County level and integrate into regional and state level plans.

Objectives

- Serve as a guideline supporting resource mobilization to and from Arapahoe County.
- Provide a process for efficient mobilization, tracking, allocation, and demobilization of emergency resources to incidents.
- Ensure the requesting entity or incident commander receives the proper equipment and resources.
- Assist in the documentation and tracking of resources for financial responsibility.

Authorities

Delegation of Resource Ordering Responsibility

The Delegation of Resource Ordering Responsibility is the chain of requests in transferring the responsibility for ordering resources in disasters or incidents. The normal resource request will come from the Incident Commander to the Communications Center. If the Communications Center is unable to fulfill the resource requests, they can request that Resource Ordering Responsibility be assumed by the Emergency Operations Center (EOC).

Mutual Aid

- State
 - C.R.S. 29-1-206 Law Enforcement Agreements
 - C.R.S. 29-5-103 Assignment of police officers or deputy sheriffs for temporary duty
 - C.R.S. 29-5-104 Request for temporary assignment of police officers or deputy sheriffs - authority
 - C.R.S. 29-5-105 Assignment of firefighters for temporary duty
 - C.R.S. 29-5-106 Temporary assignment to labor dispute area
 - C.R.S. 29-5-107 Request for temporary assignment of firefighters
 - C.R.S. 29-5-108 Liability of requesting jurisdictions
 - C.R.S. 29-5-109 Worker's compensation coverage
 - C.R.S. 29-5-110 Pension fund payments
- Local
 - Arapahoe County EOP
 - Memorandums of Understanding
 - Arapahoe County Annual Operating Plan
 - Arapahoe County Sheriff's Office Policy (901, 902, 909, 911, 915)

Concept of Operations

Resource Identification

Arapahoe County resources consist of professional, trained employees in a variety of areas, including all of the areas required of county governments by the Colorado Constitution. All employees of Arapahoe County are certified in NIMS and Incident Command System (ICS) relative to their level of authority within the county. Additionally, the county maintains a broad roster of general and specialized vehicles.

Identified response level equipment is inventoried and entered into the statewide resource mobilization tool, Colorado WebEOC. Prior to entry into Colorado WebEOC, resources deemed to be deployable to assist outside of statutory mutual aid also go through the Colorado Resource Rating Form (CRRF) process, where the equipment and specialized teams are typed according to Federal Emergency Management Agency (FEMA) or National Wildfire Coordinating Group (NWCG) requirements and listed with their associated cost.

The identification and typing of other specialized equipment, in conjunction with Fleet Management, should take place annually at the beginning of the second quarter. Equipment to be identified and typed includes infrastructure repair equipment, plows, semi-trucks, fuel trucks, repair trucks, law enforcement and fire specialty vehicles. This list is not exhaustive but serves as a starting point for resource identification. Typing definitions should be taken from the FEMA Typed Resource List.

The Finance department maintains a list of commercial and private resources and current county contracts available to OEM. This Master Resource List or Master List is provided quarterly to the ACEOC Logistics Section Chief.

Resource Statusing

Arapahoe County OEM subscribes to just-in-time statusing using several different resources from the Master List and CRRF equipment entered into Colorado WebEOC. With advanced notice of an approaching event, resources entered into Colorado WebEOC will be statused for all mutual aid partners to view. For no-notice events requiring resources, the respective directors responsible for those resources will determine their resource status. Status options are as follows:

- Available Nationwide
- Available Statewide
- Available Regionally
- Available Locally
- Not Available

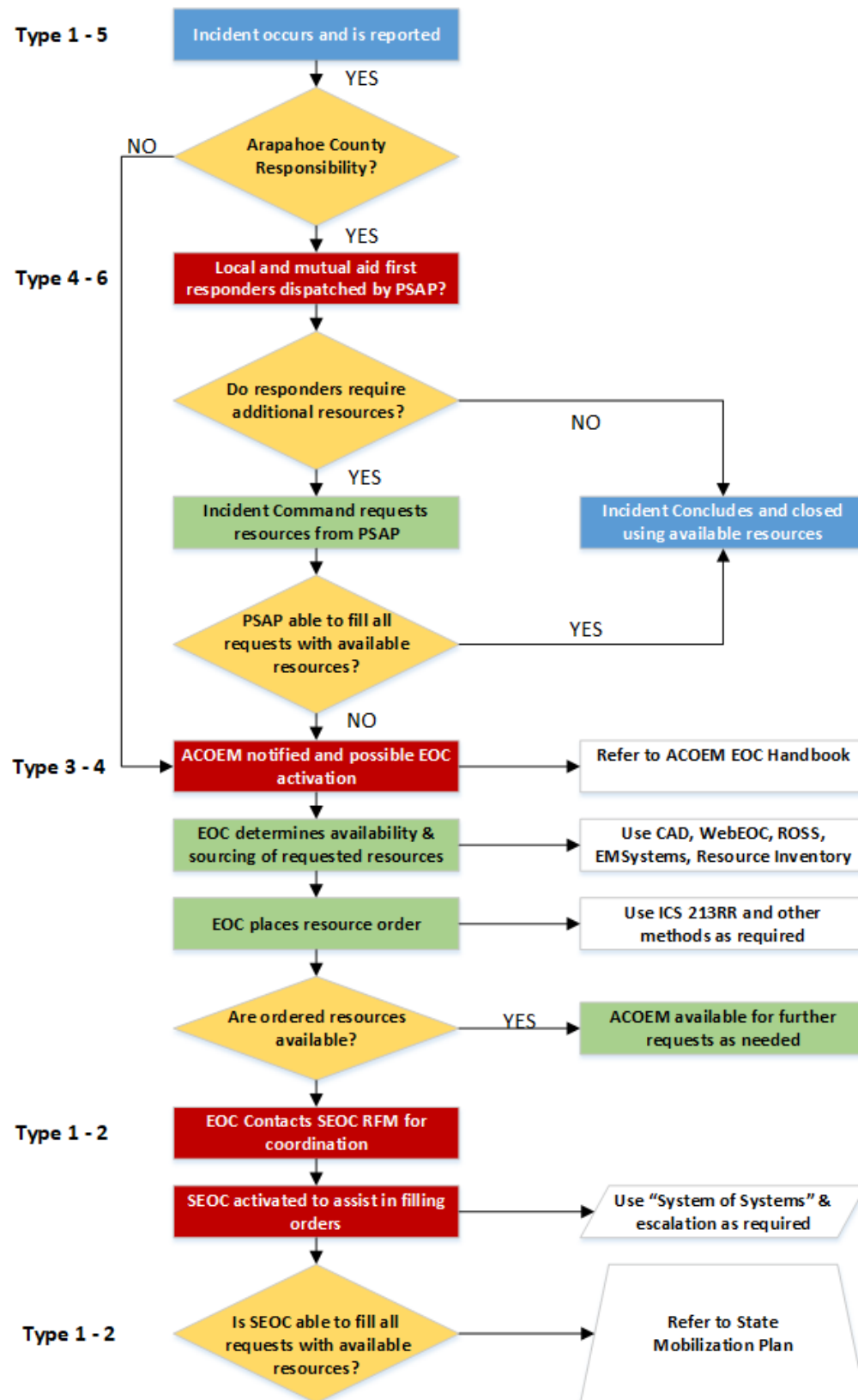
Resource Ordering

There are two paths for resource ordering. Most events will begin with the Public Safety Answering Point (PSAP) receiving notification of an event and sending appropriate response resources from law enforcement, fire service, emergency medical service, public works, or utilities. Resource needs from outside of the Sheriff's Office will be coordinated through the sending departments' on-call supervisor. As an event progresses, becomes more complex, or resource intensive, ordering may be transferred to the ACEOC. Ordering may be transferred for reasons beyond those listed here. Regardless of the reason, the transfer shall be documented in Colorado WebEOC and supported by an Incident Complexity Analysis and Incident Status Worksheet. An executed ICS-213 will serve as the formal transfer of responsibility for incident ordering. See Figure 1 below for the graphical representation of this process.

Various systems are utilized in the State of Colorado and Arapahoe County to identify, locate, determine status, order, track, deploy, and demobilize resources. This is known as the "System of Systems." The most commonly used components are:

- Local Dispatch (CAD): Used by the local 911 Center, Public Safety Answering Point (PSAP) which is the initial contact between an incident and first responders.
- Local OEM: A series of checklists, spreadsheets, local databases and other media to facilitate obtaining resources such as activation/demobilization of local personnel, local administrative and subsistence items, and implementing purchasing agreements.
- Colorado WebEOC: An information management system that allows all statewide emergency management agencies to find, order, and track required resources.
- Resource Ordering Status System (ROSS): A national mobilization and resource database of federal, state, county, and local resources. This is predominately a fire service system but can also be used for all-hazard incidents. ROSS is accessed through Pueblo Interagency Dispatch, which ACEOC access through the Division of Fire Prevention and Control FMO or the NCR Regional Field Manager (via SEOC).
- EMSsystems: Managed by the Colorado Department of Public Health and Environment (CDPHE) specific to the health and medical fields. Incident-specific resources are tracked, such as decontamination capabilities, pharmaceuticals, and other specialty services.

Figure 1: Resource Ordering Flow Chart



Resource Sending

This plan considers sending resources in two ways: first, the deployment of statused resources and second, the deployment of resources to no-notice events, as described above in the [statusing section](#).

Sending resources in known events generally follows a standard practice of identifying an Incident Commander and Incident Command Post, creation of an Incident Action Plan (IAP), identifying staging locations, and requesting needed resources. That resource request typically includes:

- an identified on scene Point of Contact (POC) or Staging Manager
- staging or designated reporting location
- resource arrival/start times
- estimated deployment times
- expected work assignment

Once this request is issued through the system of systems, responses come from asset owners based on the availability of staff, equipment, and funding.

A no-notice event should follow basic ICS principles. Upon receiving a request for resources, the approver will take all appropriate steps to identify the destination, on-scene point of contact and an expected duration of assignment.

Arapahoe County considers a deployment to include the components of Resource Sending, Tracking and Demobilization.

Resource Receiving

The next step in resource mobilization is the arrival of the resource at the staging area or other designated location. Receipt of the resource should be communicated from the Staging Area Manager back to the EOC. If the resource is able (for example, human resources assigned to the incident) they should also communicate their arrival to staging area. This confirmation of receipt serves the Logistics Section's tracking process and helps ensure a smooth demobilization plan. Once these notifications are complete, the resource is tasked by the incident command structure as needed and is recorded within the EOC as assigned to the incident.

Resource Tracking

Resources assigned to an incident should be tracked during the event by the incident command structure with responsibility for the incident. In addition to the tracking completed on scene, the resource sending entity is responsible for maintaining status information of the deployed resources, to include the anticipated demobilization date. Ideally, the resource status awareness between field and the sending entity is real-time, allowing for all involved to know who is deployed, where they are deployed, and the expected demobilization date.

Resource Demobilization

Resource demobilization consists of the rehabilitation and return of the deployed resource so that the staff and equipment are appropriately rested and re-equipped prior to returning to service. Resources should not be deployed without a plan to demobilize them, as the response is not

complete until every resource has returned to its original, pre-deployment status and location. As part of the demobilization process, an inventory shall be completed, ensuring the appropriate documentation is available to the Incident Commander for the preparation of After-Action Reports and financial reimbursement if appropriate.

Arapahoe County Disaster Recovery Framework

October 2019



ARAPAHOE COUNTY

COLORADO'S FIRST

In Cooperation With:
The municipalities, jurisdictions, and special districts within Arapahoe County

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Record of Changes

This is the official documentation of changes, updates, revisions, revocations, or other alterations of the Arapahoe County Disaster Recovery Framework. This record, in its entirety, carries over between major versions and publications of the plan and helps provide documentation of the plan development, testing, and maintenance process. Changes to the framework should be noted here as specifically as possible. The Office of Emergency Management is responsible for tracking any changes and for distributing the updates.

Date of Change	Section	Page No.	Description of Change	Changed by	Initials
DD/MM/YY	Updated Section	X	Update Summary	Name	Initials

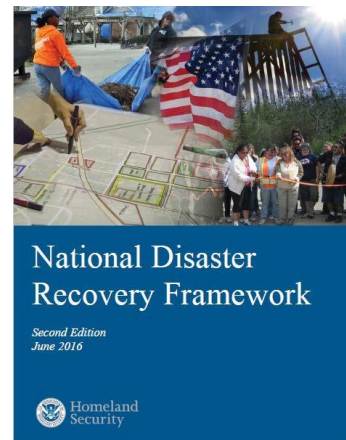
INTRODUCTION

A. Purpose

1. The Arapahoe County Disaster Recovery Framework is an all-hazards document which serves to support the Arapahoe County Emergency Operations Plan.
2. The plan establishes a coordinated process for supporting community recovery efforts by defining roles and responsibilities and providing guidelines for carrying out essential recovery functions.
3. It identifies scalable, flexible, and adaptable coordinating structures and it links local, state, and federal governments, the private sector, and nongovernmental and community organizations that play vital roles in recovery.

B. Scope

1. The Arapahoe County Recovery Framework is part of a larger system of inter-related plans at the local, state, and federal levels. They are founded upon the National Preparedness Goal and Presidential Policy Directive 8 (PPD-8) as well as the National Disaster Recovery Framework (NDRF).
2. The plan uses the all-hazards approach that addresses a full range of complex and constantly changing guidelines in recovering from major disasters or emergencies. It does not address issues of immediate response or communications.
3. The recovery framework and its associated Emergency Support Functions and Recovery Support Functions (ESFs and RSFs) are intended to guide the County's short and long-term recovery efforts. Short-term recovery efforts are taken immediately after the disaster to focus on the restoration of essential services and providing for basic human needs. Long term recovery efforts address cost accounting, reimbursement, and restoring the community to pre-disaster conditions, if possible.
4. Arapahoe County will cooperate with the disaster agencies of municipalities situated within its borders. This plan is applicable to all of Arapahoe County, but it does not supersede or replace municipal emergency operations or recovery plans.



C. Authority

1. This Disaster Recovery Framework is developed to be consistent with those guidelines set forth in the State of Colorado Disaster Emergency Act of 1992, as amended 2018, and is aligned with the National Response Framework (NRF), National Disaster Recovery Framework

(NDRF), and the National Incident Management System (NIMS). In Arapahoe County, the Board of County Commissioners have delegated statutory responsibility of the Director, Deputy Director, and Manager of the Arapahoe County Emergency Operations and Disaster Agency to the Arapahoe County Sheriff. Nothing in this plan or the supporting annexes shall abridge or curtail the authority of the Arapahoe County Board of County Commissioners (BOCC).

2. Elected officials will endeavor to support the Disaster Recovery Framework as detailed and consistent with their statutory and constitutional obligations of office.
3. Individual county departments will endeavor to support the Disaster Recovery Framework as detailed and consistent with the authorities afforded to them under County Policy.
4. The base Disaster Recovery Framework is adopted by the BOCC by resolution, which serves as the promulgation letter for the base Disaster Recovery Framework.
5. Acts, statutes, resolutions, and other documents that guide disaster recovery planning include:

Local:

- Arapahoe County, Colorado Resolution No. 389-95, reassigning responsibilities of Director/Coordinator of Arapahoe County Emergency Operations/Disaster Agency to the Arapahoe County Sheriff.
- Arapahoe County, Colorado Resolution No. 040271, adoption of National Incident Management System (NIMS)
- Arapahoe County, Colorado Resolution No. 190085, appointment of Sheriff Tyler Brown or designee as the Emergency Management Director/Coordinator
- Arapahoe County, Colorado Resolution No. 180599, Department of Finance, Purchasing Policies

State:

- Colorado Disaster Emergency Act (Part 7 of Article 33.5, Title 24, of the Colorado Revised Statutes, 2018 as amended)
- Emergency Management Program Guide for Colorado, 2016
- Colorado Hazard and Incident Response and Recovery Plan, 2016

Federal:

- Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707, 1974, PL 93-288.
- Disaster Mitigation Act of 2000, PL 106-390
- National Response Framework, 2016
- FEMA's Comprehensive Preparedness Guide (CPG 101) – Developing and Maintaining Emergency Operations Plans, 2010
- National Disaster Recovery Framework, 2016

D. Planning Assumptions & Considerations

1. The premise of the National Response Framework (NRF), National Disaster Recovery

Framework (NDRF), and the Arapahoe County Emergency Operations Plan (EOP) is that all levels of government share responsibility for working together in preparing for, responding to, and recovering from the effects of an emergency or disaster. The Disaster Recovery Framework should be implemented upon confirmation of an emergency or disaster. Response actions will take place immediately, but recovery efforts and planning activities should be started as soon as possible.

2. The whole community (e.g., volunteer, faith and community-based organizations; other non-governmental organizations (NGOs); and the private sector) may be needed to effectively recover from a major disaster.
3. Large-scale emergencies may have psychosocial impacts on the affected population as well as those involved in long-term recovery.
4. Local governments have primary responsibility for managing recovery efforts and preparing strategies to facilitate recovery. State and federal officials look to local government to clearly articulate recovery priorities to optimize the effectiveness of supplemental assistance.
5. Federal assistance may be needed as a result of a disaster. Federal programs, such as public assistance for eligible governments, special districts and non-profit organizations, and individual assistance to help citizens and small business with disaster-related losses may be available, along with other programs such as hazard mitigation funding and National Disaster Recovery Framework support.
6. The recovery process may take years. Returning the community to the pre-disaster environment may not be possible or ideal.
7. Depending on various factors, including the scope and magnitude of the incident, Arapahoe County may not be able to meet all of the responsibilities indicated in this plan.
8. The principles found in the National Incident Management System (NIMS) will be utilized in the implementation of this plan.

E. Concept of Disaster Recovery

1. A successful recovery is about the ability of individuals, businesses, and the community as a whole to rebound from their losses in a manner that sustains their physical, emotional, social, and economic well-being.
2. During a disaster the Emergency Operations Center (EOC) may be operational. The primary functions of the EOC are to provide resource support, situational awareness, and Emergency Support Function (ESF) coordination. This coordination includes transitioning to short-term recovery efforts, which is consistent with the strategies found within the National Response Framework (NRF). The transition from response to short-term recovery may or may not involve different personnel.
3. The National Disaster Recovery Framework (NDRF) strongly recommends that local government, as part of their recovery planning, appoint a Local Disaster Recovery Manager whose primary role is to manage and coordinate the redevelopment and re-building of the community. For Arapahoe County, this position is designated as the Long-Term Recovery Manager and is appointed by the BOCC. This job responsibility is housed with the Director of Inter-Governmental Affairs during “blue sky” times. However, the Arapahoe County Office of

Emergency Management (OEM) is responsible for coordinating, publishing, and updating the plan. When an event requires a Long-Term Recovery Manager, the Director and the BOCC will work to retain those services in the manner that most effectively meets the needs of the County and its affected citizens.

F. Phases of Recovery

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

Examples of short-term recovery activities include:

- Providing mass care, including sheltering, food, water, and other essential commodities for those displaced by the incident.
- Providing access and functional needs (AFN) support services.
- Conducting initial damage assessments of homes, businesses, critical infrastructure, and essential services.
- Ensuring that critical infrastructure priorities are identified and incorporated into recovery planning.
- Emergency debris removal from County right-of-way
- Dissemination of emergency instructions and information to the public.
- Provision of case management and behavioral health services to those impacted by the disaster.
- Implementation of a process for assisting with the coordination of spontaneous, unaffiliated volunteers.
- Implementation of a process for managing unsolicited donations, possibly including collection and distribution facilities.
- Rescue and emergency care for pets and companion animals.
- Staffing and management of Disaster Assistance Centers (DACs) to provide a single location for people needing information and assistance.

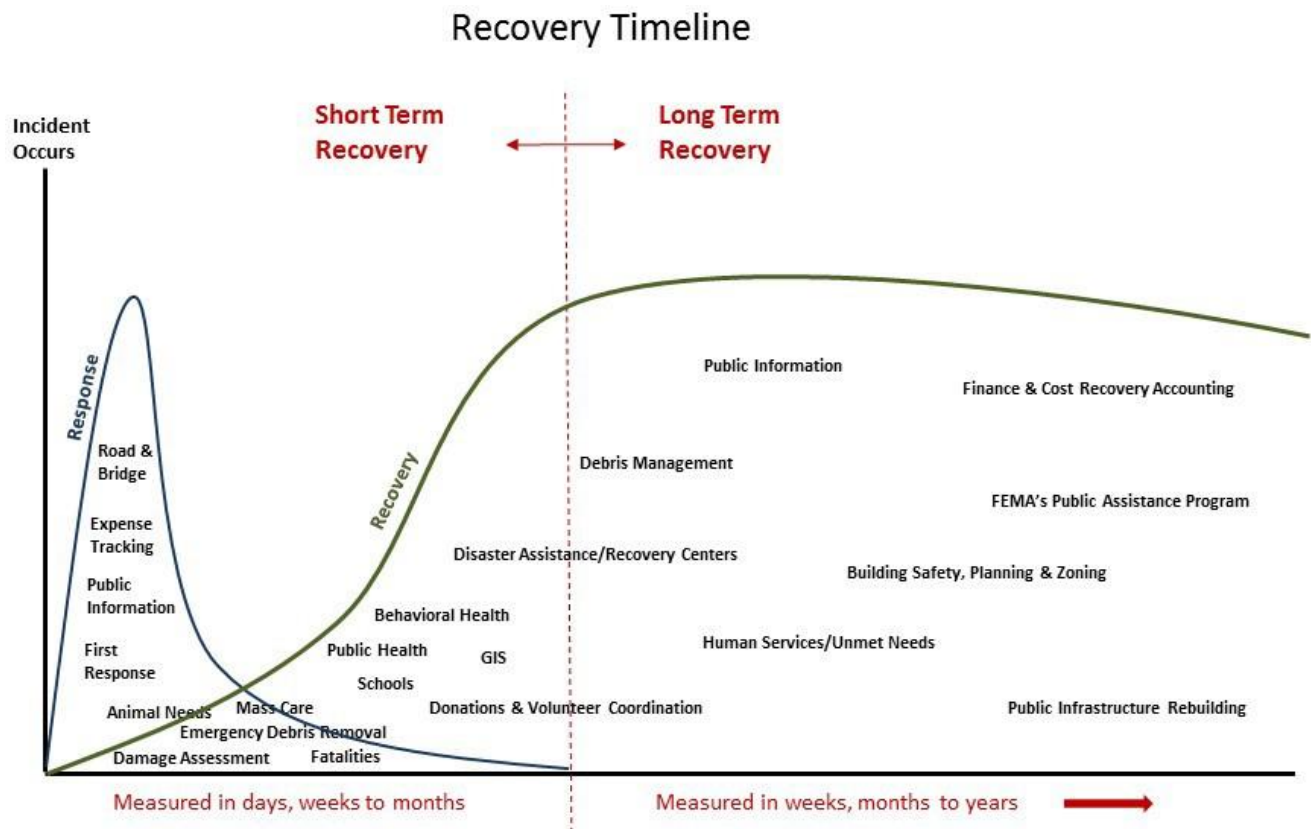
2. Long-Term Recovery refers to the weeks, months and even years after the incident. This phase of recovery may address such issues as cost recovery and reimbursement, revitalization of the impacted area, rebuilding damaged or destroyed structures and infrastructure, and a move to self-sufficiency, sustainability,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

Examples of long-term recovery activities include:

- Establishing a post-disaster long-term recovery strategy, including formation of a long-term recovery committee.
- Establishing a Long-Term Recovery Committee composed of government, NGOs, and community organizations having a role to play in disaster recovery operations.
- Ensuring the right people are included within the Long-Term Recovery Committee and are supported by their home agency.
- Repairing major transportation systems and roads.
- Continuing to provide case management and behavioral health services to those

impacted by the disaster.

- Monitoring the health, safety, and recovery issues caused by debris and implementing removal or handling strategies, as appropriate.
- Planning for long-term and permanent housing solutions.
- Implementing cost accounting procedures for activities and actions relating to the response and recovery to the incident.
- Coordinating project worksheets initiated under FEMA's Public Assistance Program.
- Developing or updating hazard mitigation strategies based on lessons learned.
- Completing assessments of natural resources and developing plans for long-term environmental resource recovery.
- Addressing recovery needs across all sectors of the economy and community.
- Determining long-term human needs issues and service strategies.
- Continuing to collect information on progress, duration, and impacts to County residents.
- Supporting public, private, and community partnerships to strengthen recovery efforts.



G. Plan Evaluation, Maintenance, and Revision

1. The Manager of Arapahoe County Emergency Management, in conjunction with the Long-Term Recovery Manager (if assigned), is responsible for regularly scheduled Disaster Recovery Framework evaluations, maintenance, and revisions.
2. Plan evaluation will occur any time the Disaster Recovery Framework or any associated annexes are activated. Plan evaluation will involve all stakeholders identified in the Disaster Recovery Framework. Plan evaluation will also occur after regularly scheduled trainings and exercises as defined in the Training and Exercise Plan.
3. Plan maintenance will occur every 3-5 years, or as determined by the Manager of Emergency Management and Long-Term Recovery Manager. Plan maintenance includes formatting updates, identification of possible major revisions based on stakeholder roles and responsibilities and/or legislative changes, and necessary changes in relation to corresponding plans, such as the Emergency Operations Plan.
4. Major revisions will be approved and officially adopted by the BOCC. Minor changes to the plan or edits to its appendixes will be kept on file with Emergency Management. These updates will be recorded in Appendix A – Record of Changes and distributed to each agency identified in the plan.
5. Every agency identified in this plan should develop and maintain internal processes and procedures needed to fulfill their roles and responsibilities as identified within.

CONCEPT OF OPERATIONS

H. Concept of Operations - Assumptions

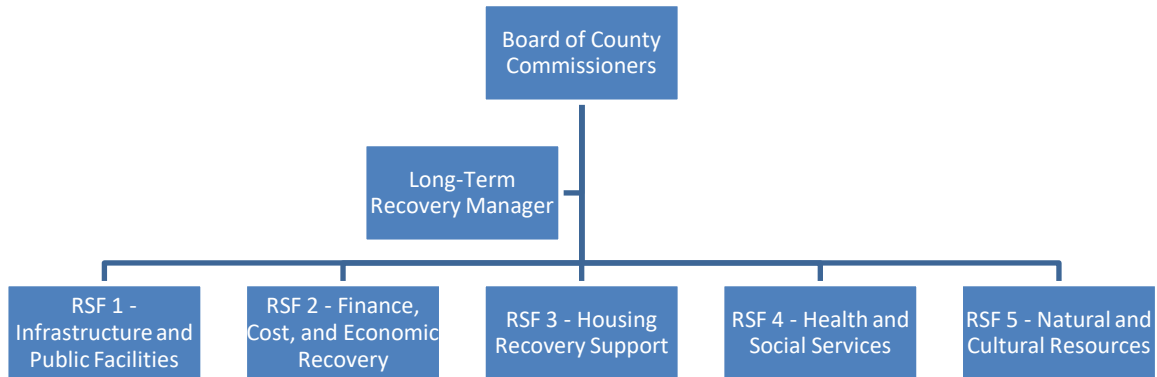
1. Disaster recovery operations will be managed under the plan assignments set forth herein.
2. In the event of a disaster, the Arapahoe County Emergency Operations Center (EOC) will be activated and appropriately staffed to support field agencies and coordinate emergency support functions established to assist with short-term recovery. The EOC will function in accordance with the Emergency Operations Plan (EOP), the EOC Handbook, and other established EOC operating procedures.
3. Disaster recovery operations may incorporate procedures for integrating resources from a variety of local and state entities, community organizations, volunteer and private agencies and the federal government.

I. Recovery Continuum

1. The recovery process is best described as a sequence of interdependent and often concurrent activities that progressively advance a community toward a successful recovery.
2. Disaster response and recovery does not result in clear start and stop points in time, but is instead a continuum of overlapping preparedness, response, and recovery operations. For purposes of this plan, recovery will be broken into terms of short-term and long-term recovery.
3. At the outset of a disaster, short-term recovery operations begin shortly after the incident begins and are typically managed through the Emergency Support Function (ESF) planning construct. Long-term recovery issues can stretch for months or even years and are managed through the Recovery Support Function (RSF) planning structure. As the incident evolves, it is not uncommon for both ESF and RSF functions to overlap for a period. The leads of the respective groups must work together to ensure coordinated efforts.

J. Recovery Management Structure

Recovery Management Structure:



1. Disaster recovery actions begin early on and have a cooperative relationship with first response actions. These short-term recovery efforts are coordinated by the Emergency Operations Center (EOC).
2. The EOC coordinates short-term recovery through Emergency Support Functions (ESFs) while concurrently, the Long-Term Recovery Manager coordinates the Recovery Support Functions (RSFs) that may be activated. The EOC Manager and Long-Term Recovery Manager should develop a plan to coordinate information. In time, the EOC is shut down and the remaining long-term recovery efforts function under the Long-Term Recovery Manager. As recovery issues become increasingly more long-term in nature, the need to establish a Long-Term Recovery Committee may arise. The National Disaster Recovery Framework (NDRF) recognizes the imperative nature of coordination across all levels of government, private sector, NGOs, and community organizations that play vital roles in recovery. The Long-Term Recovery Committee meets regularly to provide area expertise and to share information. This committee is coordinated by the Long-Term Recovery Manager.
3. The Long-Term Recovery Manager is assigned by the BOCC or their designee. Responsibilities of the Long-Term Recovery Manager may include, but are not limited to:
 - Identifying representatives for the Long-Term Recovery Committee from across the community, including government, NGOs, and the private sector.
 - Providing leadership and coordination for the Long-Term Recovery Committee.

- Considering the mid-to-long range social, economic, environmental, and political impacts of the disaster.
- In coordination with the BOCC, developing the long-term recovery strategy for the County and providing disaster budgetary and financial implication information to policymakers.
- In coordination with Elected Offices and Department Directors, ensuring that long-term recovery strategies are consistent with department policies and procedures.
- Coordination of Recovery Support Functions (RSFs) activated to support long-term recovery.
- In coordination with the County Public Information Officer, developing a public information strategy so that those impacted by the disaster maintain awareness of the different types of disaster assistance available.
- Initiating long-term recovery planning meetings with appropriate stakeholder agencies.
- Ensuring all appropriate agencies are kept informed of long-term recovery actions and major events.
- Coordinating with FEMA to obtain public assistance funding, if eligible.
- Coordinating with the County Finance & IT Department and participating County agencies to ensure that reimbursement documents for FEMA's public assistance programs are consistent with FEMA's reimbursement guidelines.
- Coordinating emergency aid agreements with other involved jurisdictions as permitted by the BOCC or their line of succession as dictated by County Policy.
- Liaise with the State Disaster Recovery Coordinator and Federal Disaster Recovery Coordinator.
- Recovery budgeting, financial accountability, payment tracking, cash flow management, project management, and status reporting.

K. Emergency Support Functions and Short-Term Recovery

1. Emergency Support Functions (ESFs) are standalone planning constructs that support the coordination of response and short-term recovery actions initiated when a disaster occurs.
2. ESF's are activated on an as-needed basis. There may be different personnel by agency who are responsible for response, short-term, and long-term recovery.
3. Every ESF may support recovery in some way. **For a comprehensive list, see the Emergency Operations Plan.** The following are the most common ESFs activated to support short-term recovery:

ESF 2 – Communications

Lead Agency: Arapahoe County Information and Technology Department

Geographic Information Systems (GIS) staff allow disaster recovery personnel to utilize a variety of mapping and database sources to visualize and interpret geographic information. This data allows users to better understand relationships, patterns, and

georeferenced spatial trends that may impact disaster recovery operations. GIS staff may work under ESF 2, the Planning Section, or the Situational Awareness Unit.

Planning considerations may include:

- Disaster scope and extent.
- Topography information and incident locations.
- Routing information.
- Evacuation planning.
- Land ownership (parcels), jurisdictional boundaries.
- Population and demographic information.
- Damage assessment modeling.
- Information sharing, situational awareness, and public information.

ESF 3 – Public Works and Engineering

Lead Agency: Arapahoe County Public Works and Development, Road and Bridge Division

The Road and Bridge Division maintains roads, bridges, and other transportation assets within Arapahoe County. Road and Bridge may provide for the procurement of heavy equipment resources and coordinate the efforts relating to road conditions and closures.

Planning considerations may include:

- Heavy equipment resource mobilization.
- Current road conditions, closures, detours, or delays.
- Establishing communication links with appropriate local and state agencies.
- Identifying safety issues or concerns.

ESF 6 – Mass Care and Sheltering

Lead Agency: Arapahoe County Sheriff's Office, Office of Emergency Management

Mass care operations in short-term recovery addresses non-medical sheltering, evacuation points, and the provision of resources to meet basic human needs.

Planning considerations may include:

- Evacuation points.
- Feeding.
- Access and functional needs considerations (AFN).
- Animal services and/or sheltering.
- Behavioral health support.
- Housing assistance.
- Disaster Assistance Centers (DACs).

ESF 7 – Logistics

Lead Agency: Arapahoe County Sheriff's Office, Office of Emergency Management

Logistical support goes far beyond resource ordering and mobilization in support of the initial response to a disaster. Logistics may assist with donations and volunteer management, as well as assist the Finance Section with cost accounting and procurements during response and short-term recovery.

Planning considerations may include:

- Logistic resource lists.
- 213RR resource ordering process.
- Donations management facilities.
- Donations and volunteer coordination.
- Record keeping.
- Credentialing.
- Policies and procedures for purchasing authority and expenditure limits.
- Sole source or no-bid purchasing.
- Establishing pre-approved emergency contracts.

ESF 8a/b/c – Public Health, Fatality Management, and Mental Health

Lead Agency: Tri-County Health Department, Sheriff's Office Victims Assistance, Arapahoe County Coroner's Office

Public health safety issues in disasters range from contaminated foods to epidemiological surveillance and outbreak investigations. Behavioral health coordinates professionals who are skilled at crisis intervention and risk assessment. The Coroner's Office handles all aspects of fatality management, to including handling, disposition, and identification of the deceased.

Planning considerations may include:

- a. Impact assessment for health and medical systems.
- b. Identifying recovery partnerships as they relate to health and medical systems.
- c. Supporting local hospitals and healthcare providers during recovery planning.
- d. Through the **Emergency Preparedness and Response Service**, conduct activities such as air and water quality assessment, HAZMAT mitigation, sanitation and septic inspections, food handling guidance, and PPE recommendations.
- e. Through the **Communicable Disease Control/Disease Surveillance Service**, conduct activities such as outbreak control measures, syndromic surveillance, and disease handling guidance.
- f. Through the **Clinical Expertise and Nursing Service**, provide immunizations, clinical recommendations, and PPE recommendations.
- g. Through the **Nutrition Service**, coordinate with other providers for food assistance

programs.

- h. Through the **Vital Records Service**, assist with birth and death certificates.
- i. Through the **Intergovernmental Relations Service**, coordinate with CDPHE, hospitals, and the North Central Region Healthcare Coalition.

ESF 11 – Agriculture and Natural Resources

Lead Agency: Arapahoe County Public Works and Development, Animal Control

Animal Control coordinates the response and recovery actions of the Arapahoe County Animal Response Team (CART) and other organizations dedicated to small and large animal disaster operations and recovery.

Planning considerations include:

- Coordination of regional and state animal rescue groups.
- Small and large animal sheltering, feeding, and veterinary care in coordination with mass care.
- Animal/owner reunification and proof of ownership.
- Animal disease, surveillance, and disposal.
- Stray/unclaimed animal care.

L. Recovery Support Functions

1. Long-term recovery tends to be longer in duration, involves key stakeholders outside of the typical emergency responder community, and includes complexities not typically covered in traditional ESF plans. To meet this broad range of challenges, Recovery Support Functions (RSFs) are planning constructs that fill the gap and support the coordination of long-term recovery issues.
2. When activated, RSFs are coordinated by the Long-Term Recovery Manager.
3. Each RSF, much like ESF's, includes a description of the key planning considerations and assumptions, as well as identification of the stakeholders and organizations that will have a role in implementing the specific function.
4. Each RSF has a designated lead agency that provides leadership, coordination, and oversight for that particular RSF. The following RSFs may be activated to support long-term recovery:

RSF 1 – Infrastructure and Public Facilities – DEBRIS MANAGEMENT ANNEX

Lead Agency – Arapahoe County Public Works and Development

The primary objective of RSF 1 is to conduct and/or coordinate the damage assessment and debris management components of recovery.

Through the PA Program, FEMA provides supplemental Federal disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain Private Non-Profit (PNP) organizations. FEMA provides reimbursement for seven categories of work. Below are

some typical considerations for each category as defined by FEMA.

Debris Removal (Category A)

Type & Volume: Estimate the amount and type of debris (may include building materials, trees, mud, temporary disposal sites, etc.).

Affected Property: Identify types of property affected by debris (such as farmland, roads, schools, commercial centers and public or private property).

Affected Services: Identify local transportation, communication, water supply, or sewage disposal affected by debris problems.

Distribution/Density: Describe the size of the area over which the debris is distributed and its density within the area.

Removal Requirements: Identify requirements for special equipment needed to remove debris. Identify the requirements for and availability of debris disposal sites, both temporary and permanent.

Local Response: Describe the progress of local debris removal activities. Identify sites of total infrastructure destruction over a wide spread area with potential for large-scale demolition and debris removal.

Emergency Protective Measures (Category B)

Nature of the Threat: Note the conditions which threaten public health, safety and property, and describe the threat.

Nature of Protective Work: Identify such measures as pumping, sandbagging, vector control and stream clearance, and describe the requirements.

Impact: Determine essential services affected by the threatening situation.

Local Response: Describe actions by the department and voluntary groups to deal with the problem and the need, if any, for additional resources.

Roads/Bridges (Category C)

Maintenance Responsibility: Identify maintenance responsibility (county, state, municipality, private, federal aid system or other federal agency).

Road/Bridge Description: List name or route number, width, road material, construction material, type of bridge, location, historical significance

Damage Description: Describe type and extent of damage (erosion, washouts, debris). Specify damage to piers, parapets, surfaces, abutments, superstructures and approaches.

Impacts: Describe the effect of the damage (alternate routes, length of detours, traffic delays, community isolation, number of days out of service, essential services, social and economic effect on local activities).

History: Describe the type, cost and frequency of damage from previous incidents.

Building & Equipment (Category E)

Functions of Damaged Buildings/Equipment: Describe the use of the building/equipment damaged (schools, hospitals, government, commercial, etc.)

Prevalent Construction Types: Identify the construction material (masonry, steel, glass, brick and wood) and give dimensions

Damage Description: Describe the damage (e.g. windows broken, roof blown off or height of flood water). Indicate if destroyed or extent of damage. Describe content damage.

Impact: Report the availability of alternate facilities. Describe the consequences of interruption of service or activities.

Insurance Coverage: Estimate the percentage of damaged buildings covered by insurance, along with the extent of the coverage.

Historical Issues: Identify if the structure is recognized with local historical or architectural designation.

Environmental Consideration: Identify if structure is in floodplain or environmentally protected area.

Parks & Recreation, Other (Category G)

Maintenance Responsibility: Identify the organization responsible for maintenance.

Facility Description: Identify the type and purpose of the facility.

Damage Description: Describe the type and extent of the damage. Was it destroyed or partially damaged?

Impact: Describe the impact the loss of the facility has on the community.

Other planning considerations may include:

- Emergency declarations
- Documentation and cost reimbursement
- Damage Assessment
- Infrastructure resiliency – Whether or not infrastructure should be rebuilt to the pre-disaster state.

RSF 2 – Finance, Cost, and Economic Recovery – DISASTER FINANCE POLICY

Lead Agency – Arapahoe County Finance

RSF 2 coordinates the on-going collection and documentation of costs incurred during disaster response and recovery. It also coordinates documentation and expenditure protocol for eligible projects under FEMA's Public Assistance Program.

Not all disasters will result in a disaster declaration and Federal assistance. If there is a declaration, the Federal share of assistance is typically not less than 75% of the eligible cost for emergency measures and permanent restoration. The grantee (usually the State) determines how the non-Federal share (up to 25%) is split with the sub grantees (eligible applicants). The State of Colorado may split the remaining 25% up to 12.5%, leaving the affected entities to cover the remaining 12.5%.

When a major disaster or emergency is declared by the President, the Federal Emergency Management Agency's (FEMA) Public Assistance (PA) Program provides recovery assistance to eligible state, tribal, and local governments, and private nonprofit organizations. However, this is typically limited to uninsured losses.

Planning considerations may include:

- Ensuring policies and procedures for cost accounting are consistent with county policy and federal guidelines.
- Post disaster recording keeping and audit preparation.
- Work with local Chambers of Commerce to create economic resiliency.

RSF 3 – Housing Recovery Support – DISASTER HOUSING ANNEX

Lead Agency – Arapahoe County Community Resources Department – Housing and

Community Development Division

RSF 3 is responsible for the transition from short-term sheltering of displaced populations to interim and permanent housing solutions. The Housing and Community Development Division will coordinate with residents, public housing providers, local building contractors and developers, utilities, American Red Cross and other NGOs to determine disaster housing needs.

It is important to understand that State and Federal support may not be available to assist with local, non-Stafford act disasters.

Other planning considerations may include:

- Assessing the impacts of disasters on housing stock, number of displaced persons/households and types of housing (rental versus ownership) ultimately required by displaced persons.
- Creating a vision for housing recovery that is consistent with the County's Comprehensive Plan.
- Coordinating the provision of housing disaster assistance.
- Developing and implementing a Disaster Housing Strategy.
- Providing case management to disaster victims.

RSF 4 – Health and Social Services – HUMAN NEEDS ANNEX

Lead Agency – Arapahoe County Human Services Department, Arapahoe County Community Resources Department

RSF 4 is responsible for the feeding, clothing, and providing behavioral health support for Arapahoe County citizens following a disaster.

Other planning considerations may include:

- Performing and assessing disaster Human Need impacts and outstanding needs.
- Identifying available resources by completing an inventory.
- Establishing and breaking down Disaster Assistance/Recovery Centers.
- Managing volunteers and donations.
- Providing behavioral health support to disaster victims.
- Providing support for persons with access and functional needs.
- Conducting case management.
- Coordinating with public health providers.

RSF 5 – Natural and Cultural Resources

Lead Agency – Arapahoe County Open Spaces

RSF 5 is responsible for the support and protection of natural and cultural resources and historic properties through appropriate response and recovery actions to preserve, conserve, rehabilitate, and restore sites within Arapahoe County. These activities should be

consistent with post-disaster community priorities and in compliance with applicable environmental and historical preservation laws.

Although the Open Spaces Department is the lead for this RSF, natural and cultural resource partners such as History Colorado, the designated State Historic Preservation Office, play a crucial role throughout recovery.

Planning considerations may include:

- Integrating environmental staff early on in the disaster recovery process.
- Coordinating the environmental and historic property (EHP) process and ensuring compliance.
- Providing technical assistance to impacted communities regarding natural and cultural resource protection.
- Working with the Arapahoe County Public Works and Development, Oil and Gas Specialist to ensure potential impacts of oil and gas are explored.

M. Documentation

1. Documentation is the key to recovering emergency response and recovery costs. Damage assessment data is critical in establishing the basis for eligible state and federal disaster assistance programs. For a state or federal disaster declaration, it is the responsibility of the jurisdiction impacted to collect documentation of disaster costs incurred and submit them to the appropriate state or federal agency for processing.
2. Debris removal and emergency response costs incurred by affected entities should be documented for cost recovery purposes. Attention should be placed on ensuring that information about where work occurred, what equipment was utilized, and how the time and work effort was related to the disaster event is documented and maintained.
3. Another best practice is pre-planning the use and documentation for volunteers who do recovery work that is eligible for FEMA reimbursement. Salary equivalents can be set ahead of time for the equivalent work they are doing. This documented volunteer time can be used to offset the nonfederal share that is a requirement of the FEMA Public Assistance (PA) Program.
4. All documentation will follow the same procedures as defined in the EOP and be consistent with the Arapahoe County document retention schedule.

Roles & Responsibilities

N. Roles and Responsibilities - Assumptions

1. Recovery from a major disaster will involve the entire community. The recovery process is best described as a sequence of interdependent and often concurrent activities that progressively advance a community toward a successful recovery. Pre-disaster relationship building with stakeholders having a role to play is critical.
2. Emergency Management coordinates short-term recovery through the Emergency Operations Center (EOC) and the Emergency Support Function (ESF) planning construct.
3. Long-term recovery is coordinated by the Long-Term Recovery Manager and utilizes Recovery Support Functions (RSFs) as planning constructs.
4. **All County** agencies in this plan are responsible for:
 - Understanding their agency's emergency responsibilities identified within the Disaster Recovery Framework and its supporting annexes/plans, and assigning personnel to perform those functions.
 - Assuring the safety and preservation of their respective vital records necessary to maintain continuity of operations (COOP) and continuity of government (COG).
 - Developing and maintaining internal procedures, agreements, and staffing patterns needed to meet their specific roles and responsibilities identified in the Disaster Recovery Plan and its supporting annexes/plans.
 - Considering Access and Functional Needs (AFN) issues so that recovery efforts support the needs of people with disabilities. The County's ADA Coordinator should be notified with any potential issues that may arise.
 - When appropriate, providing a representative to the Emergency Operations Center (EOC) to coordinate their assigned Emergency Support Function (ESF).
 - Keeping the Long-Term Recovery Manager and EOC updated with key information relating to the recovery of the emergency or disaster situation.
 - Providing personnel to attend EOC Team meetings, trainings, and exercises, as appropriate.
 - Maintaining records for all disaster/emergency-related expenses and submitting them to Finance for tracking and disaster cost recovery.

O. Arapahoe County Government

5. The **Board of County Commissioners** is also responsible for:
 - a. Providing policy level guidance to County Government agencies engaged in disaster response and recovery efforts.
 - b. Determining and authorizing the level of commitment of County resources and

- funds for disaster response and recovery as permitted by law.
- c. Declaring a local disaster as noted in the EOP.
 - d. Appointing or hiring a Long-Term Recovery Manager.
6. The **Policy Group** is also responsible for:
- a. Providing additional policy level guidance.
 - b. Direction and control of County departments before, during, and after the disaster or emergency.
7. The **Facilities and Fleet Management Department** is also responsible for:
- a. Coordinating logistics for response and recovery efforts for County owned facilities and vehicles.
 - b. Coordinating office and conference room space for external agencies such as Incident Management Teams (IMTs), FEMA, Small Business Administration, etc.
 - c. Coordinating environmental assessments and remediation efforts for County owned facilities impacted by the incident.
 - d. Coordinating FEMA reimbursement costs for damages sustained to County owned facilities.
 - e. Coordinating the utilization of personnel under its management for emergency response and recovery efforts with specialized skills such as mechanical, electrical, and engineering skills.
 - f. Providing logistical and maintenance support for County owned equipment.
8. The **Assessor's Office** is responsible for:
- a. In conjunction with the Building Division, serving as the lead agency for the development and implementation of the County's Damage Assessment process.
 - b. Collecting damage statistics and losses sustained by businesses and private property.
 - c. Providing equipment, records, documentation, and personnel to participate in the collection of information for damage assessments.
 - d. Providing parcel data and other GIS related datasets.
9. The **Clerk and Recorder's Office** is responsible for:
- a. Coordinating a system for citizens to replace lost documentation as a direct result of a disaster.
 - b. Maintaining emergency plans for voter registration and elections.
10. The **Coroner's Office** is responsible for:
- a. Advising the BOCC/Policy Group and EOC on matters pertaining to the handling, identification, and disposition of the deceased.
 - b. Establishing temporary morgue facilities.
 - c. Providing public information and notification information for next of kin.

- d. If necessary, activating the Region Mass Fatality Plan.
11. The **County Attorney's Office** is responsible for:
- a. Providing interpretation of federal, state, and local laws and regulations to ensure that Arapahoe County is operating within the law during all phases of disaster planning, response, and recovery.
 - b. Providing legal guidance for disaster policies implemented to support response and recovery efforts.
12. The **Public Works and Development Department** is responsible for:
- a. If necessary, coordinating with impacted airports and other air related infrastructure.
 - b. In conjunction with the Assessor's Office, assisting with Damage Assessment.
 - c. Determining the extent and type of building damage, including any use restrictions.
 - d. Expeditiously permitting and monitoring rebuilding efforts.
 - e. Coordinating with utility providers for the safe restoration of utility services.
 - f. Providing guidance regarding temporary land use issues, including land use codes, land development, building permitting, debris drop-off sites, and temporary permitting processes.
 - g. Providing GIS data.
 - h. Removing debris from the Arapahoe County right of way.
 - i. Providing emergency traffic control equipment and traffic control.
 - j. Establishing emergency traffic routes.
 - k. Communicating with municipal public works departments to determine assistance required.
 - l. Providing engineering support in assessing damage, providing emergency repair recommendations, and identifying permanent repairs.
13. The **Finance Department** is responsible for:
- a. SEE DISASTER FINANCE POLICY
14. The **Human Resources Department** is responsible for:
- a. Coordinating with the Public Information Officer to provide messaging to County employees regarding impacts to County workers.
 - b. Recruiting and hiring temporary works for emergency related employment.
 - c. Providing direction and guidance of disaster employment related policies.
15. The **Community Resources Department and Human Services Department** is responsible for:
- a. Providing referral services to assist disaster victims with unmet needs.
 - b. Providing referral services for disaster mental health.

- c. Assisting with donation and volunteer management.
 - d. Providing Human Services staff at Disaster Assistance Centers.
 - e. Liaise with faith-based organizations, non-profits, and other organizations looking to provide assistance.
 - f. Determining grant eligibility for disaster support services.
 - g. Managing financial reporting for grants and internal costs during an incident.
 - h. Coordinating with State resource such as the Colorado Department of Human Services for disaster related funds.
 - i. Coordinating with whole community partners for referrals or provision of temporary to long-term housing assistance.
16. The **Open Spaces Department and CSU Extension** is also responsible for:
- a. Coordinating efforts with the Arapahoe County CART and CSU teams.
 - b. Coordinating volunteers for large animal care and emergency animal shelters.
 - c. Providing advice and guidance to owners/operators of farms, ranches, gardens, and other agricultural facilities regarding the short- and long-term effects of the emergency or disaster.
 - d. The identification of pests or pathogen on plants that are required to be quarantined by USDA APHIS.
 - e. Providing expertise and emergency public information support for horticultural and pest management issues.
 - f. Coordinating the use of equipment, facilities, and other resources of the Fairgrounds.
 - g. Providing facilities for the sheltering of livestock and other large animals.
 - h. Coordinating with all County departments on the impacts to Arapahoe County open spaces.
 - i. Determining damage to Arapahoe County open spaces.
17. The **Tri-County Health Department** is responsible for:
- a. Providing core public health services and administrative operations.
 - b. Coordinating staffing for jurisdictional recovery centers for health and medical partners.
 - c. Assisting in the development of the recovery vision and objectives as they relate to the health and medical system.
 - d. Identifying short and long-term recovery issues or needs.
 - e. Supporting local hospitals and healthcare providers during recovery.
 - f. Assisting damage assessment teams in determining health and environmental related issues.
 - g. Monitoring overall health systems, to include food supply chains, water systems,

and sewage or waste removal systems.

- h. Approving the reopening of Health Department regulated facilities.

18. The **Communication and Administrative Services Department** is responsible for:

- a. Providing a central place from which to distribute public information and coordinating the joint information system (JIS) as needed.
- b. Disseminating emergent and pertinent (need to know) details to the public on evacuations, closures, process, etc. through county public communications channels.
- c. Communicating to county employees regarding impacts to county government, closures, or special work instructions.
- d. Serving as the communications lead for the Long-Term Recovery Manager to establish a main communication source through which all disaster recovery public information will flow.
- e. During disaster recovery, ensuring a single source for information relating to services available to assist those impacted by the disaster

19. The **Treasurer's Office** is responsible for:

- a. Providing guidance and direction regarding tax collection policies and protocol for communities impacted by a major disaster.

20. The **Arapahoe County Sheriff's Office** is responsible for:

- a. Maintaining a county emergency management program dedicated to preparing for, responding to, and recovering from disasters affecting the agencies, jurisdictions, and citizens of Arapahoe County.
- b. Ensuring the publication and maintenance of the County EOP and supporting annexes, including the coordination of these plans with municipal emergency management offices.
- c. Coordinating the emergency support operations of governmental and support agencies during disaster response and recovery operations.
- d. Establishing the Emergency Operations Center and managing its operation.
- e. Creating situational awareness by informing Arapahoe County officials, neighboring jurisdictions, and key partners of the emergency or disaster situation.
- f. When required, assisting the BOCC in seeking support from state and federal emergency resources.
- g. Coordinating emergency public information with field operations, the EOC, and elements established within the Joint Information System via the Sheriff's Office Public Information Officer.
- h. Coordinating personnel from the Arapahoe Rescue Patrol/Arapahoe County Sheriff's Office Explorer Program to staff established evacuation points or road closures.
- i. Coordinating with the American Red Cross to support mass care services.

P. Additional Partners

21. The **Arapahoe County Amateur Radio Emergency Services (ACARES)** is responsible for:
 - a. Providing support for alternative emergency radio communications services as requested.
22. The **Arapahoe County Foundation** is responsible for:
 - a. Accepting gifts, grants, and contributions on behalf of Arapahoe County. The Arapahoe County Foundation can accept funds, property, or services.
23. The **American Red Cross** is responsible for:
 - a. Providing specially trained liaisons to work at designated Command Posts, EOCs, or other locations to support ESF 6 - Mass Care & Human Services activities.
 - b. Providing Arapahoe County Emergency Management situational information on Red Cross disaster mass care actions and response activities taking place within the County.
 - c. Maintaining an updated list of available mass care facilities that the Red Cross has shelter agreements with.
 - d. Providing 24-hour emergency phone coverage and initiating response to the disaster or emergency within 2 hours of notification.
 - e. Assisting shelter populations with replacement of lost prescriptions.
 - f. Providing trained personnel to assist with short term emergency disaster mental health services.
24. The **Colorado Voluntary Organizations Active in Disaster (COVOAD)** is responsible for:
 - a. Coordinating VOAD member agencies for the provision of disaster volunteer services.
 - b. Keeping VOAD member agencies informed of disaster situation and possible resource needs.
 - c. Coordinating disaster volunteer information with the State Donations & Volunteer Coordination Team (DVCT).
25. The **State Donations and Volunteer Coordination Team/Help Colorado Now** is responsible for:
 - a. Facilitating and supporting the coordination of unsolicited donations made from the general public and private sector during and after disasters.
 - b. Assisting with the coordination of spontaneous unaffiliated volunteers.
 - c. Promoting increased coordination between the EOC, VOAD member agencies engaged in donations, and volunteer coordination with private sector partners.
 - d. When activated, coordinating the www.helpcoloradonow.org web page to support disaster recovery efforts.
 - e. Coordinating with the State Business Emergency Operations Center (BEOC).

26. **Municipal Emergency Management Offices** are responsible for:
- a. Per C.R.S. 24-33.5-707, preparing and keeping current a local disaster emergency plan that serves the municipality.
 - b. Coordinating local emergency operations plans with County Emergency Management.
 - c. Creating situational awareness by coordinating warnings and notifications that result in the activation of municipal emergency operations centers with the County OEM and appropriate neighboring jurisdictions.
 - d. When local capabilities are exceeded, coordinating resource requests through the County Emergency Operations Center.
 - e. Consistent with state and local mutual aid agreements, providing mutual aid, as available.
27. **Fire Districts** are responsible for:
- a. Assisting with hazardous materials mitigation and ensuring proper cleanup.
28. The **Salvation Army** is responsible for:
- a. Providing meal delivery for first responders and displaced citizens in small and mass care incidents.
 - b. Assisting with spontaneous and offered food/beverage donations related to meal service or mass care operations.
 - c. Providing emotional and spiritual care when requested and appropriate.
 - d. Based upon available funds, providing financial assistance in the short, immediate and long-term phases of recovery.
29. The **State Government**, through its Emergency Operations Plan, acts as a conduit to Arapahoe County Government for key federal recovery assistance programs. In addition to managing federally-provided resources, Colorado State government may develop programs or secure funding that can help finance and implement recovery projects. Where additional needs exist, States can reassign existing internal resources to streamline and expedite recovery.

The Colorado Office of Resiliency and Recovery Office (CRRO) was created after the 2013 floods to help coordinate overarching long-term recovery and resiliency activities by collaborating with numerous multi-disciplinary local, state, federal and private partners in setting priorities and leveraging resources. The CRRO now resides within the Department of Local Affairs.

The State is responsible for:

- a. Providing technical assistance and training to local governments and NGOs on State plans, programs, and other resources for disaster recovery.
- b. Supporting local area efforts to conduct immediate damage assessments and share information regarding damages.
- c. Verifying damages after the Initial Damage Assessment.

- d. Assessing local government recovery needs and capacities for the specific incident and assist local governments and communities with identifying recovery resources.
- e. Providing volunteer and donations management coordination via the Donations and Volunteer Coordination Team (DVCT).
- f. Providing a Regional Field Manager and/or Recovery Officer to assist impacted jurisdictions.

Recovery Support Functions:

- RSF 1 – Infrastructure and Public Utilities
- RSF 2 – Finance, Cost, and Economic Recovery
- RSF 3 – Housing Recovery Support
- RSF 4 – Health and Social Services
- RSF 5 – Natural and Cultural Resources

The following recovery support functions outline the general concept of operations, roles and responsibilities, and include job aids when necessary.

RSF 1 – Infrastructure and Public Facilities

Co-Lead Agency

Arapahoe County Public Works and Development

Arapahoe County Assessor

Supporting Agencies

Arapahoe County Attorney

Arapahoe County Communication and Administrative Services

Arapahoe County Coroner

Arapahoe County Fleet and Facilities Maintenance

Arapahoe County Open Spaces

Arapahoe County Sheriff's Office

Tri-County Health Department

Colorado Department of Public Health and Environment

Colorado Department of Transportation

Colorado Division of Homeland Security and Emergency Management

Colorado Resiliency Office

Non-governmental organizations

Private contractors

Utility providers (IREA, Xcel, Denver Water)

Concept of Operations:

General

The Infrastructure and Public Facilities RSF works to efficiently facilitate the restoration of infrastructure systems and services to support a viable, sustainable community and improves resilience to and protection from future hazards.

RSF 1 will facilitate the integration of the capabilities of municipal, county, and other infrastructure owners and operators in their efforts to achieve recovery goals relating to the public engineering of local infrastructure systems. RSF 1 will be responsible for both Damage Assessment and Debris Management.

Damage assessment covers both windshield/initial damage assessments and potentially preliminary damage assessments (PDAs). Damage assessments are a good way to understand the extent of damage, need for resources, and disaster declaration status.

Debris management is also an important part of any post-disaster recovery as it removes threats to public health and safety, and allows for the repair of public facilities. Many factors can influence debris operations such as location, type, magnitude, duration, the intensity of the event, cost, and response time. The activities described in this annex require a coordinated effort between municipal government, intragovernmental agencies, and community partners including NGOs, state, and federal partners.

Critical Tasks

Incident response priorities which will guide all planning, response, and recovery operations during disasters are:

- Life, safety, and health
- Incident Stabilization
- Property Protection/Preservation
- Economic Stability
- Environmental Considerations
- Restoration of essential utilities
- Restoration of essential program functions
- Coordination among appropriate stakeholders

Preparedness

Debris and damage assessment operations begin well before a disaster strikes. The preparedness and pre-planning for operations are just as critical as the operation itself. Planning for a disaster during blue skies is a critical element of successful recovery. In addition to a debris management and damage assessment plan, by having the proper mechanisms in place, you can save precious time, effort, energy and money when a disaster does strike. Preparedness activities include:

- Regularly review and update this annex.
- Identify critical infrastructure and key resources (CIKR).
- Coordinate planning for infrastructure redevelopment at the regional, system-wide level.
- Develop damage assessment forms consistent with local, state, and federal requirements.
- Identifying temporary debris management sites (TDMS).
- Coordinating the use of temporary debris management sites with neighboring jurisdictions to ensure efficient operations and to eliminate duplication of effort.
- Forecasting debris generating locations.
- Award zero-dollar, pre-event contracts.
- Develop mutual aid agreements with state agencies and local governments.
- Develop the necessary legal documents such as right-of-entry (ROE) and hold harmless agreements indemnifying all levels of government against any potential claims.
- Develop and coordinate pre-scripted announcements regarding debris removal processes, collection times, temporary storage sites, use of private contractors, environmental, and health issues.
- Ensure personnel tasked with debris management and damage assessment roles are adequately trained and that plans and procedures are regularly exercised.
- Develop and maintain debris management related MOUs, IGAs, and contracts.

Damage Assessment

Damage assessment information will aid Incident Commanders and the EOC in prioritizing response activities and allocating resources immediately following an event. Damage assessment information will also be necessary to determine if additional support is needed from regional, state, or federal sources. If additional support is needed, the county's damage assessment efforts would support state and federal processes required for a state or presidential disaster declaration, and would document the county's

claims following a declaration.

The different types of damage assessments are:

Rapid Needs Assessment (RNA) is a systematic approach designed to determine the nature and extent of life safety and damage to critical facilities within the first few hours of a catastrophic event, or as soon as responders and field personnel can enter the area. Its purpose is to rapidly prioritize primary or first responder personnel to respond to issues which are critical in nature, such as life safety and rescue. Additionally, the RNA allows for easy reporting to the EOC on critical infrastructure needs and large-scale damage, allowing the EOC to acquire necessary resources to meet the disaster needs.

Initial Damage Assessment (IDA) is the ongoing evaluation of buildings and infrastructure. The process allows for quick decision making when determining the ability to use and occupy major critical facilities, (e.g., hospitals, fire stations, etc.). It also provides a means for assessing an estimated monetary figure of sustained damages, which enables the county to potentially capture state and federal support and funding for the loss or inability to occupy the facility. Some Damage Assessment will occur during the Rapid Needs Assessment phase, but the IDA requires a greater level of detail.

Joint Preliminary Damage Assessment (PDA) - is a joint assessment used to determine the magnitude and impact of an event's damage. A FEMA/State team will usually visit local applicants and view their damage first-hand to assess the scope of damage and estimate repair costs. The state uses the results of the PDA to determine if the situation is beyond the combined capabilities of the state and local resources and to verify the need for supplemental federal assistance. The PDA also identifies any unmet needs that may require immediate attention. This assessment is only done when the county believes that specific federal thresholds for assistance have been met.

Critical Infrastructure

This plan identifies which facilities, services, and/or infrastructure should be included during each damage assessment phase after an event. The distinction is whether they are “critical” to responding to an emergency or disaster (i.e., life safety, property and environmental protection), or if they are “essential” to the continued delivery of key government services, or may significantly impact the public’s ability to recover from the emergency.

Priority infrastructure is categorized into three levels:

Priority 1 – Critical to response and recovery activities. These are rated as a Priority 1 because law, fire, EMS, and public works cannot respond if their own facilities and equipment are damaged. This also includes the “critical” transportation infrastructure system. If responders do not know which routes are open, they will be unable to respond effectively. Priority 1 facilities are assessed immediately following a disaster, with responders self-reporting directly to the Incident Commander or to the 9-1-1 Communications Center for life safety issues. If communication systems are damaged, it may be necessary for fire, law, and/or public works to report via any method available to the Incident Command Center, Dispatch or the EOC. Priority 1 facilities include:

- A. Critical Response Agencies and Facilities
 - Emergency Operations Center
 - 911/Public Safety Answering Points (PSAPS)

- Fire Stations
 - Government Administration Buildings to include Courthouses, Sheriff's Office, etc.
 - Hospitals
 - Public Works Facilities
- B. Transportation Routes
- Bridges or overpasses
 - City, County, and State-owned roadways
 - Airports
 - Railways

Priority 2 – Related to life-safety and lifeline services, high occupancy structures/locations, at-risk populations, schools and other essential lifelines such as utilities. These facilities are not always occupied and may not be assessed during the RNA phase if the disaster occurs when the buildings are not occupied (i.e. nights and weekends). Some Priority 2 facilities may be assessed at the same time as the Priority 1 facilities if their geographical location allows. Locations with high density or at-risk populations are Priority 2 facilities due to residential access and functional needs possibilities, high numbers of residents and minimal unit storage space for supplies that promote self-sustainability. Priority 2 facilities include:

- A. Schools (public, private, higher education, etc.)
- B. Correctional facilities
- C. Lifeline utilities
 - Electric providers
 - Gas providers
 - Telecommunications providers
 - Water and Wastewater providers
- D. Health and Medical Facilities other than hospitals
- E. High Occupancy Facilities/Large venues

Priority 3 – These are facilities essential to the continued delivery of key services, including those which have the potential to significantly impact the public's ability to recover from the emergency. Priority 3 facilities are assessed immediately following the assessment of Priority 1 and 2 facilities. Some Priority 3 facilities may be assessed at the same time as the Priority 1 and 2 facilities if their geographical location allows. Priority 3 facilities may self-assess or be assessed by law and/or public works personnel. Assessment of Priority 3 facilities may take several days to assess and should not cause a delay in reporting essential life safety information. Priority 3 facilities include:

- A. Community businesses providing key services
 - Grocery stores
 - Gas stations
 - Hardware stores
 - Pharmacies
 - Restaurants
- B. Additional transportation routes
- C. TIER II Hazmat facilities

Damage Assessment Tools

Arapahoe County utilizes an ESRI based damage assessment tool called ArcGIS Collector. Damage assessment tools and procedures can be found in both the Arapahoe County Assessor's and Public Works and Development document libraries.

Debris Management

Debris management operations generally occur in two phases: (1) initial debris clearance activities necessary to eliminate life and safety threats; and (2) debris removal activities as a means to recovery including removal of debris that poses a threat to public health, life, and safety.

Initial Debris Clearance Activities:

When a debris generating disaster does strike, the priority is to protect life, property, and the potential effects on the environment. The first debris related task following an incident is the clearance of debris from critical infrastructure and ingress/egress routes to allow access for emergency vehicles. The initial debris clearance activities also includes debris that poses an immediate threat to public health, life, and safety.

The clearance of debris is typically done via "push-off", "load and haul" and/or "cut and toss" activities such as the removal of debris from roadways and other critical infrastructure by moving it to the right-of-way (ROW) or another location to eliminate the immediate threat.

Incident response priorities will follow the same criteria as snow plow routes as established by the Arapahoe County Road and Bridge Division:

1. **Priority One:** Major arterials (generally the one-mile grid streets) and access to emergency services (fire stations, medical facilities, etc.) are included in this category. Lifeline utilities, such as power substations and water and wastewater facilities may also be included in Priority One operations.
2. **Priority Two:** Minor arterials, major collector streets and access to school, business areas, grocery stores and service stations are included in this category.
3. **Non-Priority:** These are local residential streets and other streets not specifically identified in the priority system.

During initial debris clearance activities, debris assessments and estimating may be performed. Debris assessments help the Incident Commander and EOC plan for future resource needs such as debris collection sites, final disposal sites depending on debris types, and resources needed to move debris. Debris assessments may identify:

- Type of debris – White goods (refrigerators, ovens, washing machines, etc.), electronic waste, hazardous waste, vegetative debris, construction materials, soil/mud, vehicles, etc.
- Amount of debris – Rough estimate to guide resource needs
- Location of debris – Private property, ROW, drainages, etc.

Debris Removal Activities as a means to recovery:

Activities in this task include, but are not limited to:

- Identifying and prioritizing debris removal areas and routes.
- Estimating debris remaining by type of debris.

- Removing of “push-off” and “cut and toss” debris.
- Collecting and removing debris from public or private property including, but not limited to, the removal of hazardous trees, limbs, stumps, structure, vehicles and hazardous materials.
- Providing personal protective equipment (PPE) and other task specific equipment.

Staging and Storage of Debris

Debris can be staged or stored in a temporary location for the purposes of reducing, reusing or recycling debris. The storage of debris may also serve to expedite debris removal operations if final disposal sites are of great distances. Activities in this task include, but are not limited to:

- Creating selection criteria for and identification of TDMS.
- Establishing and documenting baseline conditions of TDMS.
- Monitoring and testing the conditions of the site for environmental purposes and restoring back to baseline conditions.
- Segregating debris by type.
- Reducing, recycling, and the determination of reusability of debris.
- Acquiring any necessary permits.
- Managing sites including security, safety, and providing adequate resources such as load call towers and sanitary facilities.

Final Disposal

The end of the debris cycle is the disposal of debris to its final destination. This can be from the removal site or a TDMS. Activities in this task include, but are not limited to:

- Identifying of final disposal site including attributes such as:
 - Hours of operation
 - Exclusions
 - Tipping fees
- Providing safety and operational equipment at disposal site such as load call tower.
- Documenting the debris amount and type to its final disposal site.

Debris Monitoring

Debris monitoring is the “Action taken by applicants in order to document eligible quantities and reasonable expenses during debris activities to ensure that the work complies with the contract scope-of-work and/or is eligible for Public Assistance grant reimbursement.” Debris monitoring is the oversight and documentation of debris operations and involves activities that include, but are not limited to:

- Ensuring debris removal activities are operating within regulatory compliance.
- Performing truck certifications to assign load capacities for all trucks hauling debris.
- Documenting debris removal, type, and amount of debris removed with the use of load tickets.

- Identifying illegal or fraudulent activities such as trucks not leaving disposal areas completely empty.
- Taking any necessary pictures and/or measurements of debris.
- Confirming operations are being conducted in a safe manner.

Assignment of Responsibilities – Damage Assessment

Co-Lead Agencies – Arapahoe County Public Works and Development & Arapahoe County Assessor’s Office:

Building Division:

- Conduct damage assessments of residential, commercial and public structures (other than roads and bridges), and participate with state and/or federal personnel as needed.
- Designate an individual to serve as its Agency Damage Assessment Coordinator. This person will be responsible for all record keeping; maintaining a duty roster; coordinating damage assessment with the Damage Assessment Team Leader; and ensuring that codes are enforced. The Agency Damage Assessment Coordinator will consolidate the information received at each phase of the damage assessment and report the results to the EOC Damage Assessment Team Leader as they are developed; and
- Appoint and maintain a roster of primary/alternate disaster assessment personnel from the Building Department.
- Function as the lead agency for building inspection activities, as appropriate.

Assessor’s Office:

- Conduct damage assessments of residential, commercial and public structures (other than roads and bridges), and participate with state and/or federal personnel as needed.
- Appoint and maintain a roster of primary/alternate disaster assessment personnel from the Assessor’s Office.

Engineering Division:

- Conduct damage assessment of public roads, bridges and associated facilities within their respective jurisdiction, and participate with state and/or federal personnel as needed.
- Assist with RNA through the use of on-duty-personnel, and implement a policy of placing priority, post incident, to damage assessment rather than routine operations.
- Assist with PDA and building inspection activities, as appropriate.

Arapahoe County Office of Emergency Management:

- Ensure procedures for relaying information on damages to the EOC are in place and tested regularly.
- Facilitate briefings between the Damage Assessment Team and the Policy Group at each stage of the damage assessment process.
- Coordinate damage assessment activities, as necessary, during emergency conditions.

- Ensure that lines of communication are established with all participating agencies and that damage assessment information is being collected and reported to the EOC during an emergency or disaster.
- Declare a local disaster if the operating requirements and/or damage assessment demonstrates that the requirements of responding to or recovering from the disaster exceeds the resources available locally.

Utilities (communications, energy, water, and wastewater):

- Conduct damage assessment of their resources, in coordination with state and federal personnel as appropriate.
- Assist with RNA through use of on-duty personnel and implement a policy of placing priority, post incident, to damage assessment rather than routine operations until RA operations are terminated. Utility personnel will be responsible for self-assessment of their facilities and/or infrastructure and reporting to the EOC.

Assignment of Responsibilities – Debris Management

Co-Lead Agency-Arapahoe County Public Works and Development (PWD) Department:

Animal Control Division

- Provide technical assistance and support for animal carcass debris removal.

Building Division

- Provide technical assistance and administrative support for private property debris removal and demolition of structures, if authorized.

Engineering Division

- Provide technical assistance to assess and document debris threats to critical infrastructure.
- Provide technical assistance for private property debris removal and demolition of structures, if authorized

Mapping and GIS Section

- Provide maps of final destination sites within the vicinity, transfer stations and temporary sites.
- Provide maps of debris locations and priority debris removal areas.
- Analyze data sources such as the Hazard Mitigation Plan to help predict amount of debris generated.

Records Section

- Maintain and store proper permits.

Road and Bridge Division

- Assess and document debris locations.
- Provide administration of debris management activities.

- Provide debris management personnel and equipment, as available.
- Remove debris from public right-of-way and private property, if authorized.
- Manage and close out temporary sites, in conjunction with TCHD, by developing and implementing the necessary site restoration actions.

Transportation Division

- Assist in the development of detour routes to ensure proper traffic flow.
- Provide interim or temporary traffic control devices.

Debris Management Lead

- Oversee all phases of debris operations.
- Establish debris removal priority areas.
- Establish recycling, reuse, and disposal priorities.
- Oversight of debris management contractors.
- Monitoring debris operations for FEMA compliance.
- Facilitate and provide necessary resources for debris removal.
- Facilitate meetings with Arapahoe County personnel, debris hauler, debris monitoring firm, state and federal agencies.
- Maintain list of potential sites for temporary storage and recycling activities.
- Pre-identify critical routes and key roads for debris removal operations.
- Maintain list of recycling processes.
- Identifying final disposal sites.
- Coordinate debris removal operations with local, state and federal agencies.

Arapahoe County Attorney

- Provide oversight and guidance to any legal documentation needed for debris removal activities such as right of entries, mutual aid agreements and hold harmless documents.
- Through the Environmental Management Division, oversee and coordinate all environmental considerations for debris operations.

Risk Management

- Review insurance information, to include but not limited to vendor insurance certificates, safety compliance, and workers compensation documentation, to ensure proper accountability.
- Compile documentation for any County personnel workers compensation claims.

Arapahoe County Communication and Administrative Services

- Aid in the bilateral communication between Arapahoe County and the public for debris operations for topics including, but not limited to:
 - Cleanup instructions

- Methods of debris collection
- Status of cleanup
- Locations of drop-off or collection sites
- How to source-separate waste
- Handling procedures
- Illegal dumping provisions
- Addressing complaints regarding debris piles or illegal dumping

Arapahoe County Coroner:

- Coordinate with applicable law enforcement agencies in the event human remains are found in debris.

Arapahoe County Finance Department:

- Facilitate payment of procured goods and services for debris operations.
- Review insurance information and other assets to ensure benefits and resources are fully utilized.
- Review contracts to ensure compliance with FEMA requirements.
- Documenting costs and ensure FEMA reimbursements.
- Retain documentation as required after Federal grants are closed out. Documentation must be kept at least three (3) years following the State's closure of the grant.

Arapahoe County Facilities and Fleet Management:

- Provide and maintain necessary vehicles for debris management operations.
- Create and/or maintain a list of all county owned equipment with related FEMA codes and costs.
- Status and/or maintain equipment consistent with the Arapahoe County Resource Mobilization Plan.

Arapahoe County Open Spaces:

- Assist the PWD Department in identifying debris in county open spaces and associated facilities.
- Coordinate with PWD for the potential removal, storage, and disposal of debris at debris sites on natural resources lands.
- Identify possible Temporary Debris Management Site locations on county open spaces and associated facilities.

Arapahoe County Sheriff's Office:

Office of Emergency Management

- Provide technical assistance support on grant requirements to ensure operations are being performed to meet reimbursement qualifications.
- Periodically review debris management plans of other local jurisdictions.

Public Safety Bureau

- Coordinate identification, documentation and disposal of abandoned vehicles and vessels.

- Coordinate necessary security arrangements for the designated temporary debris management sites.
- Respond to public inquiries regarding illegal dumping.

Colorado Department of Public Health and Environment (CDPHE):

- Approve and permit temporary debris management sites

Colorado Department of Transportation (CDOT):

- Coordinate with Division of Homeland Security and Emergency Management in determining if the state will help with debris removal.

Colorado Division of Homeland Security and Emergency Management (DHSEM):

- Determine if the state will assist with debris removal.
- Coordinate with federal partners in delivering assistance.

Colorado Governor's Office:

- Declaration of emergency.
- Request Federal assistance before, during or after a disaster.

Non-governmental Organizations (NGOs):

Community and faith based groups, including COVOAD and other nationwide organizations, may play a role in debris operations. They may be able to assist with:

- Identification of debris locations.
- Removal of debris from private property, including moving debris from private property to the ROW or public collection sites.
- Debris monitoring.

Utility owners and operators:

- Provide information regarding the operational status of lifeline utilities.
- Work with CoWARN for needed resources to restore lifeline utilities.
- Help prioritize infrastructure restoration.

Private Contractors:

Private contractors may have a role in debris management operations such as, but not limited to:

- Debris hauling
- Debris monitoring
- Providing equipment and resources such as dumpsters
- Project and/or grant management

It is important to note that in the case of FEMA reimbursement grants, **the debris hauler and debris monitor cannot be the same firm.**

Tri County Health Department (TCHD):

- Acquire proper permits for TDMS, in conjunction with PWD and CDPHE.

- Assist in the identification of debris locations that pose threats to public health and safety.
- Develop temporary site selection criteria checklists, in conjunction with CDPHE.

Attachment A: Job Aids
Debris Management Checklist

	Action
?	Review federal debris removal criteria and guidelines.
?	Pursue regional coordination.
?	Develop and maintain the Debris Management Plan in coordination with neighboring jurisdictions.
?	Enter into mutual aid agreements related to debris management.
?	Compile and/or update list of recyclers available.
?	Prepare contractor and debris hauler agreements.
?	Pre-identify debris removal and processing equipment needs.
?	Coordinate with County Emergency Management to ensure that debris management activities are considered in emergency plan developments and updates.
?	Provide training to Debris Management Team participants as well as appropriate local and emergency personnel on FEMA requirements.
?	Identify potential temporary debris storage and reduction sites and public depot options and collect baseline data.
?	Establish or expand load-checking programs.
?	Develop incentives for recycling/reuse.
?	Establish connections with utilities.
?	Set up records retention system and archives.
?	Provide public information/notification.
?	Provide quality oversight of debris operations to ensure compliance and maximize reimbursement.
?	Determine the need for debris clearance, removal, and disposal contractors and debris monitors.
?	Coordinate debris with surrounding municipal and county governments to avoid duplication of efforts and conflicts, such as temporary debris management sites.
?	Secure all authorizations necessary for debris removal activities.
?	Coordinate Debris Management Team efforts and assign roles and responsibilities as appropriate.
?	Ensure compliance with all federal, state, and local safety, environmental, historical preservation, and other applicable laws, regulations, and policies. (including all contractors and force account labor)
?	Oversee rapid damage assessment and establish debris clearance priorities
?	Oversee initial damage assessments and determine the number of TDMS needed
?	Develop, review and/or update all debris management contracts in coordination with Purchasing Division, including pre-event contracts with pre-identified and pre-qualified contractors.
?	Develop a debris removal strategy including local work assignments and priorities.
?	Identify debris removal and processing equipment needs.

	Action
?	Coordinate debris issues with other government and private agencies involved with the debris cleanup operation.
?	Coordinate with utilities and Road Maintenance to promote debris clearance and road access.
?	Coordinate debris management activities with FEMA, the USACE, EPA, DEQ and State of Colorado, as needed.
?	Appoint a Field Operations Supervisor, if necessary, to be responsible for daily operational control of temporary debris storage and reduction sites.
?	Activate mutual aid agreements and coordinate local resources and contractors to support disaster debris management activities.
?	Appoint and supervise Debris Management Team personnel responsible for monitoring all contractor debris removal and disposal operations.
?	Monitor Debris Contractors, load inspections at temporary debris storage and reduction sites and other off-site areas, and preparation of Load Sheets at temporary debris storage and reduction sites or other impacted areas.
?	Establish local work assignments and priorities.
?	Keep track of field site assignments and progress of the initial debris clearance from public roadways and critical facilities.
?	Coordinate daily morning meetings that include internal key personnel and debris management contractors to determine daily objectives and a discussion of operational progress and best practices moving forward.
?	Coordinate with public information staff to: <ul style="list-style-type: none"> • Ensure media reports on debris operations are accurate and timely. • Develop messaging associated with debris removal and disposal activities Inform the public about debris removal and disposal procedures.
?	Ensure the proper documentation of debris estimates, procurement information, contracts, invoices, and monitoring information.
?	Report on debris removal and disposal progress, and prepare status briefings for the Emergency Operations Center and other local officials.
?	Coordinate with the Building Codes regarding: <ul style="list-style-type: none"> • Demolition of private structures. • Removing debris from private property. • Local law and / or code enforcement agencies. • Historic and archaeological sites. • Qualified environmental contractors to remove hazardous waste such as asbestos and lead based paint. • Abandoned vehicles. Receipt of Right-of-Entry Agreements with landowners.
?	Release mutual aid resources as soon as possible.

	Action
?	Ensure an orderly demobilization of temporary debris storage and reduction sites in accordance with demobilization plans.
?	Conduct a post-event debriefing to identify strengths, opportunities for improvement, and development of the After-Action Report/Improvement Plan.
?	Correct response deficiencies reflected in the After-Action Report.
?	Revise any applicable emergency response plans based on the strengths and/or lessons learned during the response.

Action	
Load Site Monitor	
?	Observes and documents the debris operations, ensuring conformity to the requirements of the Federal Emergency Management Agency's Public Assistance (FEMA PA) Program, and the specific directions of Arapahoe County
?	Ensures work site is safe and Maintenance of Traffic (MOT) conforms to the Manual on Uniform Traffic Control Devices (MUTCD) requirements, though debris hauler contractor is responsible for providing the MOT
?	Ensures documentation is concise but complete and accurate (Load Tickets, Daily Reports of Activities, Incident Reports, Logs, Damage Reports, etc.)
?	Verifies the location(s) of assigned loading sites daily, accurately recording them on Load Tickets (including GPS coordinates, if applicable)
?	Monitors the Contractor's operations and activities, to include Work Zone Traffic Control (WZTC), Maintenance of Traffic (MOT) setups, and safety
?	Recognizes eligible vs. ineligible debris and loads and ensures debris is not collected from ineligible areas (gated communities, parking lots, golf courses, etc.) unless specifically directed by the client
?	Ensures debris is not mixed during collection ensures Contractor does not "cherry pick" (process by which smaller piles are skipped so that larger piles can be collected).
?	Coordinate with County Emergency Management to ensure that debris management activities are considered in emergency plan developments and updates.
?	Provide training to Debris Management Team participants as well as appropriate local and emergency personnel on FEMA requirements.
?	Identify potential temporary debris storage and reduction sites and public depot options and collect baseline data.
?	Properly classifies the various debris types
?	Ensures truck capacity placard accuracy and is aware of possible attempts of tampering with its information
?	Comes prepared with required equipment, supplies, and materials, constantly being aware of all safety considerations
?	Maintains Load Tickets always while thoroughly completing applicable sections
?	Is always on the lookout for all types of possible fraud
?	Thoroughly documents all pre-existing and contractor-caused damage, including pictures of the damage
?	Completes a Daily Log of all field activities
?	Properly and fully documents using the Load Ticket system, ensuring all previous sections have been thoroughly completed
Tower Monitor	

	Action
?	Does not allow any truck to dump without a proper Load Ticket
?	Calls a fair percentage full for each truck arriving at the disposal site Tower
?	Makes accurate calculations based on truck's capacity and called load, and applying FEMA policies accordingly
?	Ensures the load is dumped in the proper location (segregated based on debris type)
?	Ensures disposal site operations continue so that one operation doesn't adversely affect another (dumping, stacking, reduction, disposal)
?	Ensures trucks are completely empty upon exiting the disposal site, always looking for false bottoms or other forms of fraud
?	Comes prepared with required equipment, supplies, and materials
?	Is aware of ingress and egress roads around the disposal site, so that they will remain clear of debris
?	Ensures MOT setups into and out of disposal sites are adequate
?	Is aware of all safety considerations (personal and work location)
?	Documents everything
?	Is always on the lookout for all types of possible fraud

Attachment A: Disposal Site Tools

Temporary Debris Management Site Checklist

TDMS Baseline Data Checklist

Before Activities Begin:

- ☐ Take ground or aerial photographs and/ or video.
- ☐ Note important features, such as structures, fences, culverts, and landscaping.
- ☐ Take random soil samples.
- ☐ Take random groundwater samples.
- ☐ Take water samples from existing wells.
- ☐ Check the site for volatile organic compounds.

After Activities Begin:

- ☐ Establish groundwater-monitoring wells.
- ☐ Take groundwater samples.
- ☐ Take spot soil samples at household hazardous waste, and fuel storage areas.

Progressive Updates:

- ☐ Update videos/photographs.
- ☐ Update maps/sketches of site layout.
- ☐ Update quality assurance reports, fuel spill reports, etc.

TDMS Site Closeout Checklist

The following is a recommended TDMS closeout checklist.

- ☐ Site Number and Location
- ☐ Date closure complete
- ☐ Household Hazardous Waste removed
- ☐ Contractor equipment removed
- ☐ Contractor petroleum and other toxic spills cleaned up
- ☐ Compare baseline information of the temporary site conditions after the contractor vacates the site.

RSF 2 – Finance, Cost, and Economic Recovery

Co-Lead Agency

Arapahoe County Finance
Arapahoe County Sheriff's Office Finance and Administration

Supporting Agencies

Arapahoe County Office of Emergency Management

Concept of Operations:

General

RSF 2 coordinates the on-going collection and documentation of costs incurred during disaster response and recovery. It also coordinates documentation and expenditure protocol for eligible projects under FEMA's Public Assistance Program.

The Disaster Finance Policy covers both fiscal and administrative procedures for use before, during, and after an emergency. The Disaster Finance Policy is a standalone document that is evaluated, maintained, and revised by the Arapahoe County Finance Department.

These purchasing policies establish and implement effective and efficient purchasing practices for use by all Arapahoe County offices and departments for the purpose of:

- A. Obtaining the best value and timeliness in the use of County funds for the purchasing of goods and services,
- B. Ensuring fair and equitable treatment of all businesses who wish to conduct business with Arapahoe County,
- C. Provide standardized policies for employees to follow in the purchase of goods and services, and
- D. Ensuring Arapahoe County compliance with all relevant federal and state laws, rules and regulations regarding purchasing activities.

If there is a conflict between these policies and any federal and state laws, rules and regulations, the most restrictive that complies with federal and state laws, rules and regulations shall govern.

These policies shall serve as the basis for Arapahoe County's purchasing procedures to be determined and administered by the Finance Department's Purchasing Division. Any purchasing action not covered by this Policy must be approved by the Purchasing Manager or Finance Director.

RSF 3 – Housing Recovery Support

Lead Agencies	Arapahoe County Community Resources Department - Housing and Community Development Division
Supporting Agencies	Arapahoe County Sheriff’s Office – Office of Emergency Management Arapahoe County Public Works and Development – Planning and Land Development Area Housing Authorities (Aurora Housing Authority, Englewood Housing Authority, South Metro Housing Authority) Colorado Department of Local Affairs Non-governmental Organizations (NGOs)

Concept of Operations

General

Housing activities in recovery include the transition from short-term sheltering of displaced populations to interim and permanent housing solutions. The activities described in this annex require a coordinated effort between the County, municipal government, intragovernmental agencies, NGOs including community and faith-based partners, and state and federal partners.

Transition from Response to Recovery

During the response phase, the provision of housing services including mass care and emergency sheltering will be coordinated by Emergency Support Function 6 – Mass Care. Such services will primarily be coordinated through the Emergency Operations Center (EOC).

During recovery, ongoing housing needs will be addressed by Recovery Support Function 3 – Housing Recovery Support.

Once the level of immediate response activity begins to decrease, the County will turn towards recovery to provide short, intermediate, and long-term housing solutions and build a more resilient long-term housing system.

Disaster Housing Critical Tasks

Coordinating with residents, public housing providers, local building contractors and developers, utilities, American Red Cross and other NGOs to determine disaster housing needs. Activities in this task include, but are not limited to:

- Assessing the impacts of disasters on housing stock, number of displaced persons/households and types of housing (rental versus ownership) ultimately required by displaced persons.
- Creating a vision for housing recovery that is consistent with the County’s Comprehensive Plan. Permanent housing development should be consistent with the County’s long-term planning vision, providing an appropriate diversity of affordable and quality housing stock.
- Implementing the vision over a prescribed period to efficiently move from sheltering to permanent housing solutions.

Coordinating the provision of housing disaster assistance. Activities in this task include, but are not limited to:

- Identifying and referring interim housing in short-term rental residences (e.g. extended stay hotels/motels/camps, residential rental units and/or manufactured housing) for which displaced persons are supplied vouchers or rental assistance to cover costs.
- Supporting rehabilitation of damaged housing stock through grants or subsidized loans.
- Developing permanent housing consistent with the County's long-term planning vision, providing an appropriate diversity of affordable and quality housing stock.
- Ensuring that those with access and functional needs, or other persons with disabilities are having their needs fulfilled in short and intermediate term housing solutions such as:
 - Availability of hospital type beds and/or cots
 - ADA compliant buildings and facilities such as showers
- Addressing housing for pets, service animals and companion animals.

Developing and implementing a Disaster Housing Strategy. Activities in this task include, but are not limited to:

- Coordinating a public/private partnership with the construction and real estate community to prioritize and implement restoration of housing options across the recovery spectrum.
- Identifying affected populations with unmet housing needs and connect these populations to private, local, state and federal opportunities.
- Revisiting and communicating changes to building and zoning codes intended to mitigate future hazards as part of pre-disaster preparedness.
- Gathering input from the community on their expectations for disaster housing recovery including their long-term visions for the County's housing stock. This task can be facilitated by utilizing:
 - Public meetings, open houses and/or County Commissioner meetings.
 - Collecting written, emailed, or verbal comments at Disaster Assistance/Recovery Centers.
 - Soliciting feedback via the County's website or a public hotline.
- Tracking progress toward long-term housing goals against initial housing damage assessments through collecting information and success stories from the community.

Providing case management to disaster victims. Case management provides support to impacted individuals and families, including through activation of Disaster Assistance/Recovery Centers and other resources, to match needs with non-profit, private, local, state, and federal services. Case management may be employed on a temporary basis following a disaster to help an affected individual, household or family to achieve realistic goals for housing recovery and includes, but is not limited to:

- Technical assistance, including identifying sources and restrictions of funding
- Outreach

- Initial triage
- Disaster Case Management casework (Colorado Department of Public Safety, 2017)
- Providing vouchers
- Individual and family recovery planning
- Financial and housing assistance referrals
- Internal communication and coordination of services
- Maintaining client confidentiality and case management file storage

Assignment of Responsibilities

Lead Agency – Arapahoe County Department of Community Resources

Housing and Community Development Division

- Facilitate development of a Disaster Housing Recovery Strategy during pre-planning.
- Implement the Disaster Housing Recovery Strategy following a disaster.
- Supporting the identification of unmet long-term and disaster housing needs.
- Participate in pre-disaster planning and capacity building with supporting agencies.
- Assist in staffing Disaster Assistance/Recovery Centers as needed.

Lead

- Coordinate housing activities of all involved groups, collects and collates information, etc.
- Manage Disaster Assistance/Recovery Centers, as needed.
- Activate, assign and provide oversight to case managers.
- Establish objectives and goals of case managers.
- Prepare reports and communicates progress to the Long-Term Recovery Committee.
- Provide management oversight and logistical support for assessment teams.
- Ensure reporting requirements are on schedule.
- Ensure case managers are organized, trained, equipped, and able to deploy when needed with the necessary resources.
- Coordinate provision of state and federal housing support.
- Coordinate NGOs to best utilize their resources.

Arapahoe County Sheriff's Office

Office of Emergency Management

- Lead and facilitate pre-disaster planning and capacity building.
- Provide technical resources, as needed, specifically related to federal grant funding and policies.

Public Safety Bureau

- Coordinate security, in conjunction with applicable local law enforcement agencies, for short-term housing.

Arapahoe County Public Works and Development Department

Planning and Land Development Division

- Support long-range planning and development issues related to disaster housing.
- Provide expedited building permits.

Area Housing Authorities

- Coordinate with the primary agency to participate in pre-disaster planning and capacity building
- Support post-disaster damage and needs assessments by assessing the condition of public housing properties and coordinating with municipal housing authorities in the county following a disaster
- Provide case managers
- Serve as a technical resource for residents who are rebuilding or rehabilitating their homes and public housing residents who need assistance following a disaster
- Coordinate federal housing support through CDBG-DR grants, Housing and Urban Development (HUD) Emergency Housing program, and the Housing Rehabilitation program

Colorado Department of Local Affairs (DOLA)

DOLA is the state of Colorado identified lead post sheltering housing needs. Following a request for state support, the state may provide:

- Assistance in the emergency, temporary, and interim housing processes
- Support to local housing authorities
- Assistance in the evaluation of potential solutions to displaced families
- Short-term rental assistance, when required
- Building department consultations
- Housing and rental assistance consultation, and motel vouchers
- Identification of insurance agents and adjusters
- Planning and zoning consultations
- Utilities hookup and repair updates
- Information and resources to prevent unfair or deceptive acts or practices in commerce against consumers. This assistance relates to the rental of temporary or intermediate housing and purchasing of goods or services for home repairs
- Planning and mapping, public education and awareness, and technical assistance for mitigation measures

- Volunteer and donated resources coordination

Federal Government (FEMA, HUD, SBA)

Federal disaster services that may be available in the event of a federal disaster declaration include:

- Temporary housing
- Housing repair
- Home replacement
- Semi-permanent and permanent housing construction

Non-governmental Organizations (NGOs)

Community and faith-based groups, including Colorado Voluntary Organizations Active in Disaster (COVOAD), and nationwide organizations may play a role in disaster housing recovery. They may be able to assist with:

- Coordinate recovery activities among its members
- Provide case management services
- Develop partnerships with government agencies
- Facilitate effective service delivery during recovery
- Share information on training opportunities with its membership

Attachment A: Housing Strategy Implementation Matrix

Solution	Population Served	Benefits	Limitations	Cost	Political Feasibility	Potential Partners
Short-Term Housing – Refers to emergency housing solutions in the immediate hours and days following a disaster.						
Emergency Sheltering – <i>An immediate action to protect persons from ongoing hazards and natural elements.</i>	<ul style="list-style-type: none"> Residents with damaged or inundated homes Homeless populations Access and functional needs populations 	<ul style="list-style-type: none"> Accommodates large populations Supports the identification of large swaths of unmet needs 	<ul style="list-style-type: none"> Very short-term solution, many sites only available for days at a time Facilities may be unable to meet the needs of those with access and functional needs 			<ul style="list-style-type: none"> American Red Cross Community centers Local schools
Campgrounds – <i>Inexpensive action to house populations during structural damage assessment period.</i>	<ul style="list-style-type: none"> Evacuated populations Homeless populations 	<ul style="list-style-type: none"> Inexpensive and easily accessible 	<ul style="list-style-type: none"> Only acceptable during fair weather Limited solutions for feeding and sanitation Ineffective solution for access and functional needs populations 			<ul style="list-style-type: none"> KOA Local, State, Federal, and private parks Outdoor goods stores (for tents and camping equipment)
Out of Area Relocation – <i>Temporary removal of populations from the area until recovery efforts are well underway.</i>	<ul style="list-style-type: none"> Families Homeless populations 	<ul style="list-style-type: none"> Decreased exposure to ongoing local hazards 	<ul style="list-style-type: none"> Local economy may suffer to recover following decrease in local population Relocated populations may never return to the community Populations may lack the financial means to relocate 			<ul style="list-style-type: none"> Out of area friends and family Communities to receive relocated populations

Solution	Population Served	Benefits	Limitations	Cost	Political Feasibility	Potential Partners
College Housing – <i>Inexpensive action to house populations in available dormitories during structural damage assessment period.</i>	<ul style="list-style-type: none"> Families Access and functional needs populations 	<ul style="list-style-type: none"> Housing with full amenities Much of college housing is completely empty during summer months 	<ul style="list-style-type: none"> Only available during summer months 			<ul style="list-style-type: none"> Public and private colleges
Interim Housing – Refers to temporary housing solutions in the weeks and months following a disaster.						
Hotels	<ul style="list-style-type: none"> Access and functional needs populations Families Homeless populations 	<ul style="list-style-type: none"> Stimulates local economy Potentially seasonally vacant 	<ul style="list-style-type: none"> Companies may place high cost or liability burden on local government High cost burden for feeding 			<ul style="list-style-type: none"> Local hotels
Rental Properties	<ul style="list-style-type: none"> Families 	<ul style="list-style-type: none"> Potentially seasonally vacant Rental units may support other needs including access to a kitchen and sanitation. 	<ul style="list-style-type: none"> Companies may place high cost or liability burden on local government Competition with ongoing tourism industry demands 			<ul style="list-style-type: none"> Local rental agencies House sharing social networks (AirBnb, VRBO)
Rental Assistance – <i>Financial support to allow populations to meet monthly housing expenses due to loss of jobs.</i>	<ul style="list-style-type: none"> Access and functional needs populations Families 	<ul style="list-style-type: none"> Allows renters and homeowners to return to <i>their</i> homes 	<ul style="list-style-type: none"> Issues of fraud and misuse of funds Expensive and potentially difficult reimbursement process 			<ul style="list-style-type: none"> DOLA – Division of Housing HUD
Temporary Housing Units – <i>Manufactured housing placed on public or private property within the community.</i>	<ul style="list-style-type: none"> Residents with damaged or inundated homes 	<ul style="list-style-type: none"> Protection from ongoing hazards and weather elements 	<ul style="list-style-type: none"> Potential to hinder long-term solutions and result in longer transition period 			<ul style="list-style-type: none"> RV retailers FEMA

Solution	Population Served	Benefits	Limitations	Cost	Political Feasibility	Potential Partners
Long-Term Housing – Refers to permanent housing solutions in the months and years following a disaster.						
Low-Income Housing Development – Construction of subsidized housing units for vulnerable populations likely to continue to deal with long-term economic ramifications due to the disaster.	<ul style="list-style-type: none"> Access and functional needs populations Homeless populations 	<ul style="list-style-type: none"> Long-term resilience benefits 	<ul style="list-style-type: none"> Large investment cost and unforeseen consequences 			<ul style="list-style-type: none"> Local developers Local planning committees
Repair Services – Efforts to repair damages associated with the disaster, potentially reimbursable by Federal government.	<ul style="list-style-type: none"> Residents with damaged or inundated homes 	<ul style="list-style-type: none"> Allows renters and homeowners to return to <i>their</i> homes 	<ul style="list-style-type: none"> High cost burden on renters and homeowners Fails to address vulnerabilities in existing hazard areas 			<ul style="list-style-type: none"> Local Building Inspectors Construction firms Contractors
Acquisition and Demolition – Purchase of damaged homes or homes in repetitively vulnerable locations.	<ul style="list-style-type: none"> Residents with damaged or inundated homes 	<ul style="list-style-type: none"> Decreased vulnerability to future events 	<ul style="list-style-type: none"> Expensive and potentially difficult reimbursement process 			<ul style="list-style-type: none"> Floodplain managers Local engineers Construction and demolition firms FEMA/HUD

Attachment B: Housing Strategy Evaluation Checklist

Housing Solution Preparation	
Is site preparation required?	Yes or No
If yes, what type of support is needed?	[Describe preparation support required and identify potential support agencies]
Site-Specific Details	
Ownership of property	[Provide legal name of entity owning the property]
Name and Contact Information	[Provide the name, phone number, and email address for the point of contact of the property]
Current use of site	[Describe the typical use of the site]
Physical characteristics of site	[Describe the property's surroundings and any potential hazards within the property]
Size of property	[Provide the estimated usable space within the property]
How many people can the site host?	[Provide an estimated or confirmed number of people to be served by the site]
Can the site be used during inclement weather?	Yes or No
If no, what general periods of the year will the site likely be useable?	[Describe the time of year most likely to support use of the site]
Is a kitchen or cooking equipment provided or available?	Yes or No
If yes, what resources are available?	[Describe the general makeup of the kitchen]
Does the site have restroom facilities?	Yes or No
If no, what alternative facilities will be provided?	[Describe contingency plans for ensuring sanitation needs are met]
Is the site accessible to access and functional needs populations?	Yes or No
Nearby amenities (i.e., schools, supermarkets, medical facilities, churches, public transportation)	[Describe the available amenities in general proximity to the site]
Access to utilities (i.e., solid waste, sanitary sewer, drinking water, power)	[List the utilities available on the property]
Fire/EMS response availability	[Provide an estimated response time for the nearest fire/EMS responders]
Known security issues	[Describe any known security issues that could pose a threat to attendees]
Hazard assessment (i.e., fires, flooding, landslide, etc.)	[Describe the sites proximity to potential hazards]
Fire alarms	Yes or No

Attachment C: Sources and Types of Data for Housing

Note that data collected during short-term housing recovery can and should be reassessed during intermediate and long-term housing recovery. Similarly, data collected during intermediate housing recovery can and should be reassessed during long-term recovery.

Data Source	Name	Data	Number/ Percentage	Check if Increase	Check if Decrease
Short-term Housing Recovery					
<input type="checkbox"/> Emergency Shelters		<input type="checkbox"/> Number of residents		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> EOC		<input type="checkbox"/> Number of people evacuated from disaster zone		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Hospitals		<input type="checkbox"/> Number of patients not discharged due to no place to stay		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> In-stay dependence treatment centers		<input type="checkbox"/> Number of patients not discharged due to no place to stay		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Half-way houses		<input type="checkbox"/> Capacity		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Law enforcement/ social services/ hotlines		<input type="checkbox"/> Number of homeless reported		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Disaster Assistance Centers		<input type="checkbox"/> Number of Disaster Assistance Centers open		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Damage Assessments		<input type="checkbox"/> Number homes destroyed <input type="checkbox"/> Number of homes damaged <input type="checkbox"/> Number of homes reported vacant due to structural damage		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Homeless counts		<input type="checkbox"/> Number of homeless identified <input type="checkbox"/> Number of chronically homeless		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Rehabilitation centers		<input type="checkbox"/> Number of patients not discharged due to no place to stay		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Psychiatric centers		<input type="checkbox"/> Number of patients not discharged due to no place to stay		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Surveys		<input type="checkbox"/> Number of persons staying temporarily with friends/families		<input type="checkbox"/>	<input type="checkbox"/>

Data Source	Name	Data	Number/ Percentage	Check if Increase	Check if Decrease
Intermediate Housing Recovery					
<input type="checkbox"/> Rehabilitation centers		<input type="checkbox"/> Number of patients not discharged due to no place to stay		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Homeless shelters		<input type="checkbox"/> Number of clients		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Hotels/ motels and campgrounds		<input type="checkbox"/> Number of persons reporting occupancy due to homelessness		<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/> Number of persons with extended stays		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Surveys/ case management reports		<input type="checkbox"/> Number of persons reporting overcrowding in their homes		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> HUD		<input type="checkbox"/> Number of Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) applications		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> HUD		<input type="checkbox"/> Number of local Emergency Solutions Grant (ESG) program applications		<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/> Dollar value of local Emergency Solutions Grant (ESG) program applications		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> HUD – CDBG funding performance measures reports		<input type="checkbox"/> Persons assisted directly		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> HUD – Home Investment Partnerships Program reports		<input type="checkbox"/> Completed units – homebuyer		<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/> Completed units – rehabilitation		<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/> Completed units – rental		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> HUD - Housing Trust Fund (HTF) program		<input type="checkbox"/> Dollars awarded locally		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> HUD		<input type="checkbox"/> Calls for housing assistance		<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/> Number of open cases		<input type="checkbox"/>	<input type="checkbox"/>

Data Source	Name	Data	Number/ Percentage	Check if Increase	Check if Decrease
<input type="checkbox"/> HUD		<input type="checkbox"/> Number of Making Home Affordable hotline calls		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> DOLA		<input type="checkbox"/> Number of calls to Housing Development Specialists		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> DOLA		<input type="checkbox"/> Number of applications for disaster recovery housing rehabilitation <input type="checkbox"/> Number of applications for disaster recovery rental assistance		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Local housing counseling agencies		<input type="checkbox"/> Number of requests for assistance <input type="checkbox"/> Number of open cases		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
Long-term Housing Recovery					
<input type="checkbox"/> U.S. Census		<input type="checkbox"/> Local population <input type="checkbox"/> Number of local housing units <input type="checkbox"/> Housing density		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> U.S. Census American Communities Survey		<input type="checkbox"/> Total local housing units		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> U.S. Census American Communities Survey		<input type="checkbox"/> Number of local occupied housing units		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> U.S. Census American Communities Survey		<input type="checkbox"/> Number of local vacant housing units		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> U.S. Census American Communities Survey		<input type="checkbox"/> Local homeowner vacancy rate		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> U.S. Census American Communities Survey		<input type="checkbox"/> Local rental vacancy rate		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> U.S. Census American Communities Survey		<input type="checkbox"/> Local owner-occupied years of tenure		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> U.S. Census American Communities Survey		<input type="checkbox"/> Local renter-occupied years of tenure		<input type="checkbox"/>	<input type="checkbox"/>

Data Source	Name	Data	Number/ Percentage	Check if Increase	Check if Decrease
<input type="checkbox"/> U.S. Census American Communities Survey		<input type="checkbox"/> Local number of occupied housing units lacking complete plumbing facilities <input type="checkbox"/> Local number of occupied housing units lacking complete kitchen facilities <input type="checkbox"/> Local number of occupied housing units with no telephone service available		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> U.S. Census American Communities Survey		<input type="checkbox"/> Local number of housing units with a mortgage <input type="checkbox"/> Local number of housing units without a mortgage		<input type="checkbox"/> <input type="checkbox"/> 	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> U.S. Census American Communities Survey Selected Monthly Owner Costs as a Percentage of Household Income (SMOCAPI)		<input type="checkbox"/> Local number of properties with a mortgage and SMOCAPI of 35% or more <input type="checkbox"/> Local number of properties without a mortgage and SMOCAPI of 35% or more		<input type="checkbox"/> <input type="checkbox"/> 	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> U.S. Census American Communities Survey Gross Rent as a Percentage of Household Income		<input type="checkbox"/> Local number of occupied units paying rent where rent is 35% or greater of household income		<input type="checkbox"/> 	<input type="checkbox"/>
<input type="checkbox"/> HUD		<input type="checkbox"/> Dollars of repair and improvement loans		<input type="checkbox"/> 	<input type="checkbox"/>

Data Source	Name	Data	Number/ Percentage	Check if Increase	Check if Decrease
<input type="checkbox"/> DOLA		<input type="checkbox"/> Number of Revolving Loan Fund (RLF) applications for Single Family Owner Occupied Rehabilitation (Rehab) <input type="checkbox"/> Dollars of Revolving Loan Fund (RLF) applications for Single Family Owner Occupied Rehabilitation (Rehab) <input type="checkbox"/> Number of Revolving Loan Fund (RLF) applications for Down Payment Assistance (DPA) <input type="checkbox"/> Dollars of revolving Loan Fund (RLF) applications for Down Payment Assistance (DPA)		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Colorado Division of Child Welfare		<input type="checkbox"/> Number of Housing Choice Vouchers (HCVs) issued <input type="checkbox"/> Dollars worth of Housing Choice Vouchers (HCVs)		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> DOLA – HUD Housing Opportunities for Persons with AIDS (HOPWA) program		<input type="checkbox"/> Number of recipients		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> DOLA – State Demography Office		<input type="checkbox"/> Persons per household <input type="checkbox"/> Total number of housing units <input type="checkbox"/> Number of vacant housing units <input type="checkbox"/> Vacancy rate		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Local housing strategies/plans		<input type="checkbox"/> Percent of goals accomplished		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Local development plans		<input type="checkbox"/> Percent of goals accomplished		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Social services departments		<input type="checkbox"/> Rate of homelessness <input type="checkbox"/> Number of HEAP applications		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>

Data Source	Name	Data	Number/ Percentage	Check if Increase	Check if Decrease
<input type="checkbox"/> Local government building permits		<input type="checkbox"/> Estimated value of construction being undertaken		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Community outreach events		<input type="checkbox"/> Percent of community goal accomplished for rate of homelessness		<input type="checkbox"/>	<input type="checkbox"/>

Note: the U.S. Census American Fact Finder tool (<https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml#>) can be used to retrieve local municipal household data for comparison to housing available as well as local data on populations, housing units, and housing density (<https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>).

Attachment D: Housing Data from Disaster Assistance/Recover Centers (DAC/DRC)

At activated DAC/DRCs, basic housing data typically will be collected on client intake forms and may be collected in aggregate by the lead agency managing the DAC/DRC to assess trends in services and demand.

DAC/DRC Name and Location	Data	Number/ Percentage	Check if Increase	Check if Decrease
	<input type="checkbox"/> Number of people in temporary housing (residence belonging to family/ friends, transitional housing, public housing, long-term care residence, hotel/motel, FEMA temporary housing)		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Number of children in temporary housing (see types above)		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Number of people unsheltered		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Number of children unsheltered		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Number of people evacuated from disaster zone		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Number of people suffering damage to primary residence		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Households that have lost access to financial resources		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Number of households behind in rent/mortgage		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Number of households that are uninsured		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Number of households that are underinsured		<input type="checkbox"/>	<input type="checkbox"/>

RSF 4 – Health and Social Services

Primary Agencies

Arapahoe County Human Services Department

Arapahoe County Community Resources Department

Supporting Agencies

Arapahoe County Sheriff's Office - Office of Emergency Management (OEM)

Area Behavioral Health Providers (Aurora Mental Health, All Health Network)

Colorado Department of Human Services (CDHS)

Colorado Department of Public Health and Environment (CDPHE)

Non-governmental Organizations (NGOs)

Tri-County Health Department (TCHD)

Concept of Operations

General

Human Needs in recovery will include feeding, clothing and providing behavioral health support for Arapahoe County citizens following a disaster. The activities described in this annex require a coordinated effort between municipal government, intragovernmental agencies, community partners including NGOs, state and federal partners.

Transition from Response to Recovery

During the response phase, the provision of Human Needs will be coordinated by Emergency Support Function 6 – Mass Care. Such services will primarily be coordinated through the Emergency Operation Center (EOC).

During recovery, ongoing Human Needs will be addressed under the Health and Social Services Recovery Support Branch. RSF 4 will be responsible for:

- Assistance for Individuals, Households, and Small Businesses
- Behavioral Health Services
- Consumer protection
- Donations Management
- Volunteer Coordination

Disaster Human Needs Critical Tasks

Perform and assess disaster Human Need impacts and outstanding needs. Recovery activities conducted under this critical task include, but are not limited to:

- Meet with affected Human Services providers to assess actions needed to ensure continuity of service and the timelines for these actions.
- Communicate changes in service and progress in restoring service to the public, in conjunction with communications distributed by the providers.
- Identify Human Services healthcare providers and organizations that can fill gaps in service and work with affected providers to communicate changes in service to clients.
- Regularly assess progress in completing critical repairs to the Human Services and healthcare systems and communicate progress to affected stakeholders and county residents.
- Collect data on vulnerable populations and the County's population as a whole to assess the impacts of the disaster on health and welfare conditions and access to healthcare and Human Services to determine needs. The post-disaster needs assessment should also be informed by public input solicited through multiple venues, including County and municipality websites,

County offices and outreach locations, social media, print media, healthcare providers, shelters, Disaster Assistance/Recovery Centers, community-based organizations, and in-person meetings. Requests for public input should ask people what they perceive to be the community's highest-priority needs.

- Meet with community-based organizations and social groups such as neighborhood associations to get information on needs in affected populations and strategize ways that these organizations can provide recovery support and close gaps in services.
- Coordinate with NGOs and state and federal agencies on-site to assess ongoing needs. Facilitate provision of additional County personnel and resources as needed.

Identify available resources by completing an inventory. Recovery activities conducted under this critical task include, but are not limited to:

- Involve supporting agencies and regional partners in planning for the deployment of resources to address disaster impacts and recovery needs.
 - The Salvation Army and the American Red Cross may provide short term food services following a disaster. In addition, both agencies may provide food assistance to those impacted by a disaster.
 - The above agencies, in addition to other NGOs, may provide assistance for clothing, general assistance and other services to affected persons.
- During recovery activities, reach out to supporting agencies and regional partners to determine what resources remain available.
 - Include partners who have committed resources in the County's recovery and maintain awareness of how resources have been deployed.
- Contact the DHSEM Recovery Team, Colorado Department of Human Services and other state agencies for information regarding available disaster recovery services.
- Participate in the long-term recovery committee.

Establish and break down Disaster Assistance/Recovery Centers. A Disaster Assistance Center transitions to a Disaster Recovery Center in the event of a federal funding and includes resources from federal agencies. A Disaster Assistance/Recovery Center provides a physical, "one-stop shop" connecting Arapahoe County departments and partners providing recovery services to people in need. It can house recovery operations, donations of materials, county outreach services, and other governmental and non-governmental organizations that provided services to people who have been affected. Recovery activities conducted under this critical task include, but are not limited to:

- Stand up a Disaster Assistance/Recovery Center with separate spaces for handling donations; organizing volunteers; disaster assistance service providers; and office space and equipment for county, state, and FEMA staff. Obtain critical items, such as tables for booths and break areas, desks and chairs, phones, public computers, signage, and racks and storage containers for donations.
- Assign a Disaster Assistance/Recovery Center manager to oversee assistance operations. This person may or may not be an Arapahoe County government employee.
- Initiate and staff a call center if needed.

- Develop information for the public information tools to be disseminated through Colorado 2-1-1, HelpColoradoNow.com and to others likely to be communicating with the public during the recovery process, including personnel conducting damage or needs assessments. The public information tools should include a list of frequently asked questions, answers, and key messages. Key messages should take into account all the County's recovery activities as well as activities by recovery partners. Update this public communications guide regularly throughout the recovery process.
- Assess the need to continue operating the disaster recovery center as recovery operations transition into day-to-day operations. In coordination with the County Recovery Manager, facilitate deactivation of the Disaster Assistance/Recovery Center.
 - Donate/dispose of remaining donated items.
 - Work with the Finance Department to verify expenses have been tracked and reported and close out all accounts.

Disaster Assistance/Recovery Centers may be managed by a County agency, by a regional or national VOAD; however, in either case, operating a Disaster Assistance/Recovery Center requires providing materials and supplies similar to those needed to operate an office; procedures for managing volunteers and donations; and adequate space for staff, volunteers, and members of the public. The space must be accessible to as much of the community as possible, particularly those whose usual methods of transportation may have been impacted and those with access and functional needs, and persons with disabilities. Other considerations for Disaster Assistance/Recovery Centers include:

- Having a variety of interpreters on site to avoid language barriers.
- Provide children services including activities to entertain children while parents are gathering information.
- Providing pet, including service animal, services for reunification information and aid.
- Keeping partners and services around through the life of the center as needs can change or evolve over time.
- Inviting victim advocacy partners to aid providing support, information and referrals.

Coordination with local municipalities. Coordination with municipalities for human needs following a local disaster may need to take place. It is important to note that municipalities and affected residents may be eligible for disaster-related public assistance waivers and programs only following a disaster declaration at the county level.

Manage volunteers and donations. Recovery activities under this critical task include, but are not limited to:

- Clear communication to the public of what is needed and not needed, where donations are being accepted and the best way to donate
- The County may appoint someone to serve as a liaison between the County and the DHSEM and COVOAD for volunteer and donation management.
- In the event of a local disaster that does not exceed local resource capacity, implement procedures for receiving, registering, and tracking volunteers and volunteer hours.

- County personnel or NGO partners should be designated to receive and register volunteers in person at Disaster Assistance/Recovery Centers.
- Coordinate with state disaster recovery officers and non-profit partners to disseminate information regarding volunteering in the public communications guide and on websites such as Colorado 2-1-1 and HelpColoradoNow.com
- Track volunteer hours
- Implement procedures for directing public donations.
- Regularly communicate with NGOs managing large donation funds to ensure these funds are being used as intended. As needs are identified, work with community partners to identify available funding and apply it towards meeting these needs.

Provide behavioral health support to disaster victims. Recovery activities conducted under this critical task include, but are not limited to:

- Provide trained counselors to help families and individuals, including responders and recovery workers, cope with the psychosocial impacts of a disaster
- Work with behavioral health specialists and counselors to provide basic training in recognizing behavioral health issues and assisting affected individuals to non-governmental organizations and neighborhood associations. The goal of this training should be to empower volunteers to provide basic support to affected individuals and report needs to the Human Needs lead
- Prepare public education materials encouraging people to seek out the appropriate support through the statewide Mental Health Crisis Hotline (1-884-493-TALK [8255]), Disaster Assistance/Recovery Center, or other local venues
- Meet regularly with mental health care providers to assess remaining needs
- Provide counseling and other support services—potentially including physical care centers providing break rooms, food, and other support services—to County personnel and volunteers involved in disaster response and recovery. Engage County personnel by asking for their input on support services that are needed

Provide support for persons with access and functional needs, and other disabilities. Recovery efforts need to take into consideration the additional needs of these populations and may include:

- Based on data collected during community needs assessments, determine which access and functional needs, and other disabilities populations may have been affected by the disaster and ensure these populations are considered in post-disaster recovery activities
- Include healthcare providers and volunteer organizations serving access and functional needs populations in post-disaster recovery planning
- Ensure the Disaster Assistance/Recovery Center, community meetings, and other community outreach venues are located in ADA-compliant buildings and that meetings and public involvement opportunities are advertised to persons with access and functional needs, and other disabilities
- Certify that public infrastructure and facility repairs are ADA-compliant

Conduct case management and assign case managers. Case management may be employed on a temporary basis following a disaster to help an affected individual, household or family to achieve realistic goals for housing recovery and may include:

- Technical assistance, including identifying sources and restrictions of funding
- Outreach
- Initial triage
- Disaster Case Management casework (Colorado Department of Public Safety, 2017)
- Providing vouchers
- Individual and family recovery planning
- Financial assistance referrals
- Internal communication and coordination of services
- Maintain client confidentiality and case management file storage

Coordinate with public health providers. One goal of recovery is to ensure the long-term mental and physical health of all members of the community. Recovery activities conducted under this critical task include, but are not limited to:

- Identify critical public health needs, such as provisions of bottled water, food, vaccinations, or water quality testing
- Coordinate distribution of critical services and supplies
- Communicate steps residents and other community stakeholders can take to protect health throughout recovery
- Restore local public health services or provide for continuity of service. Coordinate with Arapahoe County Community Resources Department, the CDPHE and community partners to ensure capabilities are in place for surge operations in the weeks and months following a disaster.
- Ensure public health concerns are considered as part of ongoing needs assessments following a disaster
- Solicit input from residents and other community stakeholders regarding priority public health concerns as part of the post-disaster recovery planning process and coordinate with CDPHE and community partners to address these concerns

Assignment of Responsibilities

Co-Lead Agency: Arapahoe County Department of Human Services

- Participate in pre-disaster planning
- Lead the assessment of impact and needs following a disaster
- Provide Human Services technical assistance at the Disaster Assistance/Recovery Center and additional information regarding county Human Services programs following a disaster
- Participate in updates of the public information tools
- Facilitate the provision and continuation of health and Human Services for access and functional needs, and other disabilities populations following a disaster and ensuring recovery planning and projects take into consideration the needs of these populations to promote an equitable and compassionate recovery
- Assist with case management

- Coordinate with the TCHD to ensure public health concerns are identified and addressed during recovery
- Participate in the assessment of impact and needs following a disaster
- Identify available resources
- Aggregate outreach information and documentation from all partners
- Provide educational materials and supplies related to public health concerns, and staff as necessary, to the DAC/DRC following a disaster

Co-Lead Agency: Arapahoe County Community Resources Department

- Participate in pre-disaster planning
- Work with OEM and Human Services to develop and maintain coordinated procedures for managing volunteer organizations and a common reporting and tracking system for volunteer hours
- Maintain template forms for registering volunteers and tracking volunteer work hours
- When the Disaster Assistance/Recovery Center is activated, implement procedures for receiving, registering, and tracking volunteers and volunteer hours

Arapahoe County Sheriff's Office

Office of Emergency Management

- Participate in pre-disaster planning
- Establish review schedule for this annex and coordinate review and revision by key primary and supporting agencies

Area Behavioral Health Providers

- Provide behavioral health support during recovery

Colorado Department of Human Services (CDHS)

- Assist individuals, households, and small businesses physically and economically affected, and support the establishment of Disaster Assistance/Recovery Centers
- Coordinate behavioral health resources for delivery post-disaster
- Protect consumers across various regulated and market sectors
- Manage volunteers and donations coordinate delivery of requested resources

Colorado Department of Public Health and Environment (CDPHE)

- Provide public health resources and manage grants to the community

Federal Government

Federal disaster response services that may be made available in the event of a federal disaster declaration include:

- Financial assistance or direct services provided to individuals and households with serious needs (including medical, dental, child care, and transportation)
- Unemployment and reemployment assistance services
- Food benefit allotments and direct provision of food commodities

- Professional counseling services
- Temporary public transportation services
- Case management services or financial assistance for local case management services

Non-governmental Organizations (NGOs)

Community and faith based groups, including COVOAD, and nationwide organizations may play a role in disaster human needs recovery. An electronic list of NGOs can be found at <https://covoad.communityos.org/cms/membership> that may be able to assist with a variety of services including:

- | | |
|--|---|
| • Management of unsolicited donations | • Child care |
| • Management of unaffiliated volunteers | • Animal evacuation and sheltering |
| • Debris removal | • Veterinary services |
| • Construction | • Food banks |
| • Mental health services | • Transportation |
| • Spiritual care resources | • Information and referral call centers |
| • Mass care (sheltering/feeding) | • Communications |
| • Donations/volunteer support in the Emergency Operations Center | • Case management |
| • Financial aid | • Long-term recovery |
| | • Victim Advocacy |

Tri County Health Department (TCHD)

- Assist in the Human Needs impact and assessment
- Provide educational materials and supplies related to public health concerns, and staff as necessary, to the DAC/DRC following a disaster
- Provide public health services and administrative operations
- Provide core public health services and administrative operations, assessing long term public health impacts, and coordinating public messaging
- Coordinate public messaging related to health care
- Performing post-disaster facility inspections
- The Health and Medical Recovery Group will monitor health hazards related to or exacerbated by the disaster, including but not limited to:
 - Public health threats resulting from animal disease or food supply-chain contamination
 - Water system contamination
 - Potential failures of public utilities or services such as sewerage or waste removal
 - Assessing sanitation conditions to prevent contact with hazardous wastes that result from consequences of the disaster

- Disease transmission resulting from sheltering or other conditions in which populations are in close-quarters
- Air quality and well water inspections
- Syndromic surveillance
- Other health issues

Attachment A: Unmet Human Needs Coordinator Job Action Guide

You report to:	Long-Term Recovery Manager/Long-Term Recovery Committee
You supervise:	Unmet Human Needs Committee
State Recovery Lead:	Department of Local Affairs, Department of Public Health and Environment
Federal Coordinating Agency:	Department of Health and Human Services
Qualifications:	Able to make sound and timely decisions; able to direct and coordinate staff in a multi-agency environment; able to prioritize operational needs from a variety of responding agencies; has signatory authority.

Mission

Ensure effective operations of the Unmet Human Needs Committee and oversee coordination with supporting partners.

Initial Actions

- ☐ Receive briefing from the EOC Director and/or Recovery Manager to determine critical tasks
- ☐ Become familiar with the situation and ongoing unmet needs
- ☐ Review the recovery organization and understand your role in working with various supporting partners
- ☐ Identify agencies and departments and critical supporting partners to sit on the Unmet Human Needs Committee
- ☐ Hold initial meeting of the Unmet Human Needs Committee

Specific Job Actions

- ☐ Gather information from EOC staff on areas in which housing and human needs have been affected
- ☐ Coordinate with partners to develop a list of available housing and human needs resources and services
- ☐ Continue to hold regular meetings of the Unmet Human Needs Committee
- ☐ Maintain and update a progress report on the status of unmet needs
- ☐ Coordinate the establishment of Disaster Recovery Centers with State and Federal partners

Demobilization

- ☐ Identify ongoing unmet needs and facilitate transitioning individuals and households with ongoing unmet needs to be addressed through the day-to-day operations of participating agencies, departments, and supporting partners
- ☐ Facilitate deactivation of Disaster Recovery Centers
- ☐ Participate in After Action Reporting

Attachment B: Critical Task Checklist

✓	Action
Operations	
	<p>Coordinate with ESF 6, Mass Care and Human Services; ESF 14, Damage Assessment; ESF 8c, Behavioral Health; and community partners providing mass care to discuss procedures for identifying unmet human needs for displaced people and others affected by the disaster.</p> <p>Provide forms for documenting unmet needs and identify the primary Human Needs POC for questions and submitting the forms.</p>
	<p>Convene an Unmet Needs Working Group to include representatives of supporting departments and key community partners. Establish contact list, meeting format and schedule, and communications procedures.</p> <p><i>Note: If a state or federal disaster is declared, include representatives of Colorado Department of Human Services (CDHS), FEMA, and the Federal Department of Health and Human Services (HHS).</i></p>
	<p>Meet with affected human services providers to assess actions needed to ensure continuity of service and the timelines for these actions.</p>
	<p>Coordinate with the Public Engagement Office to communicate changes in service and progress in restoring service to the public, in conjunction with communications distributed by the providers.</p>
	<p>Identify human services providers and organizations that can fill gaps in service and work with affected providers to communicate changes in service to clients.</p>
	<p>Collect data on vulnerable populations and the County's population as a whole to assess the impacts of the disaster on health and welfare conditions and access to human services healthcare to determine unmet needs.</p>
	<p>Provide opportunities for members of the public to be involved in identifying unmet human needs.</p>
	<p>Compile information collected by ESF 6, Mass Care and Human Services; ESF 14, Damage Assessment; and ESF 8c, Behavioral Health; from human services providers; and through the assessment of the County's population into a post-disaster human needs assessment.</p>

Community partners that provide mass care services include Red Cross and The Salvation Army. Other community partners are identified in the Human Services Resources.

✓	Action
Operations	
	<p>Work as a group with the Unmet Needs Working Group to prioritize recovery activities to address unmet needs and determine the budget for these activities.</p> <p>The prioritized list of recovery activities will serve as the initial Human Needs Recovery Strategy. For each recovery activity, work with Human Needs RSF Supporting Agencies and the Unmet Needs Working Group to assign roles and responsibilities, courses of action for implementation, project deadlines, and benchmarks for evaluation.</p>
	Identify sources of funding for recovery actions as needed and resources that can be provided by members of the Human Needs Working Group and other County departments and community partners.
	Determine the conditions that must be met before the Unmet Needs Working Group is disestablished and recovery activities transition to day-to-day activities (recovery benchmarks).
	Regularly assess progress in addressing unmet needs. Record progress in the human needs recovery plan and communicate progress to affected stakeholders and County residents in coordination with the Public Engagement Office.
Deactivation	
	Once recovery benchmarks have been met, disestablish the Unmet Needs Working Group in coordination with members.
	Establish procedures and methods for continued long-term communication and collaboration as appropriate.
	Communicate the successes of the recovery effort to the public in coordination with the Public Engagement Office and communicate where those with continuing human services needs can go for services.

The types of data collected in the post-disaster human needs assessment should generally match the types of data collected in a baseline Community Needs Assessment. The post-disaster unmet needs assessment should also be informed by public input solicited through multiple venues, including County and municipality websites, County offices and outreach locations, surveys, social media, print media, human services providers, shelters, disaster assistance centers, community-based organizations, and in-person meetings. Coordinate with Planning and Zoning to solicit public input on unmet human needs during any visioning or public outreach meetings. Requests for public input should ask people what they perceive to be the community's highest-priority unmet needs.

Attachment C: Human Needs Assessment Tool

This Human Needs Assessment Tool should be used in each operational period of recovery as defined by the recovery organization to determine remaining unmet needs and track progress toward recovery goals. Before completing the tool, complete the table below.

Human Needs Assessment Identification Form

#	ITEM	INSTRUCTIONS
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period	Enter the start date and end date for the operational period to which this assessment applies.
3	Recovery Phase Timeline	Enter the phase of recovery activities (short-term, intermediate, or long-term) and a target transition or end date.
4	Situation Summary	Enter a brief situation summary of the operational period including which RSFs are active.
5	Human Needs Capability	Enter specific capability needs. Are there gaps in capabilities (i.e. public outreach personnel, material resources, etc.) and, if so, what is being done to fill those gaps?
6	Public Information Activities	Detail recent human needs public information releases, information/data needs, and outreach activities that have been undertaken and what activities are planned for this operational period.
7	Current Human Needs Recovery Organization	Enter the names of key individuals assigned to human needs and their title in the recovery organization. Include alternate personnel assigned to each position.
8	Health and Safety	Provide a summary of worker health and safety issues and instructions.
9	Geographic Extent	Detail the geographic extent of recovery activities, and highlight key areas of recovery concern.
10	Incident Priorities	
	10a. Activities	Provide updates on key recovery activities for the current operational period.
	10b. Objectives	List human needs recovery objectives for this operational period.
	10c. Strategies/Tactics	For each objective, document the strategies/tactics that will be used to accomplish that objective.
11	Prepared by	Enter the name, title, and signature of the person preparing the form. Enter date and time prepared.

1. Incident Name:	2. Operational Period:																									
3. Recovery Phase Timeline:																										
4. Situation Summary:																										
5. Human Needs Capability:																										
6. Public Information Activities:																										
7. Current Human Needs Recovery Organization: <table> <tr> <td>Name:</td> <td>Title:</td> <td>Alternate:</td> </tr> <tr> <td>Name:</td> <td>Title:</td> <td>Alternate:</td> </tr> <tr> <td>Name:</td> <td>Title:</td> <td>Alternate:</td> </tr> <tr> <td>Name:</td> <td>Title:</td> <td>Alternate:</td> </tr> <tr> <td>Name:</td> <td>Title:</td> <td>Alternate:</td> </tr> <tr> <td>Name:</td> <td>Title:</td> <td>Alternate:</td> </tr> <tr> <td>Name:</td> <td>Title:</td> <td>Alternate:</td> </tr> <tr> <td>Name:</td> <td>Title:</td> <td>Alternate:</td> </tr> </table>			Name:	Title:	Alternate:	Name:	Title:	Alternate:	Name:	Title:	Alternate:	Name:	Title:	Alternate:	Name:	Title:	Alternate:	Name:	Title:	Alternate:	Name:	Title:	Alternate:	Name:	Title:	Alternate:
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8. Health and Safety:

9. Geographic Extent:

10. Incident Priorities:

Activities:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Objectives:

- 1.
- 2.
- 3.
- 4.
- 5.

Strategies/tactics:

- 1.
- 2.
- 3.
- 4.
- 5.

11. Prepared by:

Date:

Assessing unmet human needs is a critical ongoing task to guide recovery actions. Essential to the assessment is the collection of reliable data on the population and individuals according to geographic location. Once reliable data are obtained, assessing the data and prioritizing actions is critical to help ensure the most efficient use of resources targeted to the benefit of the greatest number of persons and highest needs. This assessment tool outlines two steps: 1) recovery assessment and prioritization, and 2) data collection. In all cases, being able to geo-reference the data will be very helpful.

Human Needs Assessment and Recovery Prioritization

This section provides guidance on how the data that you collect can be used to perform the human needs assessment. For each category of data (physical, behavioral, cultural and spiritual, and education), there are several considerations that come into play and questions you should ask to perform the assessment:

- 1) What unmet need(s) do the data indicate?
 - a. For each of the data points you should determine how significant a shift is observed from pre-disaster conditions.
 - b. Has the data shifted due to the disaster or is the shift simply reflective of changes in your community? For example, it is common for mental health needs to increase when unemployment increases due to the closure of a local industry.
 - c. Do the data relate to persons with access or functional needs such as:
 - i. Individuals with disabilities (hearing, vision, speech, mobility, brain injuries, health maintenance needs and cognitive, intellectual, developmental, and mental health);
 - ii. Seniors;
 - iii. Populations having limited English proficiency;
 - iv. Populations with limited access to transportation; and/or
 - v. Populations with limited access to financial resources to recover from the emergency.

To learn more about planning for people with access and functional needs visit: <https://emilms.fema.gov/ISO368/DISO1summary.htm> and <https://www.phe.gov/Preparedness/planning/abc/Pages/afn-guidance.aspx> and encourage these populations to plan for themselves (<https://www.ready.gov/individuals-access-functional-needs>).

 - d. Are they needs that can't currently be addressed? This may be due to laws, regulations, or policies prohibiting or not authorizing the actions that would need to be taken.
- 2) Where is the need?
 - a. Is the need across a region or focused in a specific area?
 - b. Is the need within your jurisdictional authority or would inter-governmental agreements be required?
 - c. Is the need in areas accessible by agencies that would be required to address the need?
 - d. Is the need in the public or private domain?
- 3) What resources would be required to address this unmet need?
 - a. Does your department have the physical and financial resources (equipment, materials, funding, etc.) necessary?
 - b. Does your department have enough resources?
 - c. Does your department have enough staff?
 - d. Do departmental staff have the right competencies?
- 4) What challenges would be faced in meeting this need?
 - a. Is there a limitation in resources?

- b. Are there logistical challenges?
 - c. Are there cascading challenges created by the disaster?
 - d. Would current laws, permits required, zoning, etc. preclude solutions?
- 5) What are you attempting to accomplish? This answer may be different across recovery phases and drives the need to revisit the assessment process periodically.

Based on your assessment above, prioritization of recovery actions will be based on at least the following:

- 1) Your recovery plan and the goals and objectives for each recovery phase.
- 2) Addressing populations with access and functional needs first, especially in short-term recovery.
- 3) Putting earlier those unmet needs that affect the largest percentage of the population.
- 4) Prioritizing the needs the community identifies as most important to them.
- 5) Sooner addressing needs that preclude solving other needs. For example, physical needs may prevent persons from accessing educational resources. Behavioral health needs may result in unemployment.
- 6) Identifying, addressing, and prioritizing multiple types of needs that can be addressed using the same resources.
- 7) Ensuring full inclusion of the population in the recovery process as soon as it is feasible.
- 8) Starting with actions that are allowed by law and working toward amendments if appropriate.
- 9) Working toward any required intergovernmental or public-private partnerships before taking action outside your jurisdiction or on private property.
- 10) Starting with actions for which you have enough of the physical and financial resources (equipment, materials, funding, etc.) and competent staff needed while working on addressing gaps in other areas.

The latest needs assessment performed

Human Needs Data Collection

The following tables describe the types of data that are useful for assessing human needs both to establish a baseline and during the various phases of recovery. Note that post-disaster recovery needs, particularly those in short-term recovery, are compared to pre-disaster baselines to reflect the need that the disaster has created. If no such baseline exists, data will be reflective of existing needs against which recovery needs can still be assessed, particularly those actions that will be beneficial to long-term recovery where overarching resiliency and health are often recovery goals.

Sub-sectors of human needs for which data should be collected include the following:

- Physical health
- Behavioral health
- Cultural and spiritual health
- Financial health
- Education
- Housing

The priority sub-sectors for data collection, assessment, and action may vary depending on the phase of recovery. During short-term recovery, priority should first be given to addressing basic physical health needs for persons' survival (potable water, food, shelter, and sustained medical care). The other subsectors should also be assessed during short-term recovery since, for some individuals, they may be perceived as equally important to their physical survival needs. Data may be collected for specific geographic areas, and can be compared to the total population within a specific region. This helps in recovery planning to establish areas of greater need and to track progress within specific areas. As an

additional resource, when seeking data from specific sources (facilities or organizations) it is helpful to ask if there are trends in the data. For example:

- Are hospitals admitting more or fewer patients?
- Does a health department recognize a decrease in chronic disease rates?
- Are social services agencies processing more or fewer applications for SNAP benefits?
- Are more or fewer persons requesting food from pantries?
- Is attendance at religious services up or down?
- Are libraries seeing an increase in borrowing?
- Are the number of domestic violence law enforcement calls up or down?

It is unlikely that all or most of the sources of data will be available – decision-makers will need to work with what they have while seeking additional resources as recovery continues.

To use the tables on the following pages for a baseline or post-disaster assessment:

- 1) Review the data sources and types of data that may be available for each sub-sector of human needs.
- 2) Based on nature and extent of the disaster and the availability and accessibility of data, identify the data points that need to be collected to support development of the human needs disaster recovery strategy.
- 3) Contact data sources to request the data needed. Disaster Assistance Centers (DACs), if activated, will be an important source of some types of self-reported information. Separate forms are provided to record data collected from DACs.
- 4) The forms include fields to enter quantified data as well as checkboxes to note trends—i.e., whether a certain indicator has increased or decreased following a disaster or compared to a baseline assessment. If a baseline assessment has been completed, trends may be noted by comparing the data collected following a disaster to the same data point in the baseline assessment. If a baseline assessment has not been completed, trends may still be assessed quantitatively or qualitatively by inquiring a data source.
- 5) If multiple data sources in one category (i.e., hospitals or schools) are contacted, multiple copies of each form may be needed, or the electronic version of the form may be expanded as needed to add more rows.
- 6) Use the level of quantified need or trends in the categories in which data is collected to prioritize human needs and develop activities, objectives, and strategies/tactics to address these needs. Priority activities, objectives, and strategies/tactics may be entered in field 10 in the Human Needs Assessment Identification form at the beginning of this assessment tool.

It is not expected or feasible to collect the information listed in the tables to follow. The follow resources are meant to be a guide for health and social service providers.

Sources and Types of Data for Physical Health

Data Source	Name	Data	Number/ Percentage	Check if Increase	Check if Decrease
<i>In-Patient</i>					
<input type="checkbox"/> Hospitals		<input type="checkbox"/> Percent of available beds <input type="checkbox"/> Number of emergency department visits <input type="checkbox"/> Number of admissions <input type="checkbox"/> Number of readmissions		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Long-term care facility and admissions		<input type="checkbox"/> Percent of available beds by gender <input type="checkbox"/> Number of bed requests <input type="checkbox"/> Number of admissions		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Rehabilitation centers		<input type="checkbox"/> Number of admissions <input type="checkbox"/> Percent of available beds <input type="checkbox"/> Average duration of stay		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<i>Out-Patient Care</i>					
<input type="checkbox"/> Adult daycare		<input type="checkbox"/> Attendance or absences <input type="checkbox"/> Number of available spaces		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Ambulatory surgical center		<input type="checkbox"/> Number of appointments <input type="checkbox"/> Number of surgeries		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Birthing centers		<input type="checkbox"/> Number of complications <input type="checkbox"/> Number of premature births		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Cancer centers		<input type="checkbox"/> Number of appointments		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Dentist offices		<input type="checkbox"/> Number of appointments <input type="checkbox"/> Number of urgent appointments		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Diabetes management center		<input type="checkbox"/> Number of appointments		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Diagnostic center		<input type="checkbox"/> Number of appointments		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Dialysis centers		<input type="checkbox"/> Number of appointments		<input type="checkbox"/>	<input type="checkbox"/>

Data Source	Name	Data	Number/ Percentage	Check if Increase	Check if Decrease
<input type="checkbox"/> Doctor's offices		<input type="checkbox"/> Number of appointments <input type="checkbox"/> Number of urgent appointments		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Home health		<input type="checkbox"/> Number of requests <input type="checkbox"/> Number of unfilled requests <input type="checkbox"/> Number of visits		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Hospice		<input type="checkbox"/> Number of requests <input type="checkbox"/> Number of denied requests		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Imaging centers		<input type="checkbox"/> Number of appointments		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Infusion centers		<input type="checkbox"/> Number of appointments		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Occupational medicine offices		<input type="checkbox"/> Number of appointments		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Occupational therapy offices		<input type="checkbox"/> Number of appointments		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Physical therapy offices		<input type="checkbox"/> Number of appointments		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Pain management centers		<input type="checkbox"/> Number of appointments		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Reproductive health centers		<input type="checkbox"/> Number of STDs diagnosed <input type="checkbox"/> Number of voluntary abortions <input type="checkbox"/> Number of involuntary abortions		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Respiratory therapy centers		<input type="checkbox"/> Number of appointments		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Sleep medicine centers		<input type="checkbox"/> Number of appointments		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Urgent care facility visits		<input type="checkbox"/> Number of visits <input type="checkbox"/> Number of referrals to hospitals		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
Other					
<input type="checkbox"/> Ambulance companies / EMS providers		<input type="checkbox"/> Number of calls <input type="checkbox"/> Number of transports		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>

Data Source	Name	Data	Number/ Percentage	Check if Increase	Check if Decrease
<input type="checkbox"/> American Red Cross		<input type="checkbox"/> Number of deployments <input type="checkbox"/> Duration of deployments <input type="checkbox"/> Number of requests		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Call centers		<input type="checkbox"/> Self-reported needs		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Damage assessments		<input type="checkbox"/> Number and type of agribusiness (manufacturing, processing, grocery stores, restaurants, etc.) out of business		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Disaster case manager		<input type="checkbox"/> Number of persons with residences destroyed		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Domestic abuse hotlines		<input type="checkbox"/> Number of calls		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Durable medical equipment suppliers		<input type="checkbox"/> Sales		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Health departments		<input type="checkbox"/> Rates of chronic disease <input type="checkbox"/> Locations of persons with access or functional needs		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Laboratories		<input type="checkbox"/> Change in number of samples processed <input type="checkbox"/> Change in type of samples processed <input type="checkbox"/> Surge		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Meals-on-wheels		<input type="checkbox"/> Number of requests <input type="checkbox"/> Number of unfilled requests		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Para-transit ridership		<input type="checkbox"/> Number and type of ticket sales		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Home insurance		<input type="checkbox"/> Number of personal injury claims		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Pharmacies		<input type="checkbox"/> Number and type of prescriptions filled <input type="checkbox"/> Sales of over the counter medications		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>

Data Source	Name	Data	Number/ Percentage	Check if Increase	Check if Decrease
<input type="checkbox"/> Police departments		<input type="checkbox"/> Number of welfare checks		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> School nurses/clinics		<input type="checkbox"/> Number of visits <input type="checkbox"/> Number of referrals to hospitals		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Social services departments		<input type="checkbox"/> Rate of homelessness <input type="checkbox"/> Number of SSD applications <input type="checkbox"/> Number of SNAP applications <input type="checkbox"/> Number of HEAP applications		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Utilities		<input type="checkbox"/> Locations of customers with life support systems <input type="checkbox"/> Number of shut off notices <input type="checkbox"/> Number of shut offs		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Voluntary organizations		<input type="checkbox"/> Number of food pantry requests <input type="checkbox"/> Volume of food pantry supplies		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Workers compensation claims		<input type="checkbox"/> Number of claims		<input type="checkbox"/>	<input type="checkbox"/>

Physical Health Data from Disaster Assistance Centers (DACs)

DAC Name and Location	Data	Number/ Percentage	Check if Increase	Check if Decrease
	<input type="checkbox"/> Number of people suffering physical injury		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Number of people needing medical care		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Number of people without health insurance		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Number of people developing emotional health issues		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Number of people with disabilities		<input type="checkbox"/>	<input type="checkbox"/>

Sources and Types of Data for Behavioral Health

Data Source	Name	Data	Number/ Percentage	Check if Increase	Check if Decrease
<input type="checkbox"/> Chemical dependency treatment hotline calls		<input type="checkbox"/> Number of calls		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Crisis hotlines		<input type="checkbox"/> Number of calls		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Courts (county, state, federal)		<input type="checkbox"/> Number of active domestic abuse cases <input type="checkbox"/> Number of active family court cases <input type="checkbox"/> Number of divorces <input type="checkbox"/> Rate of non-violent crime <input type="checkbox"/> Rate of violent crime		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Counseling centers and organizations		<input type="checkbox"/> Number of appointments <input type="checkbox"/> Type of diagnoses		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Half-way houses		<input type="checkbox"/> Capacity <input type="checkbox"/> Average duration of residents' stay		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Hospitals		<input type="checkbox"/> Rate of psychiatric referrals <input type="checkbox"/> Rate of suicide		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Hotlines		<input type="checkbox"/> Number of calls reporting psychological/emotional abuse		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Law enforcement		<input type="checkbox"/> Number domestic violence calls <input type="checkbox"/> Number of drug-related arrests <input type="checkbox"/> Number of DWI arrests		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Mental health day programs		<input type="checkbox"/> Capacity <input type="checkbox"/> Enrollment <input type="checkbox"/> Average duration of enrollment		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Law enforcement: School Resource Officers		<input type="checkbox"/> Number of arrests <input type="checkbox"/> Number of physical contacts		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>

Data Source	Name	Data	Number/ Percentage	Check if Increase	Check if Decrease
<input type="checkbox"/> Pharmacies		<input type="checkbox"/> Number of prescriptions for psychoactive drugs		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Prisons/jails		<input type="checkbox"/> Inmate population size <input type="checkbox"/> Average duration of inmate stay		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Psychiatric centers		<input type="checkbox"/> Capacity <input type="checkbox"/> Rate of admission <input type="checkbox"/> Average duration of patient stay		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Rehabilitation centers		<input type="checkbox"/> Percent of in-patient bed availability <input type="checkbox"/> Number of in-patients <input type="checkbox"/> Average duration of in-patient stay <input type="checkbox"/> Out-patient program capacity <input type="checkbox"/> Number of out-patients <input type="checkbox"/> Percentage of relapse		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Schools		<input type="checkbox"/> Rate of detention <input type="checkbox"/> Rate of suspension		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Social services departments		<input type="checkbox"/> Number of at-risk youth <input type="checkbox"/> Number of PINS applications <input type="checkbox"/> Rate of foster care		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> U.S. Census		<input type="checkbox"/> Number of LMI persons		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Voluntary organizations		<input type="checkbox"/> Rate of requests for psychosocial support <input type="checkbox"/> Rate of volunteerism		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>

- For any appointments of any type the number of appointments requested and scheduled – including how long patients must wait to get appointments -, as well as the number of cancellations are important to assess need. For cancellations, any information on the reason (lack of transportation, cost, schedule, etc.) is valuable.
- Note: For data impacted by HIPPA, the U.S. Department of Health and Human Services has a tool to assist in determining how the HIPPA applies to disclosures for emergency planning. This tool focuses on the source of the information being disclosed, to whom the

information is being disclosed, and the purpose of the information being disclosed. It can be found here:
<https://www.hhs.gov/hipaa/for-professionals/special-topics/emergency-preparedness/decision-tool/index.html>

Sources and Types of Data for Cultural and Spiritual Health

Data Source	Name	Data	Number/ Percentage	Check if Increase	Check if Decrease
<input type="checkbox"/> Art organizations/ educational institutions		<input type="checkbox"/> Frequency and type of art events compared to population demographics		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Chambers of Commerce		<input type="checkbox"/> Ratio of ethnic grocery stores compared to population demographics <input type="checkbox"/> Ratio of ethnic restaurants compared to population demographics <input type="checkbox"/> Rate of ADA compliant private businesses		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Educational institutions		<input type="checkbox"/> Rate of graduation compared to population demographics		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Government/ press /voluntary organizations		<input type="checkbox"/> Frequency of public cultural events		<input type="checkbox"/>	<input type="checkbox"/>

Data Source	Name	Data	Number/ Percentage	Check if Increase	Check if Decrease
<input type="checkbox"/> Law enforcement		<input type="checkbox"/> Rate of crime based on race <input type="checkbox"/> Rate of crime based on sexuality <input type="checkbox"/> Rate of crime based on religious affiliation <input type="checkbox"/> Rate of crime based on disability <input type="checkbox"/> Rate of crime based on gender <input type="checkbox"/> Rate of crime against free speech <input type="checkbox"/> Number of violent protests <input type="checkbox"/> Number of incidents of damage to cultural symbols (monuments, buildings, artifacts, books, art, etc.) <input type="checkbox"/> Number of incidents of damage to spiritual symbols (monuments, buildings, artifacts, books, art, etc.)		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Libraries		<input type="checkbox"/> Borrowship <input type="checkbox"/> Membership		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Parks Department		<input type="checkbox"/> Number of users of public open spaces		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Press		<input type="checkbox"/> Frequency of common publications in population-appropriate languages		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Religious organizations		<input type="checkbox"/> Number of places of worship compared to population demographics		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Social services departments		<input type="checkbox"/> Rate of social services compared to population demographics		<input type="checkbox"/>	<input type="checkbox"/>

Behavioral Health, Cultural and Spiritual Health, and Basic Needs Data from DAC

At activated DACs, basic data related to behavioral and spiritual health typically will be collected on client intake forms and may be collected in aggregate by the lead agency managing the DAC to assess trends in services and demand

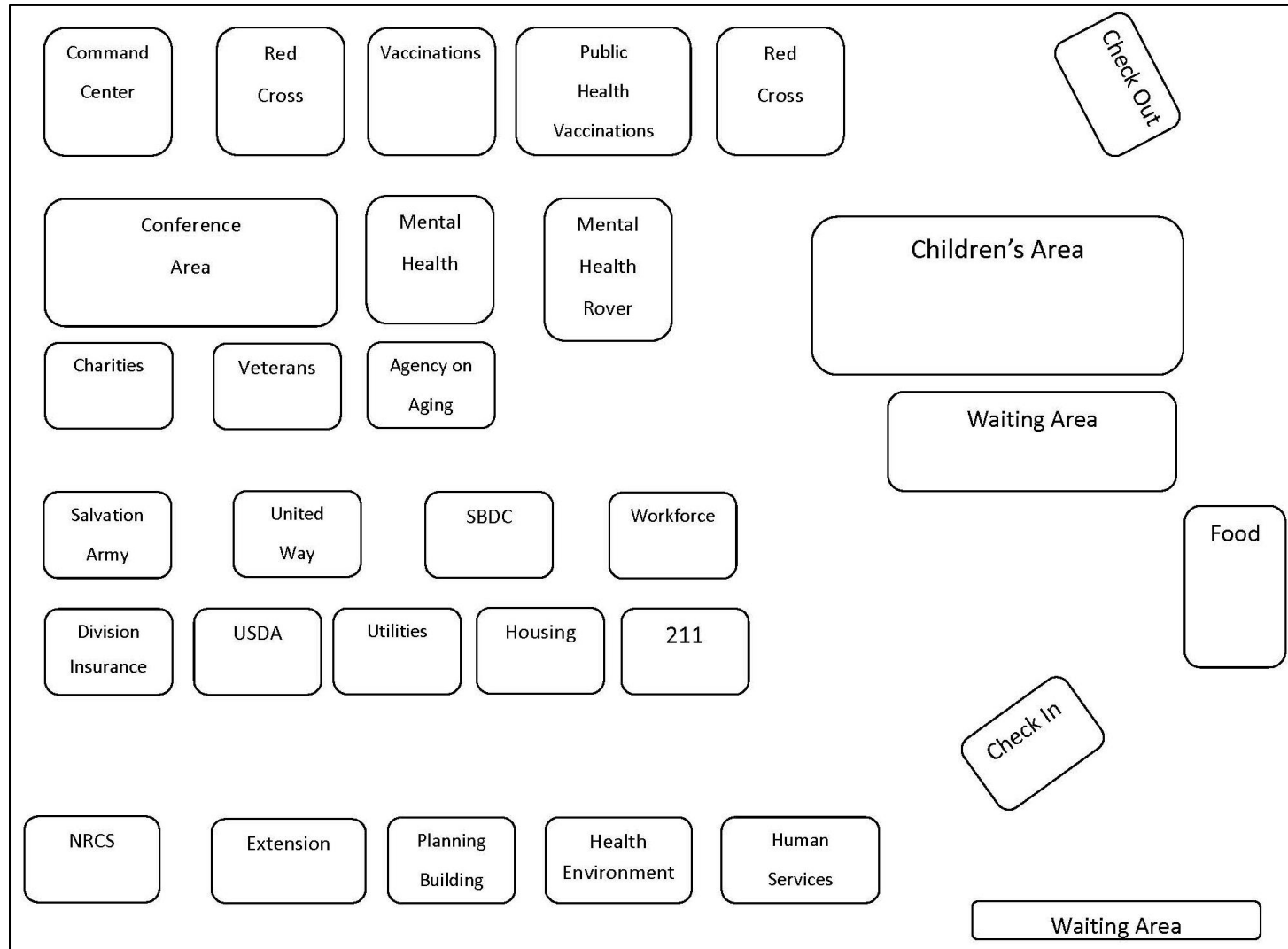
DAC Name and Location	Data	Number/ Percentage	Check if Increase	Check if Decrease
	<input type="checkbox"/> Number of people suffering death of a loved one/relation		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Number of people with a household member/loved one missing		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Number of people suffering a loss of income		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Number of people suffering loss of employment		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Number of households with limited access to transportation		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Number of households reliant on public services <input type="checkbox"/> Number of households reliant on public services that have been impaired by the disaster		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Number of households with income below subsistence levels (limited financial resources to meet basic needs)		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Number of households with urgent basic needs		<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Number of people affected who speak English as their second language		<input type="checkbox"/>	<input type="checkbox"/>

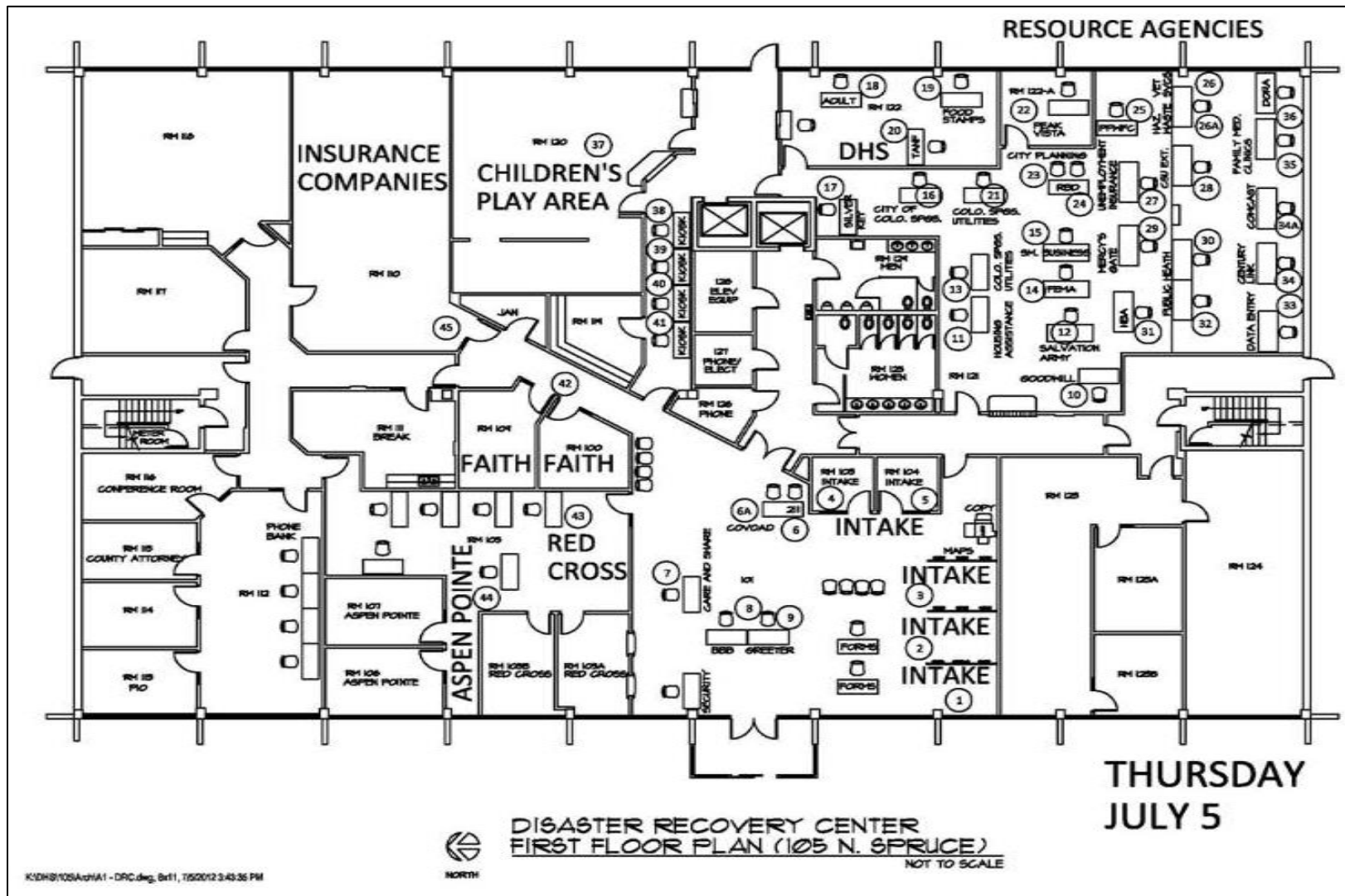
Sources and Types of Data for Educational Health

Data Source	Name	Data	Number/ Percentage	Check if Increase	Check if Decrease
<input type="checkbox"/> 4-H		<input type="checkbox"/> Number of participants (children and volunteers)		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Boy/ Girl Scout		<input type="checkbox"/> Number of participants (children and volunteers)		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Camps/ outdoor education programs		<input type="checkbox"/> Number of camps/outdoor education programs		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Chambers of Commerce		<input type="checkbox"/> Number of employers offering continuing education <input type="checkbox"/> Number of employers that cover off-site educational costs		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Colleges (including trade schools)		<input type="checkbox"/> Capacity <input type="checkbox"/> Rate of graduation		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Educational charities		<input type="checkbox"/> Number of educational charities		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Extra-curricular student organizations		<input type="checkbox"/> Rate of participation		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> First Response Organizations		<input type="checkbox"/> Number of persons First Aid and CPR trained <input type="checkbox"/> Number of trained responders		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Kiosks		<input type="checkbox"/> Number of educational kiosks (parks, trails, buildings, etc.)		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Libraries		<input type="checkbox"/> Borrowship (including online) <input type="checkbox"/> Membership		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Literacy organizations		<input type="checkbox"/> Number of literacy organizations		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Health departments		<input type="checkbox"/> Wellness programs		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Hospitals		<input type="checkbox"/> Disease management programs, maternal training programs, health and safety programs		<input type="checkbox"/>	<input type="checkbox"/>

Data Source	Name	Data	Number/ Percentage	Check if Increase	Check if Decrease
<input type="checkbox"/> Museums/history organizations		<input type="checkbox"/> Number of free/low cost museums		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Public Schools		<input type="checkbox"/> Rate of graduation <input type="checkbox"/> Participation in continuing education		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Sanctuaries/ zoos		<input type="checkbox"/> Number of attendees		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Social services departments		<input type="checkbox"/> Parenting classes		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Surveys		<input type="checkbox"/> Number of households with a device that can access the Internet		<input type="checkbox"/>	<input type="checkbox"/>

Attachment D: Disaster Assistance/Recovery Center Example Floor Plan





RSF 5 – Natural and Cultural Resources

Primary Agencies

Arapahoe County Open Spaces

Supporting Agencies

Arapahoe County Sheriff's Office - Office of Emergency Management (OEM)

State Historical Preservation Office (SHIPO) – History Colorado

Concept of Operations

General

RSF 5 is responsible for the support and protection of natural and cultural resources and historic properties through appropriate response and recovery actions to preserve, conserve, rehabilitate, and restore sites within Arapahoe County. These activities should be consistent with post-disaster community priorities and in compliance with applicable environmental and historical preservation laws.

Although the Open Spaces Department is the lead for this RSF, natural and cultural resource partners such as History Colorado, the designated State Historic Preservation Office, play a crucial role throughout recovery.