

ARAPAHOE COUNTY EMERGENCY OPERATIONS PLAN 2022



ARAPAHOE COUNTY

In Cooperation With:

The cities, municipalities, jurisdictions, and special districts within Arapahoe County

PROMULGATION DOCUMENT

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

This plan is intended to provide Arapahoe County officials and critical stakeholders with a basis for the coordinated management of disaster incidents in order to preserve life, property and natural resources, and to minimize the impacts of the disaster on the community in order to resume daily county operations and community conditions as quickly as possible.

All offices of elected officials, departments, agencies, and organizations in Arapahoe County are responsible for developing and maintaining up-to-date internal standard operating procedures, training and exercise plans, and plan maintenance procedures in order to support the overall EOP. The coordination and integration of emergency plans and procedures is an ongoing process that should be collectively promoted by convening inter-agency meetings, formulating mutual aid agreements, and by conducting or participating in multi-agency and inter-jurisdictional emergency exercises.

X

Nancy Jackson, Chair
Board of County Commissioners

X

Joan Lopez
Clerk and Recorder

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APPROVAL AND IMPLEMENTATION

The statutory responsibility for the management of an emergency or disaster in Colorado rests with the duly elected leadership of each jurisdiction. For events requiring decisions about the commitment of resources beyond those normally available to county emergency response agencies, the following line of succession will be observed, based on the availability of the senior ranking public official:

1. Board of County Commissioners
2. Arapahoe County Sheriff

In Arapahoe County, the Board of County Commissioners has delegated statutory responsibility of the Director, Deputy Director and Manager of Arapahoe County Emergency Operations and Disaster Agency to the Arapahoe County Sheriff.

This document (Version 1, issued in 2022) supersedes all previous versions of the plan.

Major modifications to this document must be submitted to the Board of County Commissioners for approval prior to implementation or distribution. Minor modifications may be made by the Arapahoe County Office of Emergency Management without prior approval by the Board. The definitions of major and minor modifications are located in the Glossary.

All changes to the document shall be noted in the Record of Changes document..

This plan is approved and implemented effective upon adoption by the Board of County Commissioners on 4/30/2019 by Resolution No. 190267, which authorizes the Chair of the Board of County Commissioners to sign the Emergency Operation Plan for a period of three (3) years from 2022 to 2025.

RECORD OF DISTRIBUTION

This record serves as official documentation for the distribution of this planning document, in part or in whole, to critical stakeholders. The record is maintained in its entirety and carries over between various versions of the planning document. Changes to the document noted in the Record of Changes should be distributed to relevant parties and tracked in this section as well.

Date	Name/Title	Agency	Distribution	Signature
MM/DD/YY	John Smith, Title	Arapahoe County	Entire Plan Document, Version 10.0 (electronic)	
	Carrie Warren-Gully, Commissioner	Arapahoe County	Entire Plan Document, V. 1 hardcopy	
	Nancy Sharpe, Commissioner	Arapahoe County	Entire Plan Document, V. 1 hardcopy	
	Jeff Baker, Commissioner	Arapahoe County	Entire Plan Document, V. 1 hardcopy	
	Nancy Jackson, Commissioner	Arapahoe County	Entire Plan Document, V. 1 hardcopy	
	Bill L. Holen, Commissioner	Arapahoe County	Entire Plan Document, V. 1 hardcopy	
	PK Kaiser, Assessor	Arapahoe County	Entire Plan Document, V. 1 hardcopy	
	Tyler Brown, Sheriff	Arapahoe County Sheriff's Office	Entire Plan Document, V. 1 hardcopy	
	Kelly Lear, Coroner	Arapahoe County	Entire Plan Document, V. 1 hardcopy	
	Joan Lopez, Clerk and Recorder	Arapahoe County	Entire Plan Document, V. 1 hardcopy	
	Sue Sandstrom, Treasurer	Arapahoe County	Entire Plan Document, V. 1 hardcopy	

Michelle Halstead, Communication and Administrative Services	Arapahoe County	Entire Plan Document, V. 1 electronic
Patrick O'Neill, Facilities & Fleet Management	Arapahoe County	Entire Plan Document, V. 1 electronic
Cheryl L. Ternes, Human Services	Arapahoe County	Entire Plan Document, V. 1 electronic
Bryan Weimer, Public Works & Development	Arapahoe County	Entire Plan Document, V. 1 electronic
Katherine Smith, Community Resources	Arapahoe County	Entire Plan Document, V. 1 electronic
Todd Weaver, Finance	Arapahoe County	Entire Plan Document, V. 1 electronic
Ron Carl, County Attorney	Arapahoe County	Entire Plan Document, V. 1 electronic
Patrick Hernandez, Human Resources	Arapahoe County	Entire Plan Document, V. 1 electronic
Philip Savino, IT	Arapahoe County	Entire Plan Document, V. 1 electronic
Mark Nicastle, Undersheriff	Arapahoe County Sheriff's Office	Entire Plan Document, V. 1 electronic
Lisa Avendano, Administrator, Coroner's Office	Arapahoe County	Entire Plan Document, V. 1 electronic
Matt Sturgeon City Manager	City of Centennial	Entire Plan Document, V. 1 electronic
Shawn Lewis, City Manager	City of Englewood	Entire Plan Document, V. 1 hardcopy
Nathan Fogg, Emergency Manager	Arapahoe County Sheriff's Office/OEM	Entire Plan Document, V. 1 hardcopy

Emergency Operations Plan

Arapahoe County EOC	Arapahoe County Sheriff's Office/OEM	Entire Plan Document, V. 1 hardcopy
Arapahoe County Mobile Command Post	Arapahoe County Sheriff's Office/OEM	Entire Plan Document, V. 1 hardcopy
Patrol Library	Arapahoe County Sheriff's Office	Entire Plan Document, V. 1 hardcopy
John Christofferson, Deputy County Attorney	Arapahoe County Sheriff's Office	Entire Plan Document, V. 1 electronic

PURPOSE, SCOPE, SITUATIONS, AND ASSUMPTIONS

PURPOSE

The purpose of the *Arapahoe County Emergency Operations Plan* (EOP) is to provide general guidelines and principles for planning, managing, and coordinating the overall response and recovery activities of Arapahoe County agencies before, during and after major planned events, emergencies, or disaster events.

This is a plan, not a procedural document. The contents of the EOP are intended to provide a basis for the coordinated planning and management of the types of emergencies and disaster events most likely to occur in Arapahoe County. The EOP is not intended to outline specific operational or functional procedures. Instead, this document consolidates the various policies and considerations that affect the development of procedures. In short, this is the 'what', not the 'how'. Appropriate procedural documents are referenced as needed.

The EOP is consistent with the accepted standards and principles of the National Incident Management System (NIMS) as mandated by Homeland Security Presidential Directive #5 (HSPD 5), as well as Presidential Policy Directive 8 (PPD-8). The use of NIMS ensures that Arapahoe County's response and recovery efforts are aligned with the nationally accepted emergency management system for addressing all types of hazards and for integrating multiple agencies, jurisdictions, and disciplines into a coordinated response and relief effort.

This document utilizes the all-hazards preparedness and planning approach, which is consistent with federal guidelines including NIMS, the National Response Framework (NRF), the National Preparedness Goal, and the Core Capabilities List. As such, the EOP recognizes that while all disaster situations are unique, key response and recovery activities and planning elements are consistent.

The plan is organized into four parts:

1. **Basic Plan:** This section introduces the overall EOP and gives it authority, provides the general planning concept, outlines standard or commonly accepted agency responsibilities at a county level, and identifies legal authorities and references. The EOP is considered a public document, though it may be 'washed' prior to public distribution to remove phone numbers and names as appropriate.
2. **Emergency Support Function (ESF) Annexes:** Each Annex contains a general description of the function, the major response and recovery responsibilities of the function, and identifies primary and support agencies. These are planning documents, not procedural documents, and are typically available for public purview. Lead agencies may identify other planning efforts or procedures that assist in the execution of the ESF. These documents may fall under different rules or requirements for public availability.
3. **Annexes:** Annexes are the parts of the EOP that begin to provide specific information and direction. Annexes should focus on operations: what the function is and who is responsible for carrying it out. While the Basic Plan provides information relevant to the EOP as a whole, annexes should emphasize responsibilities, tasks, and operational actions that pertain to the function being covered. These documents provide specific information or tools such as maps, sample or actual contracts and agreements, phone lists, specialized county programs, ICS guidelines, or diagrams. Annexes serve to augment the EOP; due to the sensitive nature of their content, they are not considered public documents.

SCOPE

The EOP applies to all incidents or events within the geographic boundaries of Arapahoe County. The EOP also applies to any event that may affect Arapahoe County regardless of location or size. This includes events in neighboring jurisdictions, large-scale events within the State of Colorado or any situation where Arapahoe County may be called upon for Mutual Aid. Municipalities may maintain individual EOPs which may be applied to a localized incident until authority is formally delegated to Arapahoe County. At that time, this EOP would take effect.

The EOP embraces the concept of scalability, and therefore may be expanded or contracted to suit any size, scope, scale, or magnitude of events, including catastrophic incidents. While the plan is not intended for use in the response to or recovery from incidents that are considered part of the daily operating procedures, it may be helpful if routine events coincide and cause a strain on Arapahoe County’s resources.

The municipalities and communities in the County are listed in Table 1. The level of coordination between Arapahoe County and the local jurisdictions varies based on the planning procedures and capabilities of each jurisdiction. Enhanced coordination is provided to select municipalities via Intergovernmental Agreement. The Organization and Assignment of Responsibilities section in this document provides further detail.

Table 1. Jurisdictions in Arapahoe County

COMMUNITY NAME	GOVERNMENT TYPE
Aurora ¹	City
Bennett ⁴	Town
Bow Mar ²	Town
Byers	Unincorporated Town
Centennial	City
Cherry Hills Village	City
Columbine Valley	Town
Deer Trail	Town
Englewood	City
Foxfield	Town
Glendale	City
Greenwood Village	City
Littleton ³	City
Sheridan	City
Strasburg ⁴	Unincorporated Town
Watkins ⁴	Unincorporated Town

1: The City of Aurora is also located in Adams and Douglas Counties.

2: Bow Mar is primarily located in Arapahoe County, with a small portion in Jefferson County.

3: City of Littleton is also located in Douglas and Jefferson Counties.

4: These areas are located in both Adams and Arapahoe Counties

SITUATION OVERVIEW

Arapahoe County is the third-most populous county in the State of Colorado, with a total population of 655,070 (2020 Census). The population living in unincorporated areas of the county totals 97,125 (2020). Arapahoe County borders extend 12 miles from north to south at its widest point and 72 miles from east to west for a total of 805 square miles. The majority of the land in the county is rural unincorporated. The western-most portion of the county is heavily urbanized and is part of the Denver Metro Area; as of 2020 this heavily populated and developed area only accounted for 19 percent of the county's total land area.

Major transportation routes in Arapahoe County include Interstate 25, Interstate 225, Interstate 70, Highway E470, State Highway 83, and light rail. Most commercial rail traffic crosses the county from north to south on the lines running parallel to U.S. Highway 85 and from north to south in the eastern portion of the County. Airfields include 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 providing an overview of the County are available via [ArapaMap](#).

Hazard and Threat Analysis Summary

In 2020, Arapahoe County began the process of renewing its Multi-Hazard Mitigation Plan. The Arapahoe County Hazard Mitigation Plan 2021-2025 expands sections most likely to affect the County. The plan follows the guidelines put forth by the [Emergency Management Accreditation Program \(EMAP\)](#). This plan contains a detailed hazard analysis of Arapahoe County and should be referenced for specific details. Risk, as referenced in the plan, is the product of a hazard's likelihood of occurrence and its consequences to society; the estimates impact that a hazard would have on people, services, facilities, and structures in a community. In general, Arapahoe County is most vulnerable to the following natural hazards: severe winter storms, severe summer storms (including flash flooding due to rainfall, lightning, hail, and tornadoes), extreme temperatures, wildfires, and drought. Arapahoe County is also vulnerable to pandemic events, which are managed in conjunction with local public health authorities. Technological hazards such as dam failure and hazardous materials spills are possible and would have potentially catastrophic consequences; however, they are considered a relatively low risk. Finally, human-caused hazards such as acts of terrorism and civil disturbances are possible, but are generally considered to be low risk. When intelligence is available that the risk has increased, Arapahoe County responds with an appropriate shift in mitigation activities and awareness.

Mitigation Overview

As with the Hazard Analysis Summary, this section is specifically detailed in Arapahoe County's Multi-Hazard Mitigation Plan. The HMP should be referenced for a detailed explanation of mitigation projects, processes, progress, and future efforts. Public education efforts, ongoing training and drilling of staff members at the county level, and general increased awareness are all effective daily mitigation applications in Arapahoe County. Community Master Plans, an Open Space Use Plan and other planning documents are available from the county for more information on mitigation projects.

PLANNING ASSUMPTIONS

The planning assumptions collected here identify the facts used during the planning process in order to create an emergency plan that is executable. The list is not comprehensive nor exclusive. Obvious assumptions are only included here if necessary to provide clarity or delineate specific conditions. Assumptions that are both obvious and reasonable are not included here but are implied in the creation of the document.

1. This Emergency Operations Plan has been developed in accordance with the requirements for local emergency planning established under the [State of Colorado Disaster Emergency Act](#) (updated through the 2018 legislative session) and meets the requirements of other state and federal guidelines for local emergency management plans and programs.
2. The guidelines and concepts of the [Comprehensive Preparedness Guide 101 Version 3.0 \(CPG 101\)](#) have been applied throughout the development of this document.
3. All county and city offices of elected officials, departments, agencies, municipalities, and other organizations included in this plan are responsible for developing and maintaining up-to-date Standard Operating Procedures (SOPs), checklists or other materials necessary for implementing assigned duties and functions, and for providing training on these materials for their employees.
4. The Arapahoe County Sheriff is designated as the Emergency Management Director for Arapahoe County.
5. Arapahoe County Office of Emergency Management (OEM) is responsible for ensuring the plan is regularly updated, practiced, and revised as outlined in the Plan Development and Maintenance portions of this document.
6. The [National Incident Management System \(NIMS\)](#) and [National Response Framework \(NRF\)](#) are the adopted methods and organizational structures for managing all emergency response operations in Arapahoe County. As such, all incidents will utilize the Incident Command System (ICS) for response. In larger incidents, the ICS structure will be extended and supported by activation of the Arapahoe County Emergency Operations Center (EOC).
7. Response and recovery efforts will apply the principles of scalability embodied within ICS, NIMS and the National Response Framework (NRF).
8. Events that cross jurisdictions will result in the establishment of a Unified Command (UC). Events with multiple locations or incident sites will result in the establishment of an Area Command (AC).

CONCEPT OF OPERATIONS

The Concept of Operations (CONOPS) section explains Arapahoe County's intended approach to address all-hazards events. The information presented here is scalable, flexible, and general, and as such it applies to any plausible emergency, disaster or catastrophic event in Arapahoe County. The CONOPS section does not include specific procedures. This section addresses the integration of Arapahoe County into the larger emergency/disaster response picture. Arapahoe County will be responsible as the lead agency for those incidents in which Arapahoe County has jurisdiction. Arapahoe County may serve as a supporting agency where there are other jurisdictions with statutory responsibility for Emergency Management. The City of Aurora, for instance, maintains an emergency/disaster response agency with similar capacity as statutorily required of counties.

All incidents will be organized using the National Incident Management System (NIMS), including the use of the Incident Command System (ICS). This includes activities that occur at the incident scene (command activities) and those that occur elsewhere in the County (coordination activities) as well as preparation efforts. The management of incidents will start in the field. If appropriate, an Incident Command Post (ICP) will be established and the incident scene may be expanded to suit the needs of the event. As the incident expands and resource requirements escalate, the Arapahoe County Emergency Operations Center (EOC) will open and provide support to the ICP. When an incident occurs within Arapahoe County, notification will occur via standard dispatching procedures. Arapahoe County may also be called upon for Mutual Aid support to surrounding counties. When this occurs, the agency with jurisdiction will follow standard operating procedures to request assistance.

When Arapahoe County is the lead agency, the first arriving units in the field will establish the ICS. An Incident Commander (IC) takes charge of the scene and assigns positions within the ICS structure as the incident evolves. When Arapahoe County is a support agency, personnel will integrate into the existing ICS structure. During complex responses, the IC may be replaced with a Unified Command (UC). If there are multiple events that require multiple resources, an Area Command (AC) may be established. These organizational concepts are addressed in the

Organization and Assignment of Responsibilities section.

Based on the assessment of emergency conditions by the designated command structure, the Board of County Commissioners (BOCC) and/or municipal leadership may be notified and advised of the situation. If necessary, the BOCC and other identified leadership personnel will comprise the Policy Group, which may be co-located with the EOC at the Sheriff's Administration and Coroner's Facility or another appropriate venue. The location of municipal or county leadership will depend on the type of command structure in place and the incident type (see below).

For all events within the jurisdiction of Arapahoe County, the county will oversee and coordinate the demobilization of the event, coordinate the process for financial documentation and begin the process for reimbursement for all county assets that were part of the response and recovery process. For events in which Arapahoe County is a supporting agency, Arapahoe County will ensure the proper check-out of all county resources mobilized for the event and that appropriate documentation is obtained for financial reporting. All events will include a debriefing of personnel, and the production of an After-Action Report (AAR) and Improvement Plan (IP) by key personnel as part of the demobilization and recovery process.

All Departments and Offices within Arapahoe County Government maintain an up-to-date continuity of operations (COOP) or continuity of government (COG) plan. All COOP/COG plans include purpose and scope, authority, situation and assumptions, functional roles and responsibilities, logistical support and resource requirements, concept of operations, succession orders and plan maintenance. These plans are living documents and are updated according to changing operational realities.

Mutual Aid

Emergency response agencies in Arapahoe County request resources through mutual aid agreements, which are usually discipline specific. All local governments and special districts within Arapahoe County are responsible for coordinating with one another and for determining the provision of mutual aid within their capabilities and according to established written agreements. Various types of aid agreements include Mutual Aid Agreements (MAA), Memorandums of Agreement (MOA) and Memorandums of Understanding (MOU). In addition, jurisdictions or special districts may enter into Inter-Governmental Agreements (IGA). Resource requests should be coordinated through dispatch or the EOC depending on the incident and be documented on the appropriate ICS form. In some instances, use of statewide resource databases may be required. Original aid documents are on file with each of the participating agencies. Mutual Aid arrangements are addressed in the incident appendices when appropriate.

Activation of Operations Centers

The Arapahoe County Emergency Operations Center (ACEOC) is the facility designated as a central location for coordinating emergency management activities in support of incident command forces in the field. County department officials with authority to direct the use of county resources and responding representatives from cooperating agencies and jurisdictions staff the ACEOC, in most situations including volunteer and private organizations. In addition to supporting command post actions, ACEOC personnel coordinate intergovernmental and supplemental assistance, gather and document disaster information, perform damage assessment activities, and facilitate demobilization and recovery operations.

Arapahoe County may activate a variety of command or support centers during an incident based on both the incident type and the specific requests of the Incident Commander (IC) or Unified Command (UC). Additionally, Arapahoe County may deploy the Mobile Command Post, activate

the primary or alternate EOC, or request EOC staff and/or location support from another jurisdiction, Incident Management Teams (IMT) or the state.

Additional information regarding the EOC is located in the Organization and Assignment of Responsibilities section. Greater details are available in the EOC Handbook.

In addition to the EOC, several departments may also have operations centers that they may activate in a stand-alone event or in support of the EOC. These centers, referred to as Department Operations Centers (DOC), may house an entire emergency support function's (ESF) staff and capability, particularly in complex events. In some instances, a DOC may house part of an ESF, while a liaison sits in the EOC to facilitate communication and coordination of effort.

PUBLIC ALERTING

Arapahoe County OEM is the collaborative operating group (COG) for the Integrated Public Alert and Warning System (IPAWS) for all Arapahoe County 911 Authority members. Alert requests are handled in accordance with the County Public Alert and Warning Plan. Landline phones in the county are automatically registered with the Authority's Emergency Notification System (ENS) and will receive emergency notifications. Citizens without landlines or any citizens who want to register to receive notifications via alternate devices (cell phone, text message or email) may register [online](#).

It is important to note the OEM and EOC are not fully staffed 24/7/365. There are instances when the EOC is active around the clock, but these activations are not predictable. In the event the Incident Command requires an IPAWS alert activation, there will be a significant delay, up to one and a half hours in some cases. It is likely that any evacuation order would be issued with, or shortly after, an alert to the community. The incident commander maintains, as described in this plan, the ability and authority to issue an emergency evacuation. This alerts are accomplished as described in the Public Alert and Warning Annex.

INTERGOVERNMENTAL RELATIONSHIPS

Figure 1 illustrates the relationship between all levels of government. In accordance with HSPD 5, incidents are handled at the lowest level possible. Requests for mutual aid or additional assistance from the state or Federal Government are only requested when local resources are exhausted. Arapahoe County anticipates it will support all jurisdictions within the county's borders, but recognizes that the level of support required will vary based on the incident type and the affected jurisdictions. For simplicity, Figure 1 only illustrates other counties that may have a significant mutual aid relationship with Arapahoe County. This plan recognizes that single jurisdictions within counties are also significant mutual aid resources, and that jurisdictions and municipalities may request or respond to aid agreements without involving their county entities.

Figure 1. Intergovernmental Relationship Flow Chart



Incident Types

The severity of an incident dictates the level or degree of emergency response required and facilitates the activation of the Arapahoe County Emergency Operations Center (ACEOC.) The use of incident typing provides a standardized classification system to assist emergency response personnel in the identification of appropriate response and resource mobilization levels. The incident types used by Arapahoe County are consistent with the typing found in ICS guidelines, though they have been slightly expanded to reflect specific county considerations. The completion of an incident complexity analysis chart will aid in the determination of an incident type. The categories include, but are not limited to: threat to life, property, and environment, population impact, values at risk, weather, and evacuation numbers. An incident type will be generated upon completion of this chart. The Incident Types are located in Table 2.

Table 2. Incident Types for Arapahoe County

Incident Type	Description	ICP & EOC Activations	Examples
Type 5	Single incident and no activation of command or general staff.	No formal ICP required, no EOC activation	Daily activities by emergency personnel
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 of 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
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 of 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 AND ASSIGNMENT OF RESPONSIBILITIES

This section establishes the general organizational structure for incident response and outlines essential functions and responsibilities for major Arapahoe County agencies. All offices of elected officials, departments, agencies, and organizations with responsibilities identified in this section of the plan are responsible for developing internal policies, documents, action plans, checklists, Standard Operating Procedures (SOPs), and other procedural documents necessary for accomplishing the tasks outlined here.

ORGANIZATION

Arapahoe County responds to disasters using the tenets of the Incident Command System (ICS). The response is divided between the on-scene response (tactical and operational) efforts and the off-scene coordination (strategic) efforts. In all cases, chain of command, span of control and ICS organization principles are utilized. Major areas or capabilities that may impact emergency operations are divided into Emergency Support Functions (ESF), which identify lead and support agencies for each function. This assists in streamlining the assignment of responsibilities.

On-Scene Incident Management

At the scene of an incident, the County utilizes ICS to guide the organization of response agencies and the execution of tactical priorities. These guidelines are consistent with the most current ICS protocols issued by the Federal Emergency Management Agency (FEMA).

ICS is a flexible management command structure based on “best practices” for safely directing all emergency response activities at the scene of an emergency and is particularly helpful during events that extend beyond routine, single-agency responses. Personnel trained in ICS tactics and strategies can rapidly integrate responding resources, establish interagency liaisons, and control resources to avoid duplication or over-commitment of effort. Incident operations are typically directed from the on-scene Incident Command Post (ICP), including emergency personnel, communications, incident planning, public information, resource management, and unified command. If the event exceeds the capabilities of the ICP, the Incident Commander (IC) may request the activation of all or part of the Arapahoe County Emergency Operations Center (ACEOC) to assist. More complex incidents may evolve into a Unified Command (UC) or an Area Command (AC), depending on the situation. Table 3 illustrates the relationship of the three command structures, as does Figure 3 and 4.

Table 3. ICS Command Options

Type of Command	Scenario	Example
Incident Command	Single Resource/Jurisdiction, Single Event	Small hazardous materials incident
Unified Command	Multiple Resources/Jurisdictions, Single Event	Low intensity tornado
Area Command	Multiple Resources/Jurisdictions, Multiple Events	Large wildland fire

Figure 2. Incident Command

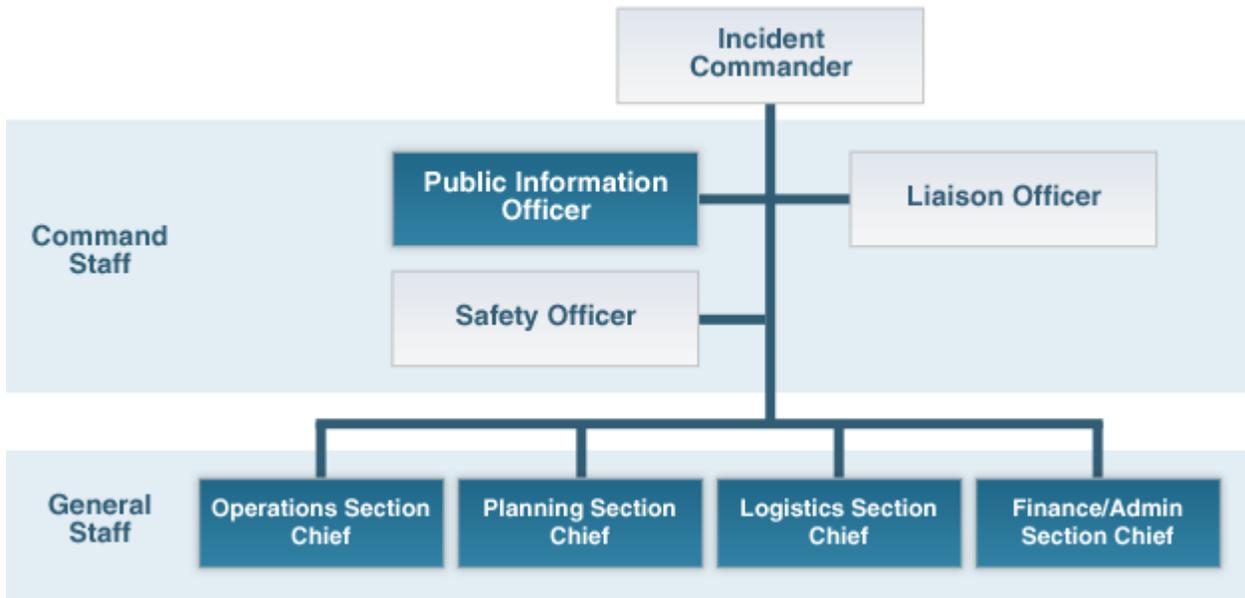


Figure 3. Unified Command



Figure 4. Area Command



Off-Scene Incident Coordination Systems

In the Arapahoe County Emergency Operations Center (ACEOC), roles and responsibilities work on a hybrid model where ESFs are combined into the ICS structure. While the ICS structure may not be identically aligned between the ACEOC and on-scene operations, the EOC utilizes the same current ICS protocols and procedures identified in the Annexes, as well as the other guidelines issued by the National Incident Management System (NIMS).

The EOC is the primary area where consequence management and coordination activities are conducted. The EOC is staffed by Arapahoe County OEM personnel, trained agency personnel, and trained personnel from staffing assistance requested via mutual aid partners. Arapahoe County maintains a purpose-designed EOC space which can be partially or fully activated/staffed depending on the needs of the incident. The level of activation for the EOC may change as the situation progresses. The EOC will organize using the principles of ICS and integrate activated ESFs into that structure. Capabilities within the EOC, including various ESFs, will not be activated until necessary and/or requested by the EOC Manager.

ASSIGNMENT OF RESPONSIBILITIES

The Arapahoe County Emergency Operations Plan (EOP) utilizes the Emergency Support Function (ESF) model for planning and preparedness activity. This is a brief overview of the major departments, sections and stakeholders that have responsibilities in the overall disaster response picture. This is not a comprehensive or exhaustive list. Refer to the appropriate ESF for more detail on each area of responsibility and more detailed descriptions of those positions as well as conceptual overviews for the responsibilities of each ESF.

Arapahoe County Offices and Departments

[Assessor and Damage Assessment Team](#)

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

[Board of County Commissioners](#)

- 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

[Clerk and Recorder's Office](#)

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

[Communication Services](#)

- Serve as the lead for internal communication functions not contained within the Arapahoe County Sheriff's Office, in coordination with lead Public Information Officer.
- Provide subject matter insight and oversight of communication-driven actions that are enacted as a result of the incident
- Support the public information officer in the EOC as requested

Community Resources Department

- Assist American Red Cross, The Salvation Army and other volunteer organizations in the provision of emergency shelters, temporary housing, and other assistance to displaced citizens
- Assist in the coordination of overall efforts of volunteer organizations and other volunteers, in coordination with Colorado Volunteer Organizations Active in Disasters (COVOADS)
- Coordinate resources of emergent or spontaneous volunteers
- Assist in the coordination of transportation needs for persons with disabilities and those with other access or functional needs
- Distribute public education materials related to community disaster recovery and reentry into disaster-impacted structures and neighborhoods (e.g. safety of stored goods, removal of mildew, cleaning of smoke damage, etc.)
- Coordinate resources for stress counseling/crisis counseling for disaster victims and disaster relief workers
- Assist in the administration of individual and family grant programs in presidentially declared disasters in Arapahoe County
- Serve as a liaison to the EOC as requested

County Coroner

- Provide temporary morgue and mortuary services
- Coordinate the identification, verification and disposition of deceased victim remains
- Ensure the protection of personal effects with the deceased as applicable
- Coordinate notification efforts for relatives of deceased individuals
- Release fatality information, in coordination with the Public Information Officer and the EOC
- Determine cause and manner of death
- Coordinate the recovery of remains during and following an incident
- Serve as a liaison to the EOC as requested

County Attorney

- Provision of legal counsel and assistance to County officials before, during and after disaster and emergency incidents in Arapahoe County
- Preparation of legal documents (e.g. disaster declarations, curfews and price controls)
 - Risk management staff will prepare documents necessary to recover monies from insurance providers, state/federal disaster assistance programs, or other funds or combinations of funding sources
- Facilitate legal considerations for medical care and compensation for injured County employees

Facilities & Fleet Management

- Restore Arapahoe government facilities, services, and utilities
- Provide maintenance and repair support to emergency response vehicles, heavy equipment, and other county vehicles and equipment as needed in support of emergency operations
- Provide audio/visual support for the EOC and/or other locations throughout the county to facilitate emergency related communications and conferences
- Provide a liaison to the EOC as requested

Finance Department

- Procure emergency-related supplies and materials, and administer vendor contracts for emergency services and equipment

- Finance Director available for efficient approval of supplies over \$100,000 and/or purchasing policy waivers which exceed Purchasing Manager authority.
- Assist with resource tracking, office services, printing services, record keeping, and documentation of disaster-related costs and financial commitments
- Participate with other departmental representatives on County damage assessment teams at the EOC and on local/state field damage survey teams, (primarily for County owned facilities), as needed
- Provide a liaison to the EOC as requested
- Review and approve requests for funding increases and increase to maximum limit(s) of County issued purchase cards.
- Determine funding source locations for incident related expenses

Human Resources Department

- Assist with coordinating staffing and personnel during incident scheduling
- Provide subject matter insight on staffing and personnel matters when requested
- Provide a liaison to the EOC, as requested
- Provide guidelines for emergency hiring and staff reconstitution following an incident
- Provide liaisons for accommodations for persons with disabilities and other access or functional needs within County facilities.

Human Services

- Serve as the lead for ESF 6 (Mass Care) in the EOC
- Partner with [American Red Cross](#) and other volunteer organizations for the setup and maintenance of shelters, emergency feeding stations, emergency distribution centers, etc., as required
- Provide subject matter expertise for concerns with persons with disabilities and other access or functional needs within the County

Information Technology

- Provide technical information, support, and assistance with information technology (IT) related equipment and services in the EOC, to patrol cars, at county facilities, or in the Mobile Command Post, as requested or necessary during an incident
- Lead emergency response for Cybersecurity incidents affecting Arapahoe County IT infrastructure according to their internally developed plans.
- Provide a liaison to the EOC as requested
- Provide subject matter expertise for emergency equipment procurement and other vendor services relevant to IT

GIS

- Provide geospatial incident data and analysis to the EOC in the form of electronic and printed maps.
- Support and staff EOC situational awareness unit as requested.

Public Works & Development

- Remove snow or debris, clear public right-of-ways and plan for street/route recovery operations with priority assigned to critical emergency services lifelines
- Coordinate personnel, equipment, supplies, and materials in support of all hazards mitigation and response.

- Restore damaged County roads and bridges and other public services and facilities
- Participate with other departmental representatives on County damage assessment teams and on local/state field damage survey teams, primarily County-owned transportation infrastructure, as needed
- Partner with the [Southeast Metro Stormwater Association \(SEMSWA\)](#) to administer the Arapahoe County Floodplain Management Program and matters relating to participation in the [National Flood Insurance Program \(NFIP\)](#)
- Provide personnel for structure and facility inspections to determine safety of individual structures (businesses, residences, and public buildings), including during rescue operations, and to identify needed repairs (or to implement condemnation procedures when necessary)
- Participate in long-term disaster recovery and hazard mitigation planning to ensure the compatibility of community redevelopment plans and hazard mitigation measures with the [Comprehensive County Land Use Plan](#) and other community development plans
- Provide a liaison to the EOC as requested

Treasurer

- Partner with the Finance department as requested
- Provide a liaison to the EOC as requested

Arapahoe County Sheriff's Office

Administrative Staff

- Provide staffing for the EOC, ICP, or Policy Group as requested

Detention Services Bureau

- Provide or coordinate transportation resources and services with the EOC
- Provide security for the primary and secondary EOC locations as requested
- Commitment of law enforcement personnel to assist as directed
- Ensure continued care and custody of inmates

Support Services Bureau

- The Support Services Bureau provides support functions for all areas of the Sheriff's Office. The bureau is staffed by both civilian and commissioned personnel.

Communications Section

- Coordinate resource and logistics support unless delegated to another source (e.g. EOC)
- Responsible for all radio and emergency call communications within protocol, including the Emergency Notification System (ENS) known as Reverse 911. See the Public Alert and Warning Plan for more detailed information.
- Request staffing of other ACSO personnel to assist as needed and directed by Incident Command or the EOC (e.g. Training, Civil-Warrants, etc.)

Telecommunications Section

- Coordinate all wired and radio communication technology
- Provide telecommunications staff support for the ICP and EOC, as requested
- Provide technical support/resources for communications during disaster recovery efforts

Finance Section

- Administer finance considerations for emergency situations relevant to Arapahoe County Sheriff's Office (ACSO) expenditures
- Provide staffing for the EOC or ICP as requested
- Ensure forms and documentation for expenditures are complete

- Assist in reimbursement process following an event
- Ensure emergency payroll needs are met according to policy and statutory limitations

Internal Affairs Unit

- Provide staffing for the EOC or ICP as requested

Human Resources

- Provide staffing for the EOC or ICP as requested
- Assist in emergency hiring or firing needs of the Sheriff's Office
- Coordinate and track worker's compensation claims as part of the support section

Public Safety Bureau

Special Operations Section

Office of Emergency Management

- In the event of an imminent Emergency, the OEM will start gathering information and assembling personnel and resources to respond to the incident. This may include establishing a field-based liaison officer from the OEM, establishing formal Incident Command System structures, including unified command, planning, logistics, and/or finance sections. The OEM may coordinate these functions with or without opening an EOC
- Emergency Manager or designee can activate the EOP. An activation of the EOP shall occur if an incident complexity analysis calculates a type 3 or greater incident. (See Incident Types section)
- Activate and manage the Arapahoe County Emergency Operations Center (EOC)
- Provide emergency information assessments and assist the Sheriff with recommendations to County officials concerning the need for local disaster declarations, travel restrictions, curfews, or other temporary social restrictions
 - Provide suggested language and appropriate justification for disaster declaration to include the need, if applicable, for additional authorized spending authority and/or limits.
- Request additional levels of assistance from other County or city agencies, mutual aid partners, the North Central Region, and/or the State of Colorado based on the assessment of the Incident or Area Commander(s)
- Coordinate search and rescue operations, including the activation and deployment of the [Arapahoe Rescue Patrol \(ARP\)](#), Winter Operations, heavy rescue and urban search and rescue (HR/USAR) efforts
- Support the facilitation of mutual aid assistance, when requested by the Incident Commander
- Facilitate the use of volunteer [amateur radio \(ARES\)](#) resources used for backup communications
- Support lead agencies in the coordination and utilization of volunteer organizations
- Support incident command's decisions regarding population evacuations, as requested
- Establish communications with [Colorado Division of Homeland Security and Emergency Management \(DHSEM\)](#)
- Prepare and distribute situation reports and damage assessment reports for Sheriff's Office command staff, County Commissioners, and DHSEM
- Support lead agencies for temporary shelters for pets, animals, and livestock, including those that are co-located with human shelters
- Support lead agencies for human shelters, including those that are co-located with animal shelters, and those addressing persons with disabilities and other access or functional needs

- Coordinate Hazardous Materials (HAZMAT) response and incident control in assigned areas of responsibility, or as requested under mutual aid
- Ensure that County personnel are trained in the use of the Incident Command System (ICS) and that the appropriate command and control systems are being utilized in the EOC
- Coordinate the maintenance of the Emergency Operations Plan (EOP), schedule and conduct training and exercises of the plan, and ensure the EOP compliments other County planning efforts such as the Continuity of Operations Plan (COOP) or Hazard Mitigation Plan (HMP)
- Coordinate with the communications section in ACSO and the communications department in the County for emergency public information, warning systems, the establishment of procedures for releases of disaster-related information, establishment of a joint information center (JIC), and other public information-related concerns
- Coordinate wildland fire suppression efforts in non-fire district areas of Arapahoe County and as requested under mutual aid

Patrol Section

- Implement public warning measures as needed in the field to include house to house and vehicle-based notifications
- Identification of Incident Command Post(s) (ICP) location in the field, as appropriate
- Provide law enforcement and traffic control within the disaster area(s), and in other areas of Arapahoe County
- Direct and implement emergency evacuation operations
- Coordinate the actions of field personnel in the response to the immediate incident and scene, including rescue efforts, population protection, access control, incident mitigation actions, and communications
- Ensure the implementation of ICS on-scene, establishment of an ICP, filling of necessary positions, and/or request EOC support for these positions as needed
- Order the Mobile Command Post to the ICP, as required
- Assess the incident in cooperation with the incident commander and make determination of appropriate response actions
- Provide security measures at the ICP, and in evacuated and impacted areas
- Coordinate uniformed reserve forces and uniformed explorer cadets

Investigations Section

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

Special Districts and Local Stakeholders

Fire Departments and Protection Districts

- Assist in implementation of emergency evacuation operations
- Provide triage, extrication, and medical treatment, to include field coordination of emergency transportation to hospitals (per Denver Metropolitan Paramedic Protocols)
- Assist in coordinating heavy rescue and urban search & rescue services
- Provide onsite emergency medical facility for minor injuries
- Provide fire suppression, fire causation and arson investigation services, as needed
- Provide a representative to a unified ICP and/or the EOC
- Assist in coordinating a hazardous materials incident response

Home-Rule Cities

- Issue a formal declaration of a local disaster or emergency and other official orders regarding population protection and temporary restrictions including evacuation orders, establishment of curfews and enactment of price controls as needed
- Approve and commit city resources and funds for disaster/emergency response and recovery
- Activate and manage a municipal EOC where available, and/or respond to county EOC as requested
- Designate an intergovernmental liaison in multi-jurisdictional incidents

Law Enforcement Agencies

- Support county law enforcement or take leadership in an event during jurisdiction-specific incidents
- Provide security to ICP and EOC locations, conduct evacuation notifications, provide traffic control and direction, serve warrants, or conduct arrests in support of mission planning, and continue standard law-enforcement activities as possible

Utility Providers

- Support responders with maps of utility lines, relay stations, cache locations, and other critical information
- Help restore utilities to critical infrastructure during emergency events
- Help with recovery efforts for energy, water, sewer, and telecommunications following disasters

School Districts

- Coordinate with local sheltering agencies for the provision of locations suitable to mass care activities
- Partner with transportation leads to procure buses and other specialized transportation support for evacuations
- Determine appropriate school closures, relocation of students and arrange for continuity of educational services as appropriate
- Partner with local policy makers and emergency management to include education concerns in emergency declarations, continuity arrangements and staffing needs

Healthcare and Emergency Medical Services

[Arapahoe Rescue Patrol](#)

- Provision of trained uniformed personnel and equipment in support of search and rescue operations of the Arapahoe County Sheriff's Office
- Traffic control assistance to fire, EMS, and uniformed law enforcement personnel
- Provide emergency locator transmitter search teams for downed aircraft
- Provide search and rescue for missing people and clients of Colorado Life Trak

[All Health Network](#)

- Assist in disaster psychology evaluation of victims, responders, and community members
- Help coordinate community outreach and counseling procedures
- Provide monitoring for safety and security for emotional well-being of responders
- Coordinate and provide debriefings for event-related stressors, actions, major events, injuries, fatalities, or extended duration operational periods

[Aurora Mental Health Center](#)

- Provide psychological first aid in individual and/or group settings to survivors, first responders and community members to help them adapt in the face of the current crisis
- Provide education about trauma and the symptoms and reactions that are typical when people face these situations so that people know what to look for and how to get help
- Provide support and connection to resources to help enhance individual functioning
- Assist in creating a system for people to access behavioral health support that is tailored to a specific incident

[Tri-County Health Department](#)

- Coordination of outside health resources providing assistance to Arapahoe County in cooperation with EMS agencies
- Assist emergency management staff in assessing overall health and medical resource needs during response and recovery operations, and in maintaining situational information at the ICP and the EOC
- Provide environmental health services and technical support, including the identification of chemical or biological hazards, for sources of contamination or unsanitary conditions that present health hazards to the public

[Hospital Systems \(Centura, HealthOne and Lincoln Health\)](#)

- Provides system wide impact updates to EOC – resource capability gaps, staffing, census.
- Coordination between Hospital command center and EOC to facilitate two-way information sharing.
- Assists with healthcare and public safety Points of Dispensing.

Volunteer Organizations

[American Red Cross](#)

- May pre-approve and designate shelter sites within Arapahoe County
- Provide immediate assistance to disaster victims, including food, water, shelter, clothes, physical and mental health counseling, and referrals
- Establish and manage emergency shelters for mass care in cooperation with county or municipality agencies
- Provide temporary and immediate housing for displaced disaster victims
- Provide damage assessment information upon request

[The Salvation Army](#)

- Provide immediate assistance to disaster victims, including food, water, counseling services, and pastoral care
- Provide food, water and other assistance to emergency response personnel and emergency relief workers as requested
- Assist in donations management as requested by the emergency manager

[211 Mile High United Way - Information and Referral Line](#)

- Assist with call-in center activation, staffing and support for information dissemination when requested

Animal Services

[CSU Cooperative Extension](#), [Arapahoe County Public Works](#), [Colorado Humane Society](#), [Humane Society: Mile High Chapter](#), [PetAid Colorado](#), [Denver Dumb Friends League](#)

- Establish emergency animal control measures
- Recommend emergency animal ordinances as requested by officials
- Activate, staff, and demobilize small-animal and large-animal shelters
- Coordinate emergency veterinary services
- Assist in animal/owner reunification efforts

State and Regional Resources

[Colorado Division of Homeland Security and Emergency Management](#)

- The Colorado Division of Homeland Security and Emergency Management (DHSEM) is located at 9195 E. Mineral Ave., Centennial, CO 80112
- DHSEM is available 24-hours a day to provide advice and technical assistance to Arapahoe County and to provide state resources or coordinate other supplemental assistance in support of local emergency management actions
- A formal declaration of a disaster by the Arapahoe County Board of Commissioners (and/or by affected municipalities) may be required as a precondition of some forms of state assistance or to expedite state assistance
- DHSEM is also the state agency responsible for processing requests for state and federal disaster assistance

[Colorado Division of Fire Prevention & Control](#)

- Serve as a liaison for wildland fire incidents and operations
- Provide a representative to EOC and/or ICP
- Cosigners of the Arapahoe County Annual Operating Plan

[Colorado State Patrol](#)

- Provide ingress and egress for emergency vehicles and needed personnel (establish one-way routes)
- Provide support in hazardous materials incidents
- Provide a representative to EOC and/or ICP

DIRECTION, CONTROL AND COORDINATION

This section describes the identification of tactical and operational control of the response assets, further explains the multijurisdictional integration procedures for complex responses and provides a conceptual overview of Arapahoe County's efforts at horizontal and vertical integration of emergency plans.

The statutory responsibility for the management of an emergency or disaster in Colorado rests with the duly elected leadership of each jurisdiction. The overall authority for providing direction and control of Arapahoe County emergency resources during an event rests with the Emergency Management Director by special delegation of authority from the Board of County Commissioners. The response to an emergency or disaster by Arapahoe County will be made at the lowest governmental level that will ensure operational effectiveness. Unilateral management of an incident will occur when disaster impacts are confined to a single jurisdiction, unless outside assistance is requested. Requests for mutual aid assistance and supplemental assistance from state and federal agencies will be made if Arapahoe County resources become limited or expended as a result of the event.

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 multi-jurisdictional disasters, local government units retain control of their own resources and are responsible for approving the use of resources under their control for emergency purposes. The leadership of each political jurisdiction within Arapahoe County is responsible for establishing a line of succession for authorizing funds and other emergency resources.

Horizontal Coordination

Horizontal Coordination refers to the nesting of department and agency plans at a county level. This document is the guiding document for the development of emergency plans for each of the Arapahoe County agencies. Each agency is a stakeholder in this plan, as they are reflected in the division of ESF. The agencies contribute to the development of this plan by accurately assessing their capabilities and contributions to an event, accepting ownership of primary or supporting roles in the ESF, and updating relevant agency information and contact information contained in this document. Figure 5 illustrates this integration concept.

Vertical Coordination

Vertical Coordination refers to the layering of emergency plans between levels of government. Each level of government's emergency plan should link into the next higher level to ensure continuity of response as the incident expands and to facilitate interoperability of procedures and expectations. In addition, since emergency planning is tiered and designed to fully utilize the lowest possible level of response before escalation, higher levels of government cannot fully plan without knowing the capabilities and expectations of the layers below. Figure 6 illustrates this relationship.

Figure 5. Horizontal Integration

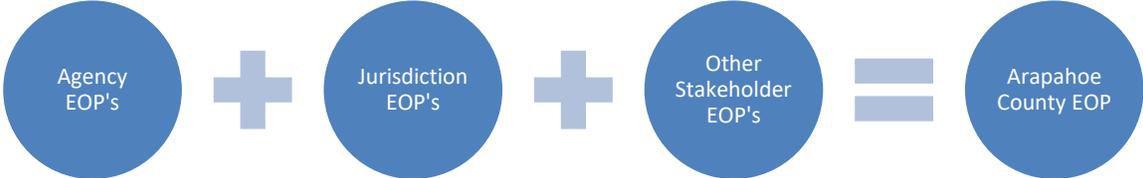
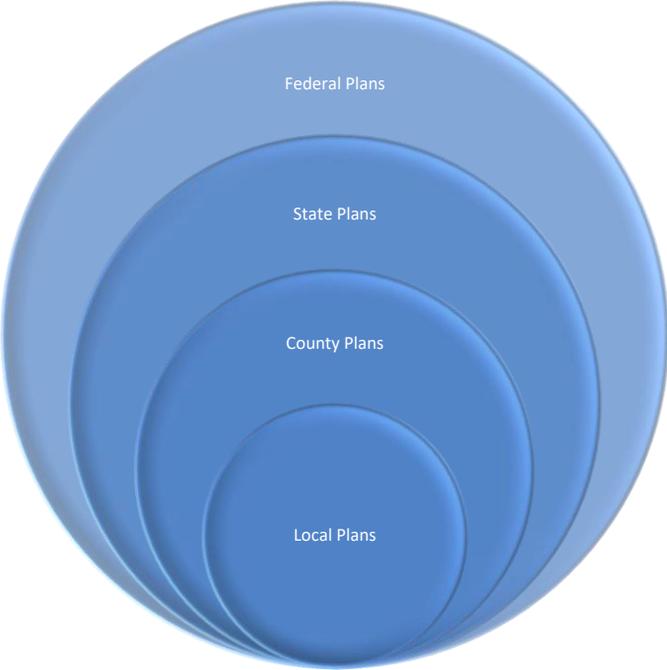


Figure 6. Vertical Integration



INFORMATION COLLECTION AND DISSEMINATION

This section discusses the procedures for collecting and distributing information about an event, relevant information indirectly related to the event and other intelligence-related functions. Conceptually, this identification includes the types of information required, sources for obtaining it, methods of transmitting and documenting the materials, and formal procedures, policies, or forms. Intelligence functions may be housed at either the incident command post (ICP), the emergency operations center (EOC) or both. In addition, the [Colorado Information Analysis Center \(CIAC\)](#) and other law-enforcement intelligence resources may function out of separate department operations centers (DOC) or at the state emergency operations center (SEOC) and provide a liaison to the local incident. Special attention is required in the structuring and staffing of an incident to appropriately place intelligence resources to maximize information sharing while maintaining appropriate information security practices.

COLLECTION

Information is collected from a variety of sources. On-scene reports, including situation and scenario assessments by responders, eyewitness accounts or debriefings of staff between operational periods all provide on-scene information and intelligence. The news and social media may also be a source of information for events. In addition, other agencies may have intelligence resources available. In some cases, intelligence from federal or state agencies participating in or supporting the response may be available.

Information should be collected in the timeliest manner possible. Incident assessments should be made early in the process for the safety of responders and to allow the IC to establish appropriate objectives for response and then be updated periodically to maintain accuracy. Additional information may have different spans of usefulness, so timely application is important. Collected data should be forwarded through the chain of command.

ICS forms, particularly the Incident Briefing (ICS 201), Incident Status Summary (ICS 209), General Message (ICS 213), Incident Action Plan Safety & Risk Analysis Form (ICS 215A), and Unit Log (ICS 214) are particularly helpful in collecting information for distribution (see below).

DISSEMINATION

Information is communicated to on-scene responders, support personnel in emergency centers and other critical stakeholders. Briefings are conducted periodically throughout the incident on scene and that information should be communicated to other relevant personnel. Supervisors are responsible for ensuring all reporting personnel are informed of critical information. Communication may be written or verbal, depending on content. Informal communication and dissemination of information may also be appropriate for less critical or non-sensitive topics.

ICS forms, particularly the Incident Briefing (ICS 201), Incident Status Summary (ICS 209), General Message (ICS 213), Incident Action Plan Safety & Risk Analysis Form (ICS 215A), and Unit Log (ICS 214) are particularly helpful in distributing information in a formal setting.

USE OF ICS FORMS

All information regarding the incident, including but not limited to resource ordering and tracking, situation reports, incident action plans, communication logs and plans, site maps and sketches, command structure charts, etc. will be filled out using the most appropriate ICS forms and where possible, will be translated into electronic format immediately. While ICS forms may be tailored to reflect the differences between field and EOC operations, all forms will adhere to the most current guidelines issued by the Federal Emergency Management Agency (FEMA). FEMA maintains an online resource center that hosts electronic copies of ICS forms as well as provides other useful information about ICS positions, checklists, and responsibilities.

PUBLIC INFORMATION

The objective of emergency public messaging is to provide timely, accurate and comprehensive information about an emergency situation to the public and to the news media. Emergency public messaging may include general information about the incident, including a summary of government response actions, and the projected duration of emergency conditions, as well as specific information and instructions regarding street closures, shelter locations, hazardous areas to avoid, or where to call for additional information.

Incident Commanders in the field, local elected officials, and other officials at the EOC should be prepared to respond to media inquiries or to designate a Public Information Officer (PIO) to manage media relations. In order to reduce confusion, control rumors and promote public confidence in emergency response efforts, a single point-of-contact (POC) will be established for the direct release of county-wide, disaster-related information to the public and to the news media.

In the case of smaller incidents, a single spokesperson from the primary response agency at the scene should be designated to release information about the incident. In large and protracted disaster events, a single spokesperson (PIO) should be designated at the EOC to give media briefings and to approve coordinated news and public information releases. A Joint Information Center (JIC) may be established when there is a need to coordinate emergency information from a large number of agencies and/or political jurisdictions.

In addition to the guidelines here, Arapahoe County has a Crisis Communications Manual which provides detailed information for the execution of public information duties during a disaster event. The Incident Status Summary Form (ICS 209) is a critical resource for the PIO.

COMMUNICATIONS

During disasters and large-scale emergencies, a coordinated response depends on the ability of emergency agencies and personnel to communicate with one another, regardless of location. Establishing communication links between command posts and operations centers at the onset of an emergency/disaster can help speed delivery of emergency resources requested from county and municipal government, and outside sources.

During response operations, agencies will utilize their own dedicated radio frequencies and those specifically designated for emergency response according to the policy of the responding agency. Where possible, an emergency channel will be established and dedicated for emergency-related traffic between the ICP(s), EOC(s), and primary and supporting jurisdictions. Public Safety radio users throughout the Denver Urban Area Security Initiative (UASI) and Colorado North Central Homeland Security Region (NCR) have access to and should reference the [Tactical Interoperable Communications Plan \(TICP\)](#) to facilitate interoperable communications between agencies and jurisdictions.

The incident commander (IC) will ensure that a Communications Plan is established using the ICS form 205. When appropriate, the IC may delegate the responsibility for completing and maintaining the 205 to a member of the communications section staff, either in dispatch or on scene.

In situations where communication cannot be established due to different frequencies or manufacturers, the Arapahoe County Sheriff's Office telecommunications section will be called to establish an integrated and interoperable communication system.

The ACSO Communication Center operates the primary facility and systems for providing emergency communication in unincorporated areas, Bow Mar, Centennial, Cherry Hills Village, Columbine Valley, Foxfield, Sheridan, and Cherry Creek State Park. Backup communications can be provided at designated fire and police agencies within Arapahoe County that are available to support emergency operations. During serious incidents, communication resources may be available upon request from state and federal agencies, the military and volunteer amateur radio organizations.

The ACSO Communication Center conducts monthly tests/drills on the Backup Communications Center (BCC) in case of an event which renders the primary dispatching center inactive. Routine exercise of communication resources and procedures is included in all planned events and small-scale event responses conducted by the ACSO. Redundant capabilities, such as cellular phones, provide an immediate alternative to radio support, although the service areas do have gaps in both capabilities and the number of personnel issued devices.

ADMINISTRATION, FINANCE AND LOGISTICS

This section provides an overview of the support requirements necessary to facilitate an emergency response and resource management policy. This includes Mutual Aid Agreements (MAA), Emergency Management Assistance Compacts (EMAC), authorities and policies for staffing, liability provisions, and tracking of financial information and ownership. This information is greatly expanded at a county level in Emergency Support Function #7: Resource Management. Individual jurisdictions should develop their own resource management plans, and Arapahoe County agencies should develop appropriate policies and procedures to assist in the County ESF #7 function.

FINANCE AND ADMINISTRATION/POLICY GROUP

Tracking the flow of resources is a complex project including the documentation of personnel hours worked, overtime authorization, flexing of staff schedules, insurance costs, injuries, expenditures of resource materials, consumables needs, and the payment of logistical requirements.

In accordance with the emergency purchasing policy, the Emergency Manager, or delegated designee, has the initial authority to approve expenditures for resources necessary to meet the emergency/disaster. Expenditures over \$100,000 shall be approved by the BOCC. Personnel assigned to the EOC shall follow all applicable County purchasing policies and procedures. Individual jurisdictions must follow internal approval procedures to authorize resources and payment and are responsible for tracking this information internally.

All resources, including but not limited to: personnel (including mutual aid personnel or hired contractors), air operational assets, audio-visual equipment, blankets, cars, clothing, computers/laptops, decontamination materials, electrical cords and generators, food and water supplies, hoses, medical support personnel, special operations vehicles, personal protective equipment (PPE), radios, sanitation stations, tables, tarps, telephones, tents, trucks, temporary workspaces, emergency office equipment procurement, data recovery, and water tankers must be tracked on the appropriate ICS forms. Relevant suggested forms include: Organization Assignment List (ICS 203), Incident Communications Plan (ICS 205), Medical Plan (ICS 206), Check-in/Out List (ICS 211), Operational Planning Worksheet (ICS 215), and the Air Operations Summary (ICS 220).

If the EOC is activated, policy makers and agency administrators may be asked to report to the Policy Room at the Sheriff's Administration and Coroner's Facility. This group is responsible for providing policy direction and setting broad priorities related to response and recovery from emergency incidents.

LOGISTICS

When resources are contributed to an event, each Arapahoe County department is responsible for tracking its own resources and maintaining internal financial records. Designated logistics personnel and other departmental representatives within the Arapahoe County Emergency Operations Center (ACEOC) should have access to up-to-date resource lists and be vested with the authority to commit resources to emergency relief efforts. Logistics Section will coordinate with Finance Section to verify procurement of contracted resources to the extent possible. Inter-departmental coordination of resource and financial information is needed in order to determine cumulative disaster expenditures and costs. In the event of an area command, the area command will staff a logistics element within the command that will prioritize critical resources throughout each operational period. Initial resource ordering is conducted through ACSO Communication

Center unless it is transferred to the ACEOC or another entity and adheres to the resource tracking and allocation standards outlined in the National Incident Management System (NIMS).

RESOURCE MANAGEMENT

Arapahoe County primarily utilizes Microsoft Teams – a cloud-based program meant to enhance event reporting, situational awareness, and resource management. Other systems, including public-sector and private-sector resource databases, are also utilized but only expanded upon in the Resource Mobilization Plan. By consolidating the resource management functions online, Arapahoe County strives to keep it accessible and available 24/7 from multiple locations. ACOEM personnel maintain a current list of certain response resources on the state-based WebEOC consistent with FEMA resource typing. This list is updated annually and when new resources are acquired and put in service.

Consistent with the Arapahoe County Hazard Identification and Risk Analysis (HIRA), the Arapahoe County resource management system takes into account individual hazards when addressing identification, location, acquisition, storage, maintenance and testing, timely distribution, and accounting for services and materials of resources. The resource management strategy was also influenced by multiple gap analysis, including the Emergency Management Accreditation Program (EMAP), the Integrated Emergency Management Course (IEMC) AAR, the Arapahoe County Training and Exercise Plan (TEP), and the Arapahoe County OEM Strategic Plan. The Resource Management and Logistics plan is expanded upon in the Resource Mobilization Plan.

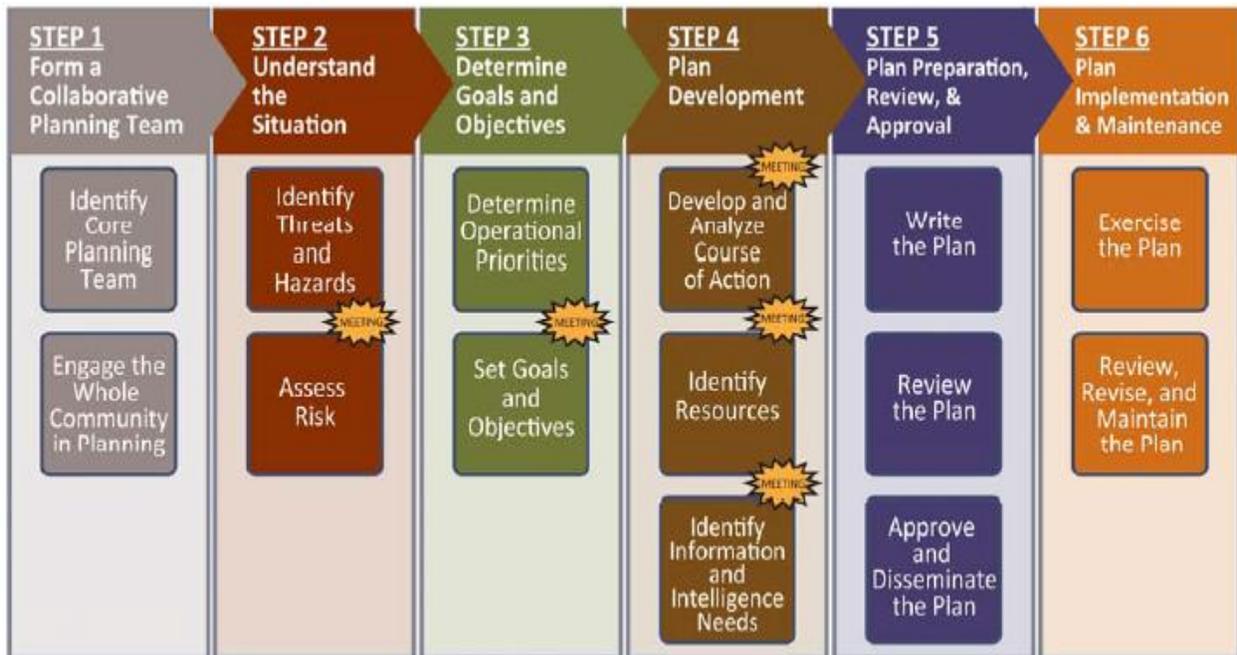
PLAN DEVELOPMENT, EVALUATION, TESTING, AND MAINTENANCE

This section outlines the intended development, testing, maintenance procedures, and schedules for the EOP.

DEVELOPMENT

The update schedule mandates a large-scale revision of the plan on a five-year rotational basis. This ensures continuity between the development of mitigation, response and recovery events, and that all planning efforts in the county operate based on the same hazard analysis data. As an additional companion to this element, the continuity of operations planning (COOP) and continuity of government (COG) efforts are recommended to occur in the update period just following the EOP update to provide full-spectrum updates. The planning cycle is represented in Figure 7.

Figure 7. Emergency Management Planning Process in Arapahoe County



TESTING

Arapahoe County follows and participates in the North Central Region's (NCR) exercise schedule for emergency and disaster response and recovery efforts. AC OEM has also created a TEP for regular exercises and training sessions to ensure that 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. AC OEM always maintains HSEEP qualified personnel. The exercises are evaluated, and improvement plans are developed and implemented for the relevant aspects of the EOP.

Departments, offices, and other organizations with responsibilities identified in the plan are responsible for ensuring that their staffs are familiar with provisions of the plan and adequately trained to carry out emergency assignments.

MAINTENANCE

Responsibility for maintenance and regular updates of this plan rests with the Emergency Manager (EM) for Arapahoe County. The EM may delegate the maintenance of the plan. The plan should be evaluated on an annual basis for baseline accuracy (telephone numbers, etc.) and any known changes (such as a change in personnel or a reorganization of an agency). Larger, more sophisticated updates are coordinated on a three-year rotational basis under the Emergency Manager for Arapahoe County in accordance with the Emergency Management Planning Cycle.

Individual agencies within Arapahoe County are responsible for informing the ACOEM of any changes or updates to the plan as they occur. In addition, agencies and elected officials are required to participate in the three-year update of the entire document by providing requested information, reviewing, and revising draft documents, and approving the final document. Agencies are also responsible for updating internal plans which are based on or contribute to the EOP, and for training staff on plan contents and updates.

The ACOEM will issue updates to all parties listed in the Record of Distribution. Updates will be issued in the most economical and efficient method possible, which may include but is not limited to: Digital or hard copy. Those entities are responsible for ensuring updates are further disseminated to relevant parties within the agency or jurisdiction.

EVALUATION

In an effort to ensure that the EOP addresses current vulnerabilities and accomplishes its goals and objectives, After Action Reports (AARs) and Improvement Plans (IPs) will be utilized to evaluate the current emergency management methods. AAR's 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 evaluation process is always ongoing; when possible, the EOP will be evaluated before, during, and after planned and unplanned events.

ADVISORY COMMITTEE

Arapahoe County OEM personnel and other stakeholders participate in a variety of committees at the local, state and federal levels of government. These committees serve as an opportunity to network, solicit input on current plans and maintain situational awareness regarding industry best practices, legislative changes, new stakeholder involvement, and funding issues. Arapahoe County uses these committees to aid in the preparation, implementation, evaluation, and revision of the Emergency Management Program. Although each committee deals with unique areas in emergency management and homeland security, they feed into the all-hazards approach that Arapahoe County adopts.

LOCAL EMERGENCY PLANNING COMMITTEES (LEPC)

Mandated under the Emergency Planning and Community Right-to-Know Act (EPCRA), the combined Arapahoe/Douglas Counties LEPC is an opportunity for citizens, private industry, and the media to discuss hazardous material plans, commodity-flow information within the jurisdiction and any other issues relating to hazardous materials. Major elements include evacuation plans, training programs for responders and identification of any facility that may house hazardous materials.

NCR EMERGENCY MANAGEMENT COMMITTEE

Coordinate and facilitate Multi-Agency Coordination (MAC) through all phases of emergency management and coordinate with other MACs within the region. ESF-5 members meet monthly to discuss regional projects, set goals and conduct capability assessments.

ESF WORKING GROUPS

ESF working groups were created as part of the 2015 Arapahoe County EOP Update process. For each ESF (1-15), stakeholders were identified based on their previous involvement in the emergency management program and expertise in each ESF field. In 2022, these stakeholders were reengaged to review and make recommendations for change. The ESFs were reworked to include best practices and to reflect the changes in the operational environment.

AUTHORITIES AND REFERENCES

AUTHORITIES

Federal

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- ◆ 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 Directive 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

- ◆ 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

- ◆ 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 11, 2022 Resolution #22-011 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

- ◆ United States Dept. of Homeland Security (2013). *National Infrastructure Protection Plan (NIPP)*. [Washington, D.C.]: U.S Dept. of Homeland Security.
- ◆ 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
- ◆ Colorado State Homeland Security Strategy, March 2008
- ◆ National Climactic Database Center
- ◆ Various inter-office procedures, mutual aid agreements, etc.
- ◆ Arapahoe County Continuity of Operations and Continuity of Government Plans

LIST OF ACRONYMS

ACRONYM	DEFINITION
AAR	After Action Report
AC	Area Command
ACEOC	Arapahoe County Emergency Operations Center
ACEOP	Arapahoe County Emergency Operations Plan
ACOEM	Arapahoe County Office of Emergency Management
ACSO	Arapahoe County Sheriff's Office
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
ARP	Arapahoe Rescue Patrol
BOCC	Board of County Commissioners
CAMEO	Computer-Aided Management of Emergency Operations
CAP	Civil Air Patrol
CCIC	Colorado Crime Information Center
CEO	Chief Executive Officer/Chief Elected Official
CERT	Community Emergency Response Team/Training
COG/COOP	Continuity of Government/Continuity of Operations
CONOPS	Concept of Operations
COVOADS	Colorado Volunteer Organizations Active in Disasters
CPG 101	Comprehensive Preparedness Guide 101
CSP	Colorado State Patrol
CSRB	Colorado Search and Rescue Board
CDEM/CODEM	Colorado Division of Emergency Management
DRCOG	Denver Regional Council of Governments
DRVOAD	Denver Volunteer Organizations Active in Disasters
DSR	Damage Survey Report
EAS	Emergency Alert System
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical System
ESF	Emergency Support Functions
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency

HazMat	Hazardous Materials
HMP	Hazard Mitigation Plan
HSEEP	Homeland Security Exercise Evaluation Program
HSGP	Homeland Security Grant Program
HSPD	Homeland Security Presidential Directive
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IGA	Inter-Governmental Agreement
IP	Improvement Plan
IRT	Incident Response Team
JIC	Joint Information Center
JOC	Joint Operations Center
MAA	Mutual Aid Agreement
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MTL	Master Task List
NCR	North Central Region
NFIP	National Flood Insurance Program
NIMS	National Incident Management System
NRF	National Response Framework
OEM	Office of Emergency Management
PIO	Public Information Officer
POC	Point of Contact
PPE	Personal Protective Equipment
SHIP	Shelter in Place
SME	Subject Matter Expert
SNS	Strategic National Stockpile
SOP	Standard Operating Procedures
TCL	Target Capabilities List
UC	Unified Command
UCS	Unified Command System
WMD	Weapons of Mass Destruction

GLOSSARY

American Red Cross (ARC) - A volunteer organization that works closely with Local, State and Federal governments in preparing for, and responding to, disaster events. All Red Cross assistance to disaster victims is based upon verified disaster-caused need and granted outright from public donations.

Board of County Commissioners (BoCC) - A county commission (also known as a board of county commissioners) is a group of elected officials charged with administering the county government in some states of the United States. County commissions are usually made up of three or more individuals.

Chief Executive Officer/Chief Elected Official (CEO) - The official, or officials, given the authority for implementing and administering laws, ordinances, and regulations for the community. In Colorado, the Mayor or County Commissioners of a political jurisdiction are responsible by State Law for establishing a local emergency management office and a director and/or coordinator of the office to provide for disaster planning and emergency services.

Civil Air Patrol (CAP) - An auxiliary of the U.S. Air Force that volunteers its services to conduct emergency services missions, mainly using light aircraft for search & rescue and disaster relief missions.

Colorado Crime Information Center (CCIC) - The computer system with terminals in most law enforcement and communications agencies that is used primarily for law enforcement purposes, but also as part of the system for warning communities about disasters and emergencies.

Colorado Revised Statutes (CRS) - Legal codes of the State of Colorado, the codified general and permanent statutes of the Colorado General Assembly. The Colorado legislative branch writes the laws and the Colorado judicial branch interprets the statutes by deciding court cases.

Colorado Search and Rescue Board (CSRB) - The organization in Colorado that coordinates the provision of assistance to local governments during search and rescue missions.

Cooperating Agencies - An agency supplying assistance other than direct tactical or support functions or resources to an Incident Commander or to a broader disaster relief effort.

Core Capabilities List- The response core capabilities are a list of the activities that generally must be accomplished in incident response regardless of which levels of government are involved.

Damage Assessment - A formal appraisal or determination of the actual physical effects resulting from a disaster. Accurate damage assessment figures help to determine priority actions and the level of outside assistance that is needed for community recovery.

Damage Survey Report (DSR) - A comprehensive engineering report prepared by a Local/State/Federal team that outlines the scope of work and estimated cost of repairs at each damage site after a disaster.

Demobilization - Assures the orderly, safe and efficient disband of incident resources.

Disaster - An occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property resulting from any natural cause or cause of human origin, including, but not limited to, fire, flood, earthquake, wind, storm, wave action, hazardous substance incident, oil spill, or any other water contamination requiring emergency action to avert danger or damage, volcanic activity, epidemic, air pollution, blight, drought, infestation, explosion, civil disturbance, hostile military or para-military action, or a condition of riot, insurrection, or invasion.

Emergency Alert System (EAS) - The broadcast stations and interconnecting facilities that have been authorized by the Federal Communications Commission to operate in a controlled manner during wartime, national emergencies and major disasters.

Emergency - Any occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property resulting from a natural or man-made cause that is less severe than a disaster, but of such severity that it cannot be handled by emergency response agencies in conduct of their normal duties.

Emergency Management - An integrated approach to the management of emergency programs and activities across four phases—mitigation, planning, response and recovery—that addresses all hazards

(natural and man-made) and incorporates resources available from all levels of government and from non-governmental sources.

Emergency Management Director/Coordinator - The individual(s) within each political subdivision with management authority and/or coordination responsibility for emergency management activities within the jurisdiction.

Emergency Operations Center (EOC) - A location from which Centralized Emergency Management can be performed to coordinate the overall jurisdictional response and support effort following a disaster or emergency.

Emergency Operations Plan - A concise document that describes the coordinated actions that government will take to protect people and property in the event of a major emergency or disaster.

Emergency Response Agency - Any organization responding to an emergency, or providing support to such an organization, whether in the field, at the scene of an incident, or in an emergency operations center. Although the term usually refers to law enforcement, fire and EMS agencies, all elements of government can be mobilized in the aftermath of a disaster.

Emergency Support Function (ESF) – The grouping of governmental and certain private sector capabilities into an organizational structure to provide support, resources, program implementation and services that are most likely needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal following domestic incidents.

Exercise - A training and education method that utilizes a simulated disaster or emergency situation to evaluate plans and procedures, usually in a classroom (tabletop), EOC (functional), or field (full-scale) environment.

Floodplain - The lowland areas historically subject to flooding. The base floodplain, or 100-year floodplain, is the regulatory floodplain under the National Flood Insurance Program (the area subject to a one-percent chance of flooding in any given year).

Hazard Mitigation - The policies, practices and measures implemented to save lives, protect property, and reduce economic losses and social disruptions caused by disasters. Hazard mitigation techniques are designed to reduce hazard-related losses by avoiding hazards or by minimizing their effects (e.g., floodplain management programs, hazard zone regulations, hazard education programs, etc.).

Incident Action Plan - An ICS term referring to the plan that reflects the overall incident strategy and specific tactical actions along with supporting information (e.g., traffic plan, communications plan, safety plan, maps, etc.).

Incident Commander - The individual responsible for the command of all emergency functions at the field response level.

Incident Command Post (ICP) - The location where primary command activities are conducted (also referred to as Command Post). The ICP is located within the outer perimeter in an area free from danger and confusion and, where possible, has the equipment necessary to communicate with EOCs, communications centers, staging areas, and other field locations.

Incident Command System (ICS) - A standardized on-scene Emergency Management System specifically designed to allow its users to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents without being constrained by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, with command responsibility for the management of resources to effectively accomplish identified incident objectives.

Inter-Governmental Agreements (IGA) - Any agreement that involves, or is made between, two or more governments to cooperate in some specific way.

Joint Public Information Center (JIC) - An information center where news media and involved response agencies can exchange information regarding emergency response activities. A location for Public Information Officers from different agencies to coordinate information and prepare joint media releases.

Just In Time - is an inventory strategy companies employ to increase efficiency and decrease waste by receiving goods only as they are needed in the production process, thereby reducing inventory costs. This method requires producers to forecast demand accurately.

<http://www.investopedia.com/terms/j/jit.asp#ixzz4YaA7IVRp>

Major modification – a change in the emergency operations plan that affects procedure or greatly deviates from the current conceptual or procedural structure of the county's emergency response, and/or a change to the plan that requires a vote or other legal modification.

Media Center - A location for news media members to gather during protracted incidents and to obtain official updates on the status of relief efforts. A facility where informational briefings can be provided to the media away from the scene and outside of the EOC.

Memorandums of Understanding (MOU) - A memorandum of understanding (MOU) may be used as a confirmation of agreed upon terms when an oral agreement has not been reduced to a formal contract. It may also be a contract used to set forth the basic principles and guidelines under which the parties will work together to accomplish their goals.

Minor modification – a change in the emergency operations plan that does not affect the overall concept or scope of the current document but instead serves as an update of otherwise consistent information; example: the updating of a title or contact information for personnel.

Mobilization - The process and procedures used by all organizations (Federal, State, and local) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Plan (MOB PLAN) – Means the Statewide All-Hazard Resource Mobilization Plan developed and utilized pursuant to C.R.S. § 24-33.5-705.4

Multi-jurisdictional Incident - An incident requiring action from multiple agencies that have a statutory responsibility for incident response and recovery (in ICS, multi-jurisdictional incidents are managed under a Unified Command structure).

Mutual Aid Agreement - A written agreement between agencies and/or jurisdictions in which they agree to assist one another, upon request, by furnishing personnel and equipment.

National Incident Management System (NIMS) – Developed by the U. S. Department of Homeland Security Secretary, NIMS establishes standardized incident management processes, protocols, and procedures that all responders - Federal, state, tribal, and local - use to coordinate and conduct response actions.

National Response Framework (NRF) - The National Response Framework is a guide to how the Nation responds to all types of disasters and emergencies. It is built on scalable, flexible, and adaptable concepts identified in the National Incident Management System to align key roles and responsibilities across the Nation.

No-Notice - Need of assistance is obvious and immediate, where anticipatory planning and resource prepositioning were precluded, and where the exact nature of needed resources and assets is not known.

https://www.fema.gov/pdf/emergency/nrf/nrf_CatastrophicIncidentAnnex.pdf

Public Information Officer (PIO) - The individual at the field level or at the EOC that has been delegated the authority to prepare public information releases and to interact with the news media.

Resources - Emergency resources are the personnel, equipment and materials available, or potentially available, for use in responding to emergency situations or disaster events (from public, private, military and volunteer sources).

Risk – The product of a hazard's likelihood of occurrence and its consequences to society; the estimates impact that a hazard would have on people, services, facilities, and structures in a community.

Staging Area - The location(s) where emergency response resources are temporarily located while awaiting tactical assignments.

State Emergency Operations Plan (SEOP) - The State-level Plan that outlined general guidelines on how the state carries out its response and recovery responsibilities to address an emergency or disaster event, including a framework for coordinating and integration operations between local, tribal, state and federal agencies.

Terrorist Incident – A terrorist incident is a violent act, or an act dangerous to human life, in violation of the criminal laws of the United States or any State, to intimidate or coerce a government, the civilian population, or any segment thereof in the furtherance of political or social objects.

Unified Command - An ICS procedure for ensuring a coordinated multiagency incident response which allows all agencies with geographical, legal or functional responsibilities to establish a common set of incident objectives and planning strategies (without abdicating agency authority, responsibility or accountability).

Weapon of Mass Destruction (WMD) – Title 18, U.S.C. 2332a, defines a weapon of mass destruction as (1) any destructive device as defined in Section 921 of this title, (which reads) any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than four ounces, missile having an explosive or incendiary charge of more than one-quarter ounce, mine or device similar to the above; (2) poison gas; (3) any weapon involving a disease organism; or (4) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

WebEOC – An information management system that allows all statewide emergency management agencies to find, order and track required resources.