Response and Recovery Capabilities Plan

City and County of Broomfield

Emergency
Response and Recovery
Capabilities Plan

City and County of Broomfield

The Office of Emergency Management

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Introduction

Scope

This document includes City and County of Broomfield (CCOB) Emergency Management response and recovery capabilities that support the CCOB Emergency Operations Plan (EOP), which describes emergency and recovery policies, processes, responsibilities, capabilities, lines of authority, and concepts of operations for managing response, as well as intermediate and long-term recovery efforts. Because response and recovery activities are often interconnected and concurrently active, this capabilities plan will provide an overview of capabilities that CCOB or its partners can use during all phases of emergency management.

The EOP is part of a larger system of interrelated plans at the local, state, and federal levels and works in conjunction with agency standard operating procedures (SOP), processes or procedures. It is not meant to replace standard operating procedures, those SOPs will be managed by the departments or agencies responsible for the capability and not included in this document. These guidelines are meant to be scalable for either small events or large disasters that require multi-agency coordination. These capabilities, or specific sections therein, are activated to meet the needs of the incident. *The following topics (if applicable) have been addressed for each response and recovery capability: Purpose, Planning Assumptions and Considerations, Activation, Concept of Operations, and Other Information.*

Ongoing maintenance and updates will be facilitated by the Office of Emergency Management with input from stakeholders and subject matter experts.

General Responsibilities

Each agency, department, function, and organization identified in this capabilities document is responsible for:

- Developing internal procedures to carry out their assigned lead and support functions
- Ensuring CCOB management and Public Information Officer are informed of needs and activities
- Providing for the safety of citizens and employees who may be in the facilities managed by the CCOB
- Providing personnel to assist in emergency response or recovery efforts
- Developing, updating, maintaining, and training on their capability procedures, checklists, etc.
- Preparing/implementing plans for emergency needs and assuring continuity of government operations
- Directing/controlling operations, personnel, resources, and facilities during response/recovery efforts
- Obtaining/maintaining agreements, memorandums of understanding, mutual aid agreemxent, or other contracts needed to fulfill their response/recovery responsibilities
- Participate in training and exercises in accordance with the Integrated Preparedness Plan (IPP), State, and Federal requirements
- In support of the after action process, submit notes for the After Action Report/Improvement Plan (AAR/IP)

Roles and Responsibilities

Roles and Responsibilities by Agency/Function and Role/Title (see Attachment A) have been consolidated into a single table for all capabilities. This format allows the information to be presented in a single location to avoid redundancies and to simplify on-going maintenance. Also, Roles and Responsibilities can be more efficiently shared/communicated and customized (e.g. individual names assigned) during an emergency situation.

Definitions, Acronyms/Abbreviations, and References

Definitions, Acronyms/Abbreviations, and References (see Attachment B) have also been consolidated into a single table for all capabilities.

Development, Maintenance, Support, and Training

The Emergency Management Team, in coordination with lead and support agencies/organizations, will coordinate training and drill activities to ensure understanding of all roles and responsibilities for each capability. All exercise activities and lessons learned will be documented in an After-Action Report (AAR) that will identify necessary improvements and potential changes to the capability supporting documentation. At a minimum, an annual review of this document will be conducted for revalidation and necessary changes. Agencies supporting the capability efforts will

assist with the development and maintenance of their own agencies SOPs and mutual aid agreements in support of these activities.

Record of Changes and Distribution

When changes and/or updates are made to the EOP, planners should track and record the changes using this Record of Changes table. The record of changes will contain, at a minimum, the date of the change, the name of the person who made the change, and a description of the change.

Date of Change	Name of person making change	Description of Change	Section	Page
4.1.24	Lenzi McGee	Alert and Warning edits	5	
5.2.24	Lenzi McGee	Alert and Warning edits to address evaluation tool measures.	5	
7.15.24	Lenzi McGee , Joe Howe	Cyber Security edits	4	
8.15.24	Lenzi McGee	Alert and Warning edits with dispatch	5	

Table of Contents

Emergency Response and Recovery Capabilities

Attachments

# 1. Broomfield Incident Management System (BIMS)

Purpose

This capability describes a detailed overview of how the CCOB implements the National Incident Management System (NIMS) to manage all sizes of incidents/emergencies. The Broomfield Incident Management System (BIMS) conforms to NIMS and has been developed through exercises and actual emergencies to meet the specific needs of the CCOB when responding to and recovering from an emergency. The result of this capability being implemented is the effective response coordination, resource management, planning, cascading event management, and short-term recovery.

Activation

Most incidents that occur within the CCOB are managed by the Incident Commanders, and it is not necessary for the Broomfield Emergency Coordination Group (BECG) to activate. However, when disasters exceed field capabilities; have a significant impact on the community; cross jurisdictional boundaries; require a significant amount of resources; inter-departmental coordination; coordination between multiple disciplines; will have a long duration (multiple operational periods); or will require Policy Group involvement, the BECG will be activated and provide assistance to meet the growing needs of the incident.

The BECG is activated by the Emergency Manager. During times of no critical incident the BECG should meet routinely to discuss matters related to Emergency Management and receive training on a quarterly basis.   The BECG is made up of representatives from the Police Department, Information Technology, Public Works, Human Services, Public Health and Environment and other stakeholders as needed. This will be facilitated by the Emergency Manager. Variation of this base staffing structure will be used to meet the needs of a specific event/disaster. Based on the situation, additional members may be added, including but not limited to: department representatives, external agencies/partners, and government officials.

Concept of Operations
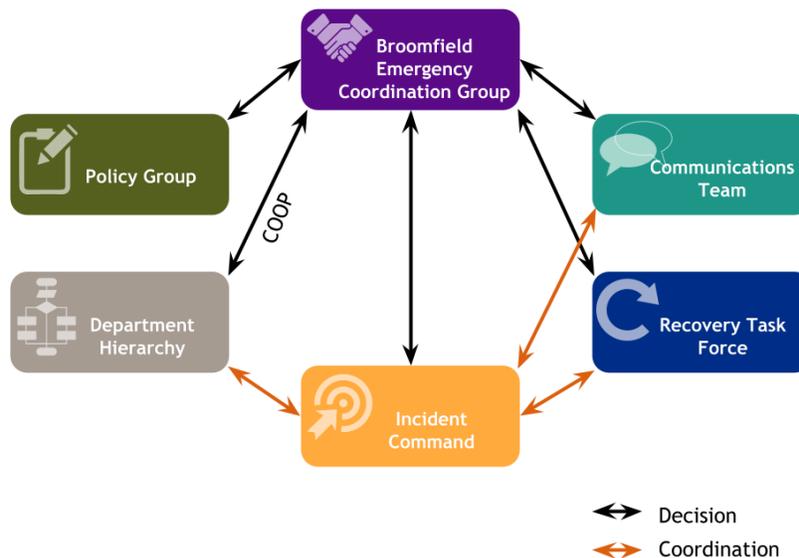

Incident Command

The Incident Command System (ICS) is a management system designed to enable effective incident management by integrating personnel, procedures, facilities, equipment, and communications. The Incident Commander is designated by the lead agency by type of emergency/disaster.

Types of Command

Based on the complexity of the incident, Incident Commanders may utilize the following command structures: Single, Unified, and Area Command.

- Single Agency Command: A single integrated incident where an Incident Commander will manage overall incident responsibilities within one jurisdiction.

- Unified Command: Authority structure in which the role of Incident Commander is shared by two or more individuals, each having their own authority in a different responding agency. Incident Commanders operate together to form a single command structure. The joint structure is referred to as the Command Cadre.

- Area Command: Is established to oversee the management of multiple or large scale incidents that are each being handled by separate Incident Management teams.

Broomfield Incident Command Structure
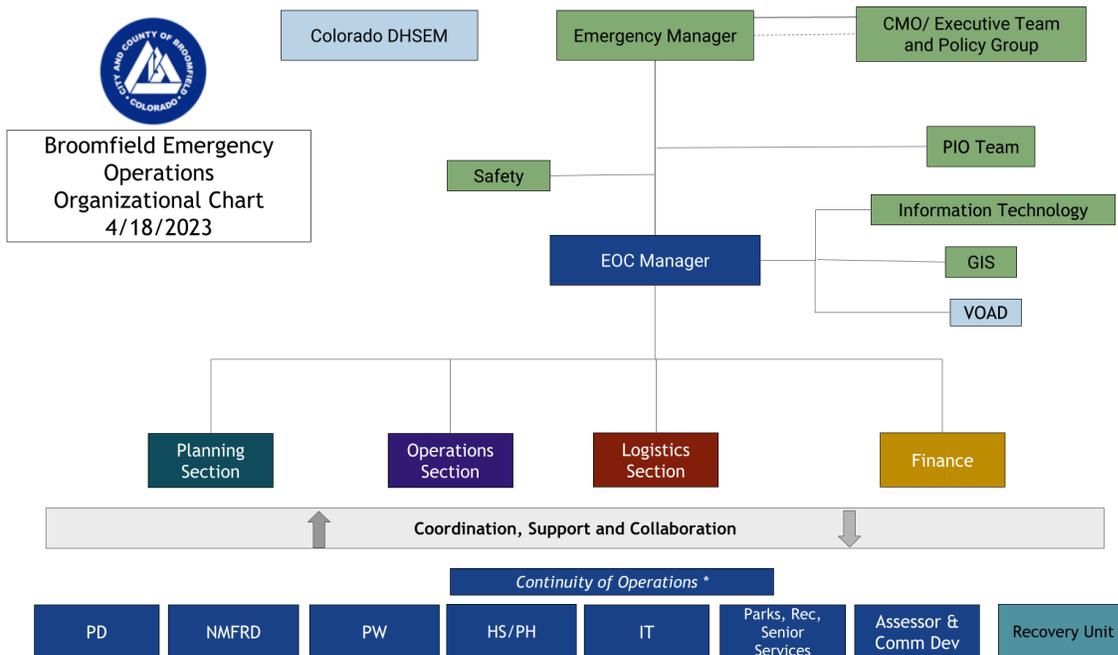
Other Information

## Broomfield Emergency Coordination Group (BECG)

The BECG is made by a multidisicplary team to provide overall direction and coordination during an emergency. The BECG is composed of the incident support team (IST) and policy group members to provide overall coordination approach and subject matter guidance. They will support coordination and provide structured planning and support as well as communicating internally and externally, providing support to the IC and

overseeing the Continuity of Operations Plan (COOP) implementation, coordinating resources, and engaging with outside agencies . The BECG fills the role of a Multi-Agency Coordination (MAC) Group as defined by NMS.

Incident Management

Most incidents that occur within the CCOB are managed by field Incident Commanders, and it is not necessary for the BECG to activate. However, when disasters exceed field capabilities, have a significant impact on the community, cross jurisdictional boundaries, require a significant amount of resources, or will have a long duration (multiple operational periods), the BECG will be activated and provide assistance to meet the growing needs of the incident.
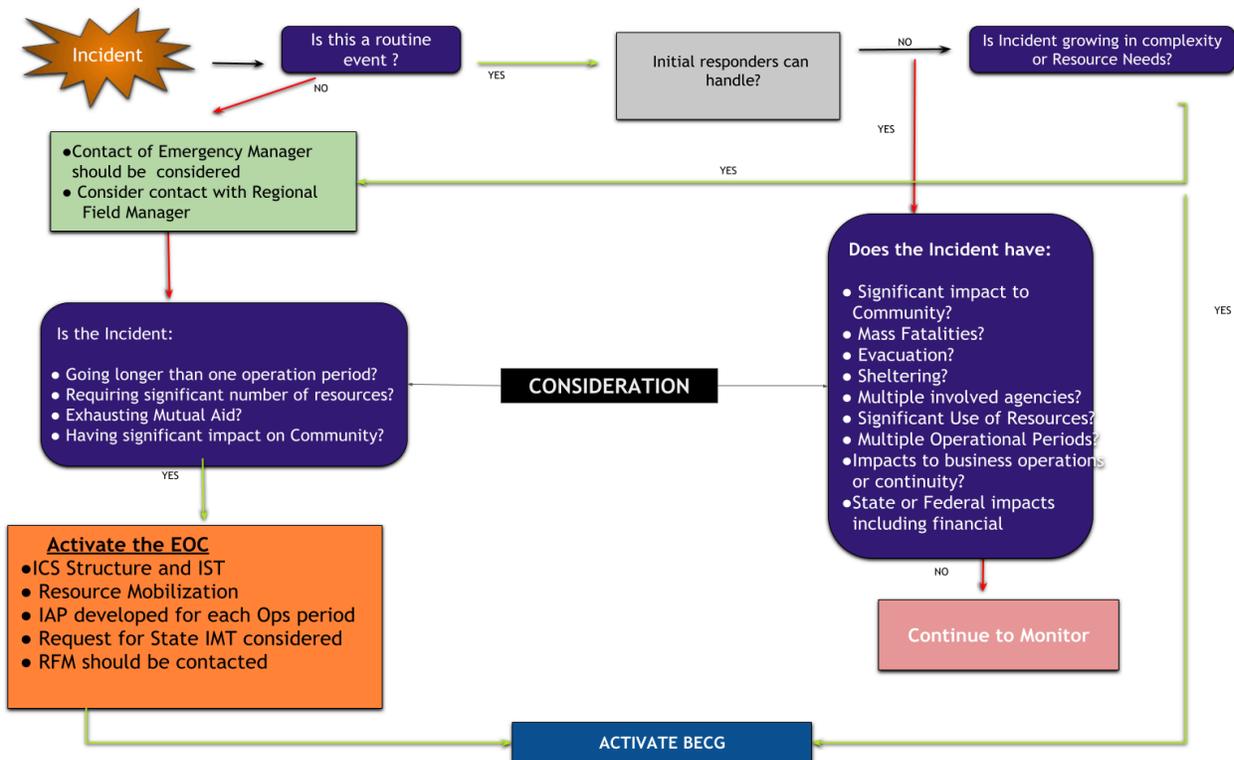
Incident Types and Stages

Type 5 Incident (Lowest Severity) - The initial response to an incident is managed as follows:

- Command is typically established by the first responder arriving on-scene.
- Initially incidents will be handled by individual departments or agencies based on their established directives, standard operating procedures, or general operating concepts.
- All Command functions are handled on-scene usually by the IC.
- The initial objectives include, but are not limited to: stabilizing the scene, ensuring citizens and responding personnel safety, and to limit growth of the incident.

Characteristics	Anticipated Actions	Command Structure and Resources	Examples

7

One or two single resources. The incident can be contained within the first operational period, A written Incident Action Plan (IAP) is not required.	Normal Standard Operations Procedures or Field Operations Guides followed. Public information is provided by lead agency PIO. EOC is not needed.	Incident Commander [Command and general staff positions (other than the Incident Commander) are not activated.] Initial responders.	A vehicle fire. A motor vehicle accident, injured person. Routine police incident.

Type 4 Incident - If an incident begins as a more complex incident or expands or evolves into a Type 4 incident, incident management progresses as follows:

- Incident Command is typically transferred to the Lead Department/Agency.
- Command functions are handled on-scene.
- The Lead Agency IC is responsible for providing direction on the need for additional support (ICS Sections) and for determining the appropriate type of command.
- The Lead Agency and/or the type of command may evolve or change several times during the incident based on severity of the incident or the increasing complexity of the original response.
- The objectives at this stage include, but are not limited to meeting the objectives established by initial command; establishing formalized ICS organization, to a scale required by the incident; and developing and implementing an Incident Action Plan (IAP). (IAP does not need to be written.)
- The IC may request additional support through establishment of a Department Operations Center (DOC). The location of a DOC is determined by established department and agency procedures. A DOC is generally staffed by department and agency-specified personnel.
- The EOC may be activated to assist and support on scene-command.

Characteristics	Anticipated Actions	Command Structure and Resources	Examples
Several resources are required to mitigate the incident. Mutual aid is utilized through local dispatch. Additional local responders may also include regional mutual aid programs. The incident is usually limited to one operational period but may extend 12-24 hours in length. *(Recovery Phase may be longer.)*	Clearly defined Incident Objectives should be identified and shared. Situational updates and briefings may be needed. Written Incident Action Plan (IAP) not required. *(ICS 201, 202, 203, 204, 205 may be used as the early components of a written IAP.)* Staging, check-in and basic logistics must be provided. Operational briefing should be completed for incoming resources. Documented situation reports and briefings will be developed as needed. Consider coordination with Regional Field Manager from CDHSEM. EOC may be activated at Base Level or *may* expand to Core Activation level.	Incident Commander Initial responders and limited mutual aid use. Command staff and general staff functions are activated as needed. At a minimum, Operations Section Chief should be considered. Implementation of the Resource Mobilization Plan should be considered. Public information is provided by lead agency PIO. Assistance from the Public Information Team may be requested.	Multi-vehicle accident. Multi-Family dwelling structure fire. Hazardous materials incident. A bomb squad investigation. Police incident requiring SWAT call- out (i.e., barricaded gunman). Blizzard or other wide area impact weather events. Widespread and extended utility outage. Public health emergency.

Type 3 Incident (Moderate Severity)

When the incident expands and/or requires increased management:
- The Policy Group will be placed on standby.
- As an incident evolves, the IC or Department Head may request a Type 3 IMT from the state.
- The Chief of Police, Fire Chief, Emergency Manager, and the City and County Manager may request a Type 3 I IMT. (The IMT is activated to either assume command from on-scene command or to provide support to on-scene operations.)
- Emergency Manager coordinates with CDHSEM Regional Field Manager or state EOC to request Type 3 IMT.
- Delegation of Authority developed with the Policy Group and signed by the City and County Manager.
- Situations that may require the activation of IMT include actual or potential for mass casualties, sizable loss of property, and evacuation resulting in mass care shelters. Also, events requiring the coordination of multiple agencies, significant use or exhaustion of agency resources, multiple operational periods, an extended recovery period, and policy decisions. Finally, other situations deemed appropriate.
- The objectives at this stage include, but are not limited to:
  - Supporting and/or enhancing the on-scene Incident Command structure.
  - Enhancing and or activating Logistics, Finance, and Planning functions.
  - Assist with functional tasks such as public information, media relations, sheltering, volunteer coordination, damage assessment, donation management, etc.

Characteristics	Anticipated Actions	Command Structure and Resources	Examples
Large-scale incident. The situation may be an incident of significance (community impact). Capability requirements exceed initial attack and multiple agencies become involved. Initial responders,additional local responders, and mutual aidid are expended. State resource mobilization assistance may be required. The incident may extend into multiple operational periods. This is an incident of significance and may be a declared emergency or disaster.	Major Incident Notification. Resource Mobilization capability will be implemented. Coordination with CDHSEM and Regional Field Manager. Consideration should be given to requesting one of the Colorado State Incident Management Teams. (*These teams can be brought in to support local command structure or through delegation of authority to take over the incident.*) The Public Information Team is activated and a Joint Information Center may be established. A written IAP may be required for each operational period.	Command system positions will be added to match the complexity of the incident. Some or all of the command and general staff, division or group supervisors and unit leader positions may be activated. Incident response may be managed by a Type 3 Incident Management Team.	A large-scale school shooting. Large-scale missing child situation. Hostage situation. Major Conflagration. Hazardous materials site with loss of control and evacuation needed. Tornado with significant impact. Public health emergency.

Type 2 Incident

This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources from out of the area, including regional and/or national resources, to effectively manage the operations, command, and general staffing.

Characteristics	Anticipated Actions	Command Structure and Resources	Examples
Extends beyond the capabilities for local control and State IMT. Is expected to go into multiple operational periods.	The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.	Federal Type 2 team would fill Most or all of the Command and General	Terrorist event. Pandemic Flu or other

May require the response of resources out of the area, including regional and/or national resources, to effectively manage the incident. This is an incident of significance and may be a declared emergency or disaster.	A written IAP may be required for each operational period. The Public Information Team is activated and a Joint Information Center may be established. Full activation of the EOC. State EOC is activated.	Staff positions. Many of the functional units are needed and staffed.	impactful public health emergency.

Type 1 Incident (Highest Severity)

Type 1 incidents are the most complex, requiring national resources for safe and effective management and operations.

Characteristics	Anticipated Actions	Command Structure and Resources	Examples
Typically requiring national & multi-jurisdictional resources to safely and effectively manage operations, command and general staffing. This is an incident of significance and may be a declared emergency or disaster.	The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority. A written IAP may be required for each operational period. The Public Information Team is activated and a Joint Information Center may be established. Full activation of the EOC. State EOC is activated.	Federal Type 1 team would fill all Command and General Staff positions Branches need to be established.	Terrorist event;widespread hostile actions. Pandemic flu.

Radio Communications

To enhance efficiency and safety during the response to an emergency, a continuous flow of critical information should be maintained between emergency responders from multi-disciplines and multi-jurisdictions for the duration of the operation. The primary entity tasked with this endeavor is the Broomfield Public Safety Communication Center (BPSCC).

To enhance emergency communications:
● The CCOB is a member of the Front Range Communications Consortium (FRCC) radio network; this network facilitates regional interoperability
● City and County emergency response agencies shall utilize 700/800 MHz radios as their primary means of normal and emergency communications traffic
● Communications devices (e.g. cell phones) utilized as a backup if a critical failure of the primary system
● City and County emergency response units shall at all times maintain the ability to communicate effectively internally and/or with other agencies
● For critical incidents, all responding agencies shall maintain a common operating picture for real-time sharing of information with all the participating entities to ensure all responder agencies are working from the same information.
● A single command will be established and responsible for interagency operations during an emergency
● BPSCC staff will assist IC with development of the Communication Plan (Com Plan). An incident should have one Com Plan no matter how many agencies/departments are involved.
● All responders on-scene of a critical incident will follow the Com Plan. The Tactical Operations Plan should be considered in developing the Com Plan
● Responding agencies shall utilize common language (i.e., plain English) to ensure information dissemination is timely, clear, and understood
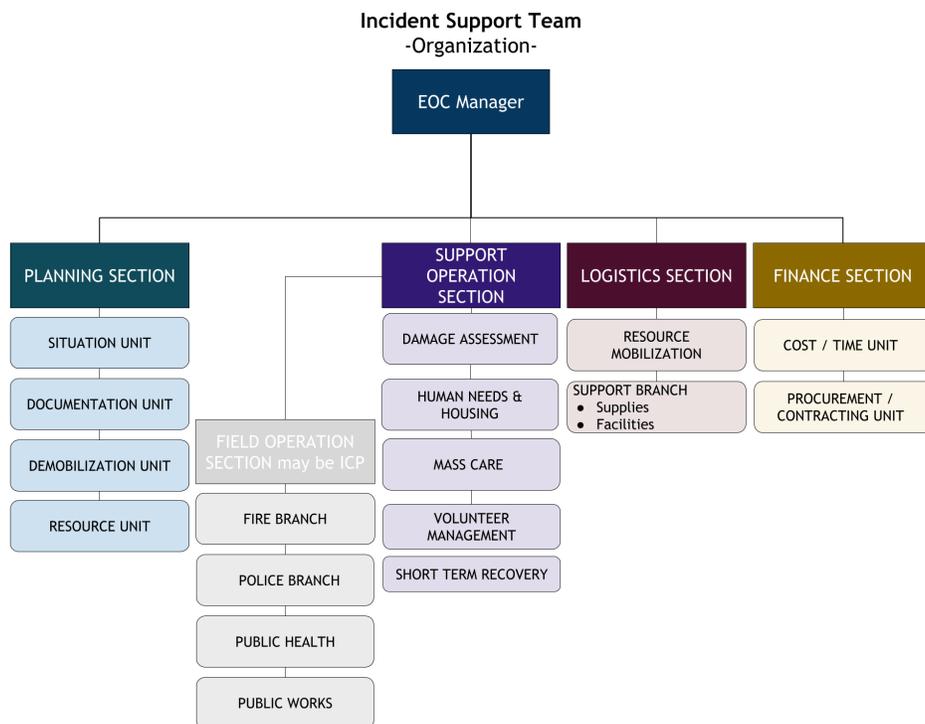
2. Emergency Operations Center

Purpose

The Emergency Operations Center (EOC) is a coordination center for incidents within the CCOB. It is a centralized location for City and County officials, department representatives, external agencies/partners, and government officials to operate, make decisions, share information while supporting on scene efforts. The EOC will coordinate information, response, and resources between incident command (IC), policy group, key stakeholders, and public information officers within the CCOB to maintain a common operating picture. The result of this capability being implemented is an effective provision of a common operating picture, coordination, resource management, planning, cascading event management, and recovery.

The EOC should be activated and appropriately staffed to support field agencies and to carry out additional functions that are needed. The EOC will function in accordance with the CCOB EOP and established EOC operating procedures. The EOC will provide incident support through:

- Common Operating Picture - collect / analyze information and share intel
- Coordination - facilitate internal / external partner efforts
- Resource Management - support resource needs, requests, allocation. and tracking
- Planning - determine current/future needs; develop and coordinate plans
- Cascading Event Management - oversee efforts outside direct incident footprint
- Recovery - manage short term recovery activities and transition to long term recovery

Incident Support Team

The Incident Support Team (IST) is a group of individuals from CCOB who are trained to fill roles of immediate support functions in the EOC. IST roles are organized to scale up or down with the needs of the EOC and the incident support requirements.

Incident Support Team
-Organization-

EOC Manager

PLANNING SECTION		SUPPORT OPERATION SECTION	LOGISTICS SECTION	FINANCE SECTION
SITUATION UNIT		DAMAGE ASSESSMENT	RESOURCE MOBILIZATION	COST / TIME UNIT
DOCUMENTATION UNIT		HUMAN NEEDS & HOUSING	SUPPORT BRANCH • Supplies • Facilities	PROCUREMENT / CONTRACTING UNIT
DEMOBILIZATION UNIT	FIELD OPERATION SECTION may be ICP	MASS CARE		
RESOURCE UNIT	FIRE BRANCH	VOLUNTEER MANAGEMENT		
	POLICE BRANCH	SHORT TERM RECOVERY		
	PUBLIC HEALTH			
	PUBLIC WORKS			

Activation

Most incidents occurring within the CCOB are managed by an on-scene Incident Commander, and EOC activation is not necessary. However, when incidents exceed field capabilities, or at the request of the Incident Commander, the EOC is activated to provide assistance to meet the growing needs of the incident.

EOC Activation Levels

The Emergency Manager will activate the EOC and determine the appropriate functioning level of the EOC. The levels **Base, Core,** and **Full** have been identified and will be utilized upon receiving the request of activation. The EOC can be activated at any of the levels listed based on incident needs. Each level is scalable and organization representatives can be added or released as an incident increases or decreases in complexity.

EOC Activation Levels		
Activation Level	**Preconditions**	**Staffing Requirements**
Base Activation	A Base Activation requires Emergency Management staff to monitor an event and gain situational awareness when the event has the potential to increase in size and complexity.	- Office of Emergency Management (OEM) Staff - Emergency Manager - PIO (ESF 15)
Core Activation	A Core Activation will be initiated as an incident increases in complexity, and a partial activation of the EOC will result. Events that could trigger a Core Activation include severe weather events, hazardous materials incidents, public health emergencies and acts of terrorism.	- Incident Support Team - PIO (ESF 15) - GIS - Partner organizations
Full Activation	Full Activation of the EOC is triggered only after a major natural disaster or large-scale human-caused event.	All applicable positions/department representatives sent to the EOC as determined by the incident.

Concept of Operations

EOC Functions

The EOC is organized to provide the following:

- Common Operating Picture: Effective response to an event requires the use of up-to-date intel to be distributed to all organizations involved in the response. The EOC cannot do this without the following processes: The EOC will collect available information from incident responders, external partners, and other sources (i.e. NWS, local news, etc.). Not all this information will be accurate; as a result, the EOC will vet this information as best is possible during the incident.

- Coordination: During an event, the EOC will act as a central coordination point by having representative decision makers from organizations active in incident operations. As a result, the EOC manager and Emergency Manager will be able to coordinate and deconflict efforts.

- Resource Management: Events require a vast array of resources (e.g. food, personnel, vehicles, etc.). The EOC will support the resource needs of an event by locating, acquiring, distributing, and tracking resources by the Logistics section.

- Planning: Events are often complex and evolving in nature and scope. The EOC will determine current and future needs for an event through the use of the Common Operating Picture and possible event escalation. This intel will be used to develop the EOC-AP, Resource Demobilization, and Short-Term Recovery plans.

- Cascading Event Management: Incidents are rarely corralled to affect a single location; as a result, events and event-related operations will take place outside the incident footprint. The EOC will have authority for managing events outside of the incident footprint. Examples of these activities include, but are not limited to: Mass Care, Continuity of Operations (COOP), Volunteer Management, and Donation Management.

- Recovery: Impacts of an incident can linger well beyond the initial response and still require resources and care for impacts long after an incident. The EOC will act as the starting point for managing a return to normalcy for the community. If the impacts will linger for a significant period of time, transitioning to a longer term recovery focus will be vital to success. The EOC will manage the impacts of an incident until an intermediate and long-term recovery operation can take over as directed by the *Community Recovery capability.*

- Responder Health and Safety including but not limited to: PPE needs, training, and use during an emergency as well as other considerations will be the responsibility of the Safety Manager in the EOC. The person tasked with this role will consider the overall health and safety of the response/incident staff while the public health staff consider the health of the public as a whole.

Other Information

Training and Exercise

The Office of Emergency Management (OEM), in conjunction with the BECG, is responsible for training and exercise development for implementation of this plan. A training schedule using lectures, drills, exercises, and any other training deemed useful for maintaining a functional status will be developed. All training will promote and follow the EOC supporting documents and SOPs. These trainings should also be used to test the procedures described in the EOC supporting document.

Document Maintenance

The OEM will update the EOC supporting documents as needed. These changes will come from after-action improvements that are identified to make the EOC more viable and/or valuable to the CCOB. Any updated EOC supporting documents will supersede previous versions.

3. Search and Rescue

Purpose

The Search and Rescue capabilities are a coordinated rescue process that is implemented to locate, stabilize, and extract missing or stranded individuals in distress. The process assembles equipment and trained personnel to locate and rescue the greatest number of victims while maintaining rescuer safety. This includes technical rescues that include rope rescue, water rescue, confined space rescue, trench rescue, and building collapse rescue.

Safety/Security and Search/Rescue are interrelated capabilities that should be simultaneously considered during an incident response.

Concept of Operations

1. Upon receiving notice of an incident requiring scene security and/or traffic management, BPSCC will dispatch PD (NMFD for technical rescue).

2. Upon notification, PD (security and/or traffic management) or NMFD (technical rescue) will respond with applicable resources to the scene of the incident and will manage the area in accordance with organizational policies and procedures.

3. If PD or NMFD is first to arrive on the scene, they will establish command until an agreed upon incident command structure can be established with other responders.

4. Requests from PD/NMFD for additional resources will be sent through BPSCC.

5. PD/NMFD shall request other department or agency responses if necessary.

6. PD will secure sites, control the public, and provide security.

7. NMFR will assist with rescue operations and provide technical rescue operations as needed.

8. Public Works/Streets will provide equipment/personnel to assist with scene security and traffic management as requested by BPD.

4. Cyber Security

Purpose

This capability incorporates cyber security into emergency planning to ensure the protection and resilience of critical information technology infrastructure, and data during an emergency.

Information Technology systems are critical to the successful operations of the CCOB. Most, if not all Mission Essential Functions (MEFs) have a strong reliance on technology. Service outages are disruptive to staff and citizens. The potential loss of confidentiality, integrity, and availability of IT services could lead to significant negative impact on the CCOB's overall brand, reputation, and ability to serve citizens.

While a detailed Cybersecurity capabilities document exists, it has been excluded from this public facing document due to the sensitive nature of the content. The Cybersecurity capabilities document is used by Information Technology staff during training/exercises and is updated on a regular basis similar to the other response and recovery capabilities.

Planning Assumptions & Considerations

1. Resources available for notifications will vary depending on the time of day, day of the week due to staffing.

2. Continuity of systems often means interdependencies between systems. Mission essential functions (MEFs) and their relative systems are prioritized using a tiered approach. MEFs will be used to ensure government operations and safety of systems, data and information.

3. Communications systems, including landlines, cell phones, internet, and radio systems may be disrupted or impaired by the impacts of the incident. This may impact the notification and initial response to incident.

4. Contracted vendors may be activated to support CCOB response to a large scale incident.

5. The CCOB Emergency Operations Center may not be activated.

Activation

Activation of this capability is performed by the IT Department using the PagerDuty system. Any member of the IT Leadership team is able to activate, and this would occur during the Identification phase. The City Manager's Office, at their discretion, will keep City Council informed of activation and response.

Concept of Operations

1: Preparation

The preparation phase ensures that The City and County of Broomfield has the appropriate response plans, policies, escalation procedures, paging groupscall trees, and other documents in place, and that The City and County has identified the members of the incident response team (including external entities). Ensure employees are trained to report events immediately, and the IT Customer Success Team is trained on how to respond immediately.

2: Identification

In the identification phase, responders have been alerted of an incident and have collected basic information. Next they will determine whether the reports are of an isolated incident or a widespread event. This is where understanding of the City and County environment is critical as it means looking for significant deviations from normal baselines. Determine whether to Activate EOP or not (build flowchart for decisions). Are Tier 1 / Tier 2 MEFs affected? How does that affect the flowchart?

3: Containment

During containment, The City and County will work with the rest of the organization to limit the damage caused to systems and to prevent any further damage from occurring. This includes both short-term and long-term containment activities.

4: Eradication

In the eradication phase, the focus becomes ensuring that there is a clean system ready to operate again. This may be a complete reimage of a system, or a thoroughly cleaned system, or a system that was restored from a known good backup.

5: Recovery

The recovery phase is when the system is brought back into production. A key part of recovery is monitoring the system for any signs of abnormal activity.

6: Lessons Learned

Unfortunately this final stage is often skipped by some organizations as normal operations resume. However it's critical to look back and record lessons learned from the incident. These lessons will allow The City and County to incorporate additional activities and knowledge back into the incident response process to produce better future outcomes and additional defenses. EM can assist with debrief.

Other Information

Cyber attackers are always improving and updating their tools and methods while operating without any oversight or limits. The IT security team at CCOB must match the attackers' motivation and willingness to quickly adopt new tools and tactics. IT security professionals must have a life-long learner's mentality to constantly improve their defenses. Reviewing intelligence and trends leads to training and new certifications.

All Public Information releases regarding cyber events will be done in accordance with this annex to the City and County of Broomfield Emergency Operation Plan and led by the Communications and Engagement Team. The concepts identified in the annex are for major incidents, as identified by the subject matter experts in the Cyber Security team. Not all incidents identified as "major incidents" by the Information Technology Department will rise to the attention of staff or the public depending on systems involved and to what extent. The incident command system will be utilized; facilities, personnel, and/or equipment used are dependent on the need or situation. Minor incidents will be handled in accordance to lead department guidelines.

5. Alert and Warning

Purpose

This capability sets forth emergency operations guidelines and identifies roles and responsibilities for all-hazards public emergency notification in the CCOB. While recognizing that some emergencies are unforeseeable, the CCOB will make every reasonable effort to alert and/or warn residents of impending emergencies. However, resources and systems may become overwhelmed by the magnitude of the incident and its impacts; in cases such as this, notification may be delayed, but will be made as timely as possible.

The City and County of Broomfield Public Safety Communications Center (BPSCC) is the Public Safety Answering Point (PSAPs). The BPSCC is responsible for 24/7 incident monitoring, answering all 911, emergency, and non-emergency calls for service for both Broomfield Police Department and North Metro Fire Rescue District within the city and county limits of Broomfield. Additionally, it is responsible for dispatching appropriate police, fire, and EMS resources and acts as a coordination point for services during events that require subject matter expertise or response such as, Public Works, Street Operations, Parks, and Public Health and Human Services. The BPSCC is the primary delegated point of origin for alert and warning in Broomfield.

A *public alert* is a communication intended to attract public attention to an unusual situation and motivate individual awareness. The measure of an effective alert message is the extent to which the intended audience becomes attentive and searches for additional information. Public alerting is accomplished through the use of advisory, watch, and flood level messages. These levels can be issued by local alerting authorities and the National Weather Service (NWS).

A *public warning* is a communication intended to persuade members of the public to take one or more protective actions in order to reduce losses or harm. The measure of an effective public warning message is the extent to which the intended audience receives the message and takes the protective action and/or heeds the guidance. Public warning is achieved through the use of warning notifications, evacuation orders and stay in place orders issued by local alerting authorities or the National Weather Service (NWS).

Planning Assumptions & Considerations

- Resources available for notifications will vary depending on the time of day, day of the week, and time of the year.

- Communications systems, including landlines, cell phones, internet, and radio systems may be disrupted or impaired by the impacts of the incident.

- A successful notification process relies on the public to take personal responsibility for their safety and react appropriately to emergency communications.

- The CCOB Emergency Operations Center may not be activated when public citizen notification begins.

- Citizen Notification system vendors may change from time to time with the need for updates to the database and notification of subscribers.

Authorities

This capability is developed to be consistent with the requirements of the Colorado Disaster Emergency Act and is aligned with both the National Response Framework and National Incident Management System. Acts, statutes, resolutions, and other documents that guide emergency management planning include:

<u>Federal</u>
- Robert T. Stafford Disaster Relief and Emergency Assistance Act
- Homeland Security Presidential Directive 5: Management of Domestic Incidents
- Homeland Security Presidential Directive 8: National Preparedness
- National Response Framework
- National Disaster Recovery Framework
- National Incident Management System
- Federal Plain Language Guidelines

<u>State</u>
- Colorado Disaster Emergency Act (C.R.S. §§ 24-33.5-701 to 716)
- Colorado State Emergency Operations Plan, 2019
- Colorado Emergency Management Program Guide, 2016

Concept of Operations

Objectives

1. Provide the necessary information to warn the public and effect the necessary action that will lead to their safety

2. Deliver messages to population at risk for imminent hazards

3. Maximize the probability that people take the protective measures and minimize the delay in taking those actions and reduce vulnerability

General

1. Response agencies shall organize under the Incident Command System (ICS) as described in the Emergency Operations Plan and in accordance with the National Incident Management System.

2. It is the responsibility of the CCOB to notify all, or in some cases, designated groups of CCOB residents, workers, and visitors during critical incidents or emergencies in a timely manner.

3. While recognizing that many emergencies are unforeseeable, the CCOB will make every reasonable effort to alert or warn the public of impending emergencies. However, resources and systems may become overwhelmed by the magnitude of the incident and its impacts.

4. An alert/warning should be issued whenever there is a need to send timely and targeted communication to community members, or an imminent threat to life or health of which an individual or community may be unaware. The term "imminent threat" indicates that a more routine means of communication would not be effective. A public alert/warning should be given to all individuals whose safety, life or health is at risk.

5. During applicable hazards or threats to the residents or businesses of the CCOB, alerts and warnings may be sent using any combination of public alert tools.

6. Generally, an alert/warning should be issued as soon as an appropriate recommendation for protective action can be made. It is preferable to issue a preliminary warning message and then refine it later, rather than to wait for perfect information that may arrive too late.

7. Uncertainty is not a valid reason for delaying a public warning. It is preferable to cancel or amend a warning as better information becomes available, rather than to risk preventable injuries or deaths by delaying the initial warning message.

8. In no situation should public safety be disregarded for convenience. However, in situations where a delay is unlikely to substantially affect the outcome for people at risk, consideration may be given to delaying alerts/warnings during overnight hours (e.g. from 10 p.m. to 6 a.m.) or while the recommended protective action might conflict with immediate response activity.

9. Hazards do not follow jurisdictional boundaries. Therefore, any jurisdiction within the 911 authority boundaries that learns of a hazard requiring notification may provide an initial notification message across jurisdictional boundaries when circumstances show lives could be endangered or lost by any delay, including the traditional agency notification and approval process. Immediately after conducting an exigent multi-jurisdictional notification, the originating agency will notify all other involved jurisdictions and attempt to coordinate any subsequent notifications.

   ● Multi-jurisdictional notifications (all agencies): The first agency to become aware of an imminent or active threat will conduct immediate public notifications to the entire affected population and then conduct agency-to-agency notifications. Follow-up notifications should be conducted by the agency having jurisdiction, unless unified messaging is coordinated by the involved agencies. Interoperability of alerting platforms can be problematic hence the importance of using and launching notifications via IPAWS consistent with mulit-jurisdictional notification. Dispatch centers and alerting agencies communicate and coordinate with each other to ensure proper notification of public safety messages.

   ● Consistent messaging (all agencies): Each agency agrees to use the base messaging templates for public notifications to maintain consistency. Each agency can customize their templates as needed (e.g. adding website or social media links, phone numbers, etc.). These templates will be saved in Lookout Alert to facilitate faster message generation.

   ● IPAWS launch: IPAWS wil be launched with Lookout Alert notifications when appropriate.

10. Dam failures present a special situation in which the hazard will reach its destination so rapidly that the normal authorization protocol would be a hindrance to public safety. As such, pre-approved scenarios have been built into Lookout Alert for all high and significant risk dams that impact the CCOB. Any Public Safety Answering Point (PSAP) within the 911 authority boundaries is authorized to immediately launch these scenarios whenever a dam operator reports an imminent dam failure (the highest level of alert for dams). Notifications to affected agencies and jurisdictions will occur after the public notification has been launched.

11. The National Weather Service (NWS) is the lead agency for all weather-related notifications. NWS messages may be supplemented through this plan when actual impacts are known.

12. A side effect of notification efforts is the tendency of the public to call seeking additional information, which overwhelms dispatch staff. While effective messaging can reduce this, it will not eliminate it. The CCOB Emergency Information Call Center (303.464.5870 or 303.464.5875) may be activated to provide additional support to an inundated Communications Center.

Public Notification Messages

1. For the purposes of public notifications, two types of messages are used: advisory and instruction.

2. Advisory messages provide information to the public regarding an incident, but do not require any specific action to be taken. Advisory messages should include a statement encouraging members of the public to monitor local and social media for additional information regarding the situation.

3. Instructions provide information to the public regarding an incident and require some action to be taken. Instructions should be clear and concise while communicating the actions expected to be taken. In general, one of three instructions will be issued:

a. Shelter in Place: An instruction to the public that they should remain or go indoors, not go outdoors, and not evacuate the area due to a hazard. This may be the most effective strategy for hazardous materials, law enforcement, or other incidents wherein an evacuation could actually increase the danger to the public.

b. Voluntary Evacuation: An instruction to the public that there is a hazard in the area that may require an evacuation in the near future. Everyone should actively prepare to leave. The public should be encouraged to leave if they are concerned or believe they are in danger, rather than wait for an official evacuation order. People who need additional time or assistance to evacuate should consider leaving as soon as possible, and people who need to arrange transportation should do so as soon as possible. People with livestock or other large animals should consider loading and removing their animals from the potential hazard area.

c. Mandatory Evacuation: An instruction to the public that there is a hazard in the area and the incident commander (or a jurisdiction's designated authority) has ordered an immediate evacuation. Individuals who cannot self-evacuate or who need assistance evacuating livestock, large animals, or pets should contact authorities immediately. The notification may include safe egress routes, as well as locations of evacuation centers if known.

4. Once a hazard has been mitigated or there is no longer a threat to the public, the "all clear" notification should be sent to release people from the previous instruction.

Public Notification Methods

During applicable hazards or threats to the residents of the CCOB, warnings and alerts may be sent using any combination of public alert tools.

1. In accordance with the Americans with Disabilities Act, Federal Plain Language Guidelines, messaging should use a variety of media to accommodate reception and comprehension by the greatest number of people, including those with disabilities or access and functional needs. Messaging should include the use of audible, visual, plain language, and additional languages, as appropriate.

2. Whenever possible, public alerts/warnings should be transmitted to the public through multiple media avenues simultaneously. Using more than one means of delivery increases audience reach, improves technical reliability, and also enhances warning effectiveness by confirming and reinforcing the warning message.

3. A variety of notification methods may be utilized to alert the public:

a. Door-to-Door (Route Notification): Uniformed personnel attempt face-to-face contact at each structure within the notification area. BPD will make a determination if this type of notification is safe or effective at the time of event. This method may be modified to include personal notifications to members of the public in open areas, including parks, trails, and camping areas.

b. Citizen Notification (current vendor Lookout Alert by Rave): Commercial alerting service that utilizes landline or Voice over Internet Protocol (VoIP) phone, cellular phone, email, text message, telecommunications device for the deaf (TDD), and a smart device application. Information shared routinely via Broomfield.org/emergency and during many public events and outreach platforms throughout the year to encourage sign up. Yearly reminders are sent to those opted in for updates.

c. Integrated Public Alert and Warning System (IPAWS): National warning system that uses multiple methods to transmit emergency alert and warning information from the government to the public. IPAWS and its subsystems will only be utilized for shelter in place, evacuation orders, and other instructions when there is an imminent threat to life safety *and* other methods cannot ensure the maximum number of people at risk are notified in a timely manner. IPAWS will not be used for advisory messages, as the system is intended to direct action. *IPAWS launches should be in parallel to Lookout Alert launches, meaning they should be conducted simultaneously by two individuals.*

d. Wireless Emergency Alerts (WEA): National public warning system that utilizes the networks of participating cellular providers to transmit text alerts to newer wireless phones and mobile devices. WEA messages utilize the short message service-cell broadcast (SMS-CB) protocol, which simultaneously transmits a single message to all devices connected to cell towers located within the warning area. This is in contrast to Lookout Alert, which utilizes the short message service-point to point (SMS-PP) protocol to transmit individual messages to specifically identified users. SMS-CB is not susceptible to network congestion or delivery queues like SMS-PP. WEA messages are periodically repeated so additional users will receive the message if they travel into the warning area before the message expires. WEA messages are currently limited to 90 characters and prohibit the use of uniform resource locators (URLs). However, 2016 Federal Communications Commission regulations have mandated the system expand the character limits to 360 characters and allow the use of URLs. These changes are still in progress. WEA alerts can be transmitted to the county FIPS (008014) or to a polygon, like Lookout Alert alerts. However, unlike Lookout Alert, WEA messages will always be broadcast to a wider area than the polygon, due to the coverage area of the cell sites transmitting the alert.

e. Emergency Alert System (EAS): National public warning system that uses radio and television broadcasters, cable television systems, wireless cable systems, satellite digital audio radio service providers, and direct broadcast satellite providers to transmit emergency communications. Satellite transmissions are limited to national EAS messages and do not include state and local alerts. However, satellite television viewers watching local stations will receive local alerts. EAS messages are limited to 1600 characters. The smallest alerting area for EAS is a county, which is identified by a unique Federal Information Processing Standard (FIPS) code (Broomfield being 008014). However, the area that receives the broadcast would be much larger due to wide-area radio and television transmitters.

f. National Oceanic and Atmospheric Administration (NOAA) Weather Radio (NWR): National network of radio stations that broadcast continuous weather information and warnings from the National Weather Service. NWR is also utilized to transmit all-hazards non-weather emergency messages (NWEMs) through the IPAWS service known as HazCollect. Individuals with VHF-FM radios, scanners, and weather alert radios can monitor NWR transmissions. Weather alert radios are silent until activated by a warning tone when an emergency message is transmitted. Some weather alert radios and scanners are equipped with specific area message encoding (SAME), which allows the identification of specific geographic warning area(s). This allows the user to filter out other areas and reduce the number of inapplicable alerts that activate the device. The SAME code for Broomfield County is 008014.

g. Media: Local media outlets and social media. Maintains communication with the traditional news media and posts to official social media accounts. This method is seldom used as a sole means of Alert and Warning, but is useful as a supplement to other methods. Coordination with the public information team as defined in the Emergency Public Information capability of the EOP.

h. Signage: Permanent and mobile variable message signs along roadways. The Police Department's Traffic Unit and Public Works - Street Operations have mobile variable message boards. Colorado Department of Transportation (CDOT) has both mobile and highway-based stationary variable message signs. Messaging requests should be directed to CDOT at 303.512.5830.

i. Health Alert Network (HAN): Public health alerting system that utilizes email, phone, and fax with a distribution to a wide-variety of health-related and regulated entities, including emergency medical services, hospitals, medical providers, urgent care facilities, dialysis centers, child care centers, veterinarians, nursing homes, long-term care facilities, etc. HAN alerts can be targeted to particular types of facilities or geographic areas such as city or ZIP code. Messaging requests should be directed to CCOB Public Health Disease Control or Emergency Preparedness and Response Coordinator with Public Health.

j. Public Address/Outdoor Warning Sirens: Permanent or mobile public address systems that provide audible warning. This method is typically utilized in open areas such as outdoor events, but could also be used at indoor venues with the capability. Broomfield does not have any fixed outdoor warning sirens.

k. <u>Alert Media:</u> This notification platform is used for emergency communications as needed for City and County of Broomfield staff. Staff may or may not receive alerts noted above as well but this helps ensure notification is widespread. Internal notifications of building closures, weather closures or cancellations, and other communication as deemed necessary by CCOB leadership.

Procedure

1. Activation of any combination of the alert and warning methods, mentioned herein, are the authority of the following personnel: Incident Commander, Chief of Police and/or Fire Chief, Deputy Chief of Police and/or Fire, or Division Commanders, Division Chiefs or Battalion Chiefs. (*Only individuals who have completed certifications through NIMS IS-147, IS-151 andIS 247 training may authorize the launch of IPAWS*

2. The requesting authority shall:

    a. Determine the target audience for the alert/warning. Including consideration of populations with access and functional needs, translation for messages and other accessibility requirements. Templates and checklists are internal operational documents.

    b. Select the proper tool(s) to reach the target audience. During applicable hazards or threats to the residents of the CCOB, alerts and warnings may be sent using any combination of public alert tools.

    c. *It is recommended that Lookout Alert is used in conjunction with WEA.

    d. Coordinate "Door-to-Door" (Route) notification (under normal circumstances, CCOB Police Department is the lead).

    e. Determine the appropriate message and protective measure. Advisory and instruction should provide actions to be taken, such as shelter in place or evacuation. Note - All prescripted messages are maintained by BPSCC staff.

    f. Consider potential consequences or cascading events related to a decision to mass alert/warning.

3. The Communications Center staff will follow directives/policies of the Citizen Notification System, Emergency Alert System (EAS), IPAWS and its sub-systems.

4. Coordination with non-emergent public information tools (social media and website) shall be considered when activating any of the public alert and warning systems (reference Public Information capability). The PIO Team should be notified as outlined in the Media Information and PIO Notification SOP.

Notification Process

1. A precise geographic area for the notification must be articulated to CCOB Public Safety Communications Center in order to be mapped in the Lookout Alert system. It may be faster and more accurate to draw the area on a map and electronically transmit the map to the CCOB Public Safety Communications Center than to describe the area on the radio or phone. Pre-drawn notification polygons (see *Lookout Alert Notification Polygons Reference*) should be utilized whenever possible.

2. Message templates should be utilized whenever possible to communicate a thorough and consistent message across all automated notification methods. Additional incident-specific information is added if it increases public welfare/safety.

3. Methods of notification may vary from incident to incident. However, all appropriate methods should be utilized to maximize the number of people who are given notice of the hazard. It may be appropriate to periodically repeat Lookout Alert shelter in place and evacuation notifications until evacuations are complete or the situation is resolved.

Types	Minimum Authority to Activate	Target/Uses	Hazard Types (may include but is not limited to)	Pros	Cons
Door to Door	Incident Commander BPD will make decisions based on the risk vs. benefit of such actions.	Outdoor audience within earshot of mobile loudspeaker and/or knocking on doors. Reaches specific populations at the neighborhood level.	Neighborhood disturbances, non-weather related hazards.	Fast and efficient and reaches targeted populations/ neighborhoods	Reaches mostly outdoor population; may limit resources required for other assignments; may make resources vulnerable to hazard exposure to hazard - demands greater amount of resources.
Social media	Incident Commander or Lead PIO	Reaches the traditional media and those who subscribe to social media sites	As a supplemental source of information to all types of hazards.	Reaches the mainstream media quickly which has the ability to reach a large number and geographic area.	Seldom a sole means of Alert and Warning (useful supplement). Coordination via the Public Information capability.
Signage	Incident Commander Or EOC	Area Specific audience. Those in vehicles on roads or major highways	Supplemental source of information to all types of hazards.	Can be used for a long time and requires limited resources.	
Lookout Alert/ Citizen Notification	Incident Commander	Those within a specific geographical area or having property in a specific geographical area. Reaches a specific stationary audience, alert/warning for neighborhood level hazards.	Neighborhood disturbance, localized hazardous material spill, Non-weather related hazards.	Can specify target by blocks, radius, address; Can segregate addresses from the alert; Voice alerts; SMS messages and email; app allows GPS/location notification	Target audience must be signed up. Could have call limits.
Wireless Emergency Alerts	Incident Commander	Transmits single message to all mobile devices connected to cell towers within the warning area.	Localized hazardous material spill, Non-weather related hazards.	Messages are periodically repeated so those that travel into the warning area are ensured notification.	Transmits text alerts only to newer wireless phones or mobile devices; Limited to a specific number of characters; broadcast will always be wider than the affected designated area.
Integrated Public Alert and Warning System (IPAWS)	Must have completed IS 247a and/or 251 IPAWS class Incident Commander; Police Chief of Police and/or Fire; Deputy Chiefs; Division/Battalion Chiefs	Serious emergencies using the Emergency Alert System (EAS), Wireless Emergency Alerts (WEA), the National Oceanic and Atmospheric Administration (NOAA) Weather Radio, and other public alerting systems from a single interface. IPAWS not used for advisory messages (not intended to direct action). IPAWS launches should be in parallel to Lookout Alert	IPAWS and its subsystems will only be utilized for shelter in place and evacuation orders when imminent threat to life safety and other notification methods cannot complete the process in less time than it would take to complete an IPAWS launch.	Uses multiple methods and can reach specific geographical areas.	

Emergency Alert System (EAS) & IPAWS Sub-system		Those with receiving equipment (TV, Radio, NOAA/Public Alert Radio) Uses: Reaches a regional mobile and stationary target; reaches commuters for directing traffic away from areas; National Weather Service activates for weather events.	Life threatening situations would be appropriate for the activation of the EAS, although activation is not limited to these instances.	Reaches a wide audience over multiple media outlets. Reaches individuals in cars and in buildings.	May not activate through satellite TV/Radio systems; requires proper programming and power for NOAA/Public Alert Radios; radio must be tuned to a participating radio station.
NOAA - NWR & IPAWS Sub-system	**National Weather Service (NWS)**	Those with receiving equipment (NWR)	Hazardous weather events	NWS issues alerts and warnings 24/7 as needed; Alerts and warnings are specific to a geographic area using SAME technology.	Target audience must have access to NWR equipment.

Notification Guidelines

Events/incidents can evolve in extreme ways. Alert and warnings are an integral component of a jurisdiction's response. Evidence-based principles and best practices that can help guide the decision maker:

1. Incomplete or imperfect information is not a valid reason to delay or avoid issuing a warning. Time is of the essence, as recipients of warnings will need time to consider, plan, and act after they receive a warning message. This is a whole community approach to make attempts to reach as many people as possible; this is particularly true among individuals with access and functional needs. They may require additional time to evacuate or may be at increased risk of harm without notification.
2. Utilization of alerting mechanisms within IPAWS should be a primary route to issue alert and warnings to ensure the greatest number of recipients within the impacted area are being alerted.
3. The responsibility for issuing alerts and warnings during an emergency rests with designated public officials—known as Alerting Authorities—that may include city, special districts, or area emergency managers/authorities, communications center staff, executive leaders, Incident Commanders (ICs), or designees in coordination with the local Public Safety Dispatcher, or Public Information Officer (PIO).
   - Fire personnel; Determine if public warnings or orders are required, request warning systems to activate, develop message content and determine polygon size or locations. This should be performed by the incident commander and coordinated with law enforcement.

   - Law enforcement personnel; Determine if public alerts or warnings or orders are required, request warning systems to activate, develop message content and determine polygon size or locations. This should be performed by the incident commander and coordinated with fire department personnel.

   - Dispatch/9-1-1 personnel; Receive requests to issue public alerts or warnings, activate telephone emergency notification systems by scripting content, designing polygons and actual issuing of the alert or warning.

   - Emergency management/EOC personnel; my help by coordinating alert messages when threats or hazards are developing.

   - Field IC; Responsible for establishing strong communication and coordination systems with other agencies, dispatch centers and the EOC to ensure a strong situational awareness of alert and warning areas and activities.

   - Public Health Officers; Determine if public alert or health orders are required, request systems to activate if deemed necessary and develop message content and determine polygon size or locations.

- ● Public Information Officers; All alert and warning activities must be complimented with immediate messaging with accurate information and actions to take. PIOs are responsible for acquiring accurate warning and order information to develop messaging for the website and social media. PIOs also are responsible for media interfacing and working with Communications and Engagement to establish public meetings if necessary.

4. Messages should come from an authoritative source and clearly identify the originating agency. Messages originating from an anonymous or unfamiliar source will be treated with skepticism by the public. Whenever possible, the Alerting Originator should be recognized by the target audience as knowledgeable on the threat.

5. Approved Alerting Originators should access alert and warning systems through a unique, individually identified account so that every warning message is attributable to a specific individual. Examples are individual access

6. Follow all usage policies and procedures. Templates will be used to support all necessary required elements of notification. Policies, procedures, templates, and checklists are maintained by relevant departments and are considered confidential information for operational use only not included in this plan.

7. Warning messages can, and should be, updated and refined as additional information becomes available. Additionally, when the threat or warning messages are no longer applicable, a message stating it no longer applies should be sent.

8. Warning messages sent in error should be updated, clarified, or retracted within ten minutes from the message being confirmed as being erroneous.

9. Alert messages will be exercised a minimum of twice a year with appropriate notification stakeholders involved in planning as well as execution of test messages, updates to templates and lessons learned. FEMA IPAWS Technical Support Services training and demonstration environments as well as other vendor platforms can be used.

6. Public Information

Purpose

This capability sets forth emergency operations guidelines for coordinated, consistent, reliable information regarding significant events that is provided to the residents, workers, and visitors of the CCOB. Updates, ongoing information, and situational awareness should be provided to the public as information is received. *Note - This capability does not deal with Alerts/Warnings; all alerts and warnings are done in accordance with section 3A of this document.*

Activation

Any member of the Public Information Team, the Incident Commander, City and County Manager, Chief of Police, Fire Chief, or their designees, may activate the Public Information Team. Activation shall be conducted through the CCOB Public Safety Communications Center.

Concept of Operations

1. All Public Information releases will be done in accordance with CCOB procedures. The concepts identified in the capability are for major incidents. The organizational structure is intended to be flexible. The incident command system will be utilized; facilities, personnel, and/or equipment used are dependent on the need or situation. Minor incidents will be handled in accordance with lead department guidelines.

2. All Public Information releases will be done in accordance with CCOB policies for distribution of information. This includes collaborative efforts to encompass policies of the NMFD.

3. In the event of a disaster or crisis that affects the CCOB, a Public Information Team may be assembled. The Public Information Team may also be activated when a multi-jurisdictional disaster or emergency has occurred in the CCOB.

4. The Incident Commander, City and County Manager, Chief of Police, and/or Fire Chief,, may activate the Public Information Team.

5. In addition, any Public Information Team member may request activation of the team to meet incident needs. Representative(s) from school districts and private sector organizations that are impacted by the incident will be included in the Public Information Team.

6. The Public Information Team will designate a media access location for dissemination of information. This site will be called the Joint Information Center (JIC).

7. The Public Information Team will define what necessary and important information should be released to the public. Such releases of information should be truthful and occur as quickly as possible.

8. The lead agency PIO will work with the subject matter expert(s) to compile and disseminate ongoing information to the media. Combined agency press releases should be used when appropriate.

9. The Incident Commander, has final approval of information released to the public. This approval may be delegated to the Public Information Team Leader.

10. Information will be disseminated through multimedia sources to include, but not limited to press releases, social media (i.e., Facebook, twitter, B in the Loop), website, email, Channel 8, fliers or pamphlets, etc.

11. The Public Information Team, along with Incident Commander will determine the need for a press conference. The Public Information Team will coordinate the press conference. Statements/information will be prepared prior to the press conference. Information will be approved by the Incident Commander.

12. The Public Information Team may establish the need for an Emergency Information Call Center.

13. When the disaster is over, all members of the Public Information Team should meet to conduct a crisis debriefing; this includes reviewing challenges, discussing the pros and cons, and what was learned during the disaster.

Other Information

Note--These functions/positions are based on responsibilities of the Public Information Team. The responsibilities may be delegated or performed by the Team Leader.

Essential Functions

1. Joint Information Center (JIC):

   - JIC physical location (i.e. room or building) should allow the Public Information Team to coordinate, compile, and disseminate information that is to be provided to the public.

   - JIC should be separate from the EOC, but within close proximity to allow interaction while remaining secure from media gathering areas.

2. Emergency Information Call Center:

   - Emergency Information Call Center is used to answer non-emergent calls from the public. By taking these calls away from Police Communication Center staff, those employees are better able to deal with emergency responsibilities.

   - The Incident Commander or Public Information Team Leader can activate the Emergency Information Call Center (Comm Supervisor may request the activation).

   - IT telecommunication should be contacted to assist if a pre-equipped location is not chosen.

   - The Community Assistance Center's existing phone system is programmed to function as the call center without any additional equipment or phone banks.

   - A document that provides answers to anticipated questions is written by the SME and approved by the PIO Team Leader/Lead PIO, then provided to all operators.

   - If the script does not answer questions, the operator should obtain contact information and try to get an answer.

   - The Public Information Team should provide the Emergency Information Call Center number to the public as soon as the system is functioning.

3. Media Staging Area:

   - Provides media representatives a close, safe location with clearly defined boundaries for broadcasting that does not interfere with response operations. It should be able to accommodate a large number of media representatives and their equipment.

   - The Public Information Team Leader will work with the Incident Commander to determine the best location for the media staging area. A media staging area will be designated as soon as possible.

   - The media will be required to be escorted to the incident from the media staging area. When possible, the escort should be a member of the Public Information Team.

- The Public Information Team will decide any additional locations for interviews, press conferences, and briefings.

4. Crisis Communications Structure - Ongoing Incident

- The CCOB Communications Team and BPD PIO have established a Crisis Communication Structure and SOP to be used as a framework for coordinating communications during an ongoing incident
- Consistent, reliable, accurate and frequent communication to key audiences is essential

Step **1: Establish Operations Structure**

- VERBAL - Meeting Structure/Cadence
  - Situational briefings with key representation
  - Council, Policy Group, Department Heads, all Employees, Community (e.g. telephone town halls)

- WRITTEN - Information Sharing Structure
  - Starts with Collaborative Daily Google Doc
    - Singular hub of incoming information triaged by subject matter experts, in the form of a shared Google doc with links to more information
    - High level Situational Updates with link to more
    - Peripheral Impacts to other areas of organization
    - General awareness in one place so leadership has same information at the same time
    - Start daily, then scale up or down based on the situation
    - Establishes process for information release (first council, then employees, then public)
    - Vets/verifies all information is accurate, up-to-date & consistent for all further communications

  - Collaborative Daily Doc Become Email Updates - Cascading Updates to Key Stakeholders
    - First reviewed by CMO and Incident Leadership
      - Once approved and finalized for accuracy, and timeliness, the messaging is tailored for each and sent to the following:
        - City Council
        - Employees
        - Community via email, then social media
        - Centralized Folder for leadership to contribute to, pre-populated month out w/ consistent naming convention (ie 11.9 COVID Council Update)
          - City Council Communications
          - Employee Communication
          - Public Communication
  - Questions - Responsive Structure
    - General Phone Number / Hotline
    - Group email
    - Tracking Sheet for high-volume incoming calls, social media
    - Used to streamline vetted responses and build FAQ for employees/residents and subsequent communications plans

Step 2: Communicate and gain commitment for Operations Structure from organization

Step 3: Initiative Crisis Communications Operational Structure

7. Evacuation

Purpose

This capability sets forth emergency operations guidelines and identifies roles and responsibilities for all-hazards public evacuation in the CCOB. This capability is closely associated with the Alert and Warning capability. This capability does not supersede evacuation plans for large commercial facilities, hospitals, long-term care facilities, colleges, schools, etc. Emergency personnel may support the evacuation capabilities of public and private entities on a secondary basis, when possible.

The result of this capability being implemented is evacuation strategy, protocols, and plans for medium to high-level (catastrophic) evacuation events in the CCOB that are developed and exercised so that upon reaching a decision to evacuate, life safety is enhanced through efficiently moving people and animals out of harm's way.

Planning Assumptions & Considerations

1. The CCOB is subject to all-hazard incidents that may require evacuation of people and animals from impacted areas. Such incidents may require quick action in order to preserve life.

2. The basic human needs of evacuees should be met during evacuations.

3. Resources available for notifications and evacuations will vary depending on the time of day, day of the week, and time of the year.

4. Communications systems, including landlines, cell phones, internet, and radio systems may be disrupted or impaired by the impacts of the incident.

5. Topography, terrain, weather, and road conditions may make evacuation difficult. Some areas of the county have limited or single ingress/egress routes, which could easily be impacted and prevent access and/or escape.

6. The mass evacuation process relies on the public to self-evacuate once notified of a hazard. Emergency personnel will make notifications to the public and provide additional evacuation support when possible (reference Alert and Warning capability).

7. During a disaster, significant impact on transportation and infrastructure should be expected. Public transit services may be impacted, traffic control devices may be inoperable, and roads may be impassable. Disabled or abandoned vehicles may block travel on roads that are otherwise passable.

8. Evacuation may be slowed by individuals trying to retrieve children, animals, medicines, financial documents, and property.

9. Some people may be unable to self-evacuate due to physical inability or lack of transportation.

10. People with Disabilities and Other Access and Functional Needs: All evacuation plans will include contingency plans for individuals with disabilities and other access and functional needs. These include, but are not limited to, the visually, hearing, and mobility impaired; single working parents; non-English speaking persons; people without transportation; people with needs and medical conditions; and people with intellectual disabilities and dementia.

11. Some people may refuse to evacuate regardless of the risk.

12. Nationally, approximately 50% of people will evacuate before being ordered to do so when they are given advance warning. More than 85% of evacuees elect to shelter with friends/family or at hotels/motels rather than in public shelters.

13. The CCOB Emergency Operations Center may not be activated when public evacuations begin.

Concept of Operations

General

1. Incident Command System (ICS) concepts will be used to coordinate command and control during incidents.

2. In the CCOB, an evacuation order can be given by the following: on-scene Incident Commander, Chief of Police or his/her designee, North Metro Fire Rescue Chief or his/her designee, or CCOB's City and County Manager.

3. The Incident Commander or other designated individual(s) should assess the situation and make decisions regarding evacuations in cooperation with the CCOB Police Department.

4. Situations that may require an evacuation order include, but are not limited to hazardous material incidents, fire, violent situations involving barricaded threats, and other situations deemed appropriate.

5. The decision to evacuate will be contingent on numerous factors, including the extent of the threat, the risk of an expansion of the threat, and the danger to life and health.

   a. Evacuations are ordered for compelling reasons, in the face of danger, or where the personal safety of citizens is at greater risk should they remain in the area.

   b. Evacuations of populations pose some inherent safety concerns associated with the rapid movement of large numbers of people (especially vulnerable populations) away from their resources, support facilities, and familiar surroundings. Moving them to areas that may lack the level and quality of support and resources needed could be life-threatening. For this reason, evacuation of a large number of people should be chosen only after consideration of other options. Shelter-in-place is encouraged whenever possible. Shelter-in-place operations also provide the advantage of reducing congestion on major roadways and reducing the strain on mass transportation systems. However, sheltering can only be maintained as long as personal and emergency supplies last.

6. Once an evacuation order is given, it is critical that the public information system provide clear instruction through all available alert systems and mechanisms. Updates should include a time schedule for potential return to the evacuated area (this will be done in accordance with the Alert and Warning capability and Public Information capability).

7. CCOB government may support evacuation activities to the extent its resources allow. If sufficient local resources are not available, regional and state assistance will be requested through the Colorado Division of Homeland Security & Emergency Management (DHSEM).

8. Emergency Operation Center (EOC) activation should be requested any time a significant evacuation is being considered or ordered. Evacuation should never be delayed to make this notification.

9. When possible, an evacuation point should be designated for evacuees that do not have anywhere to go (evacuation points will be managed in accordance with the Evacuation Point / Shelter Plan of the City and County EOP).

10. The City and County Manager's Office should be notified of evacuation in a timely manner.

Evacuation Process

Note: *In small-scale evacuations, such as those occurring during local fires, at crime scenes, or due to a localized hazardous materials spill, this plan assumes that such events will be managed by local first responders in the field Incident Command Post (ICP), typically without activation of the EOC. However, the Office of Emergency Management can be requested to assist the evacuation organization and with cascading events.*

1. Once the decision to evacuate is made, the IC will coordinate with BPD to establish an Evacuation Supervisor. The Evacuation Supervisor may work from the ICP or the EOC.

2. The Evacuation Supervisor will:

   - Develop the evacuation strategy if needed.
   - Determine the exact area to be evacuated
   - Estimate the number of individuals being evacuated
   - Establish restricted areas and discuss officer safety and restrictions
   - Identify special considerations that include but are not limited to schools, hospitals/assisted living facilities, and at-risk/vulnerable populations.
   - Establish Evacuation Points (reference Evacuation Point and Shelter capability). Victim Advocates will assist, as well as the EOC (if activated).
   - Providing mobility assistance to those with access and functional needs.
   - Removing disabled or abandoned vehicles and other roadway obstructions or hazards to increase outbound traffic.

3. The Incident Traffic Supervisor will:

   - Develop and implement Evacuation Traffic Plan (Traffic Unit will assist)

   - Coordinate Alert and Warning Plan - Select proper Alert and Warning tools to reach the target audience (Reference Alert and Warning capability). Work with dispatch on the Lookout Alert launch. Determine if Door-to-Door (Route Notification) is applicable and safe. Work with the PIO team to share evacuation information.

   - Establishing traffic control points (TCPs) to prevent unauthorized entry into the evacuation area and reduce inbound traffic. Consideration must be given to the entry of response resources. Public Works Street Operations can assist.

   -

   - Additional Traffic support tasks may include:

     - Providing rescue to those who are trapped or injured by the hazard.
     -
     - Directing traffic when traffic control devices are inoperable or unable to manage the volume of traffic.
     - Providing roving security patrols within the evacuation area to deter looting and other criminal activity.

4. Efforts should be made to ensure that evacuation of designated areas has been completed. The situation and responder safety will determine to what extent this is possible.

5. There are times when a forcible evacuation may be necessary and times when it will not be appropriate; based on the totality of the incident, officer discretion should be used.

   - Persons who refuse to comply with an evacuation order should be told to not expect rescue or other lifesaving assistance during the incident.

   - For refusal situations involving juveniles, those under the influence of alcohol and/or drugs, or those with mental health issues, the policies and procedures of BPD will be followed.

6. Security of the Evacuated Area will be done in accordance with the Public Safety and Security Capability.

Re-Entry Process

1. Re-entry is the process by which members of the public are allowed into the evacuation area. This should be a coordinated effort to ensure public safety, non-interference with response/recovery

operations, protection of property, and security. The Incident Commander will have final approval on when and where Re-Entry is allowed.

2. Various factors should be considered before allowing re-entry into an evacuation area:

   - Access: Roads/other infrastructure may be damaged or blocked by debris or other hazards.

   - Emergency Services: Availability of basic law enforcement, fire protection, and emergency medical service.

   - Public health hazards in the area and availability of food, potable water, and sewer service.

   - Safety: Ongoing impacts (e.g., wildfire and flood) and hazards created by impacts (e.g., debris, secondary fires, and uninspected buildings/infrastructure).

   - Utilities: Availability of electricity, natural gas, telephone, and water.

3. There are three types of public re-entry that may be utilized, depending on the limitations and restrictions necessary to allow safe access to the area:

   - Escorted Re-Entry: This is the most restricted type of re-entry and is utilized when it is not safe for members of the public to stay in the evacuation area for an extended period of time. Residents and affected business owners may be granted access but will be escorted at all times by law enforcement personnel.

   - Limited Re-Entry: This type of re-entry allows residents and affected business owners unescorted but time-restricted access to the evacuation area. Insurance adjusters, contractors, and others who have a legitimate need to be in the area may be allowed entry under the same restrictions. Members of the general public remain restricted from the area until the evacuation order is lifted. Anyone allowed entry into the area should be provided verbal and/or written instructions regarding the conditions of entry, including time restrictions, safety zones, escape routes, known hazards, and any other pertinent information (utility outages, how to summon help, traffic restrictions, etc.).

   - Full Re-Entry: This is the least restrictive type of re-entry and allows residents and affected business owners to enter the evacuation area without restriction. Insurance adjusters, contractors, and others who have a legitimate need to be in the area may be allowed entry. Members of the general public remain restricted from the area until the evacuation order is lifted.

4. Once a coordinated decision has been made, Broomfield Police Department will manage the re-entry process.

5. Identifying individuals who are authorized entry can be problematic for personnel operating traffic control points (TCPs).

   - Incident command should establish procedures for verifying identity and authorization to enter the evacuation area.

   - TCPs may become congested or overwhelmed if performing verification procedures on-site, so identification verification areas (IVAs) may be established to facilitate this process. If implemented, this allows TCPs to verify documentation without having to stop traffic to complete a manual screening, review, or authorization process. IVAs might be near major TCPs or co-located with temporary evacuation points (TEPs) or shelters.

6. The evacuation order and re-entry restrictions will be lifted when health and safety is no longer a concern

Other Information

Authority and Legal Considerations

Pursuant to the Colorado Disaster Emergency Act, the authority to issue a mandatory evacuation order lies with the Governor, County Sheriff, or Chief Official of the affected jurisdiction. In the CCOB, the Chief of Police is the ex-officio sheriff and possesses the general police powers given to sheriffs by Colorado law. Pursuant to the laws of the State of Colorado, law enforcement officials have the legal authority to order and enforce disaster evacuations.

8. Distribution Site, Evacuation Center, and Emergency Shelter Operations

Purpose

This capability provides general guidelines for establishing a distribution site, Evacuation Center and/or Emergency Shelter within the CCOB, including but not limited to providing food, clothing, shelter, emergency prescriptions, and non-urgent medical evaluation and treatment. It will also be used to identify the responsibilities of responding agencies for rapidly expanding or contracting the scope and nature of these services as the event/disaster changes. The result of this capability being implemented is to establish a location for an Evacuation Center and/or Emergency Shelter and provide for the basic human needs of an at-risk population including food, shelter, clothing, first aid, and safety during or following a disaster (natural or man-made).

This capability is designed to outline responsibilities for establishing a distribution site, Evacuation Center and/or Emergency Shelter in response to a disaster within the CCOB. Every reasonable effort will be made to address the potential challenges of coordinating for persons with access and functional needs, as well as necessary services following an all-hazards incident. However, resources and systems may become overwhelmed by the magnitude of the incident and its impacts. There is no guarantee implied by this capability that timely access and functional needs coordination will be practical or possible.

Planning Assumptions & Considerations

1. The CCOB is subject to all-hazards incidents that may require residents, either through evacuation or displacement, to leave their home for the duration of the incident or event.

2. Emergency actions taken during a disaster or emergency should include support to people with disabilities and access and functional needs.

3. Multiple communication formats may be needed to communicate emergency sheltering and evacuation information for everyone affected.

4. People with access and functional needs are encouraged to have emergency plans in place and to bring any specialized equipment that may be needed, when safe to do so.

Activation

Upon receiving notification that there is a need for an Evacuation Center and/or Emergency Shelter, the Emergency Management team along with the Victim Advocates will partner with CCOB staff and facilities to support the community.

Concept of Operations

1. All CCOB departments, agencies, and organizations shall be prepared to operate independently of state, regional, and federal emergency response organizations, since assistance to the CCOB may be delayed or unavailable due to the nature of the disaster.

2. CCOB shall make a reasonable effort to establish and staff a distribution site to respond to the immediate needs of those displaced or stranded due to the emergency. A distribution site may:

   - Provide for basic human needs such as food, water, personal care supplies, basic first aid items, and other sustaining items.

   - Maintain records of all activities from the beginning to the end of the event.

3. The CCOB shall make a reasonable effort to establish and staff an Evacuation Center outside of the impacted area to respond to the immediate needs of those displaced or stranded due to the emergency. An Evacuation Center:

   - Registers those arriving by recording essential information.

   - Provides for basic needs such as shelter, water, food, clothing, personal care supplies and other sustaining items/measures.

   - Coordinates location/replacement of medications to at-risk or those that may cause risk to others.

   - Coordinates with the Police Department Animal Services Unit for the care and shelter of pets that are brought to an Evacuation Center and/or Emergency Shelter.

   - Maintains records of all activities from the beginning to the end of the event.

4. The CCOB shall make a reasonable effort to establish and staff an Emergency Shelter outside of the impacted area to respond to the short-term needs of those displaced or stranded due to the emergency. In addition to the services of an Evacuation Center, an Emergency Shelter provides expanded food operations and dormitory functions. (Note: An Evacuation Center is not a prerequisite of an Emergency Shelter; depending on the situation, an Emergency Shelter may be established immediately or established simultaneously.)

5. The CCOB will open an Emergency Shelter only if it is more cost-effective than other options such as hotel vouchers, as determined by on-site authorities using available information.

6. The CCOB will notify and seek assistance from supporting agencies and volunteer organizations.

   - The Broomfield Volunteer Organizations Active in Disasters (VOAD) will be contacted by the EOC to support community needs. Volunteers have received shelter training. Just in Time Training may be provided if necessary.

   - In regional incidents, the American Red Cross may work independently while coordinating services for multiple jurisdictions.

   - If the American Red Cross takes responsibility for the operation of the Emergency Shelter, it will designate an American Red Cross official as the Shelter Manager while CCOB staff remains the oversight for the facilities owned by CCOB.

7. The CCOB shall maintain a reasonable cache of emergency supplies including food, water, toiletries, and blankets sufficient to care for a reasonable number of displaced and/or stranded people.

8. CCOB facilities and properties are the preferred locations for Evacuation Center and/or Emergency Shelter. If it becomes necessary, a privately owned facility or public facility in an outside jurisdiction may be used for an Evacuation Center and/or Emergency Shelter, with the following provisions:

   - An agreement with the facility coordinator/operator shall be established if no pre-agreement exists.

- The CCOB agencies will provide resources to fulfill Evacuation Center and/or Emergency Shelter services.

9. When appropriate, the CCOB will use designated Shelter Specialists to staff Evacuation Centers and/or Emergency Shelters.

Other Information

Method of Organization

1. Responding departments/agencies/organizations shall organize under the Incident Command System (ICS) as described in the Concept of Operation Section of the CCOB Emergency Operations Plan (EOP) and in accordance with the National Incident Management System (NIMS).

2. The Incident Commander or Emergency Manager may request the establishment of a distribution site, Evacuation Center, and/or Emergency Shelter as the situation warrants.

3. When available, Victim Services Unit personnel will be designated as the Site Manager for the distribution site, Evacuation Center, and/or Emergency Shelter - will be lead for operations at the designated site.

4. The Site Manager will report to the Incident Commander, Emergency Manager or EOC Manager.

5. The Site Manager, in conjunction with the Incident Commander and EOC Manager, will determine staffing needs for the distribution site, Evacuation Center, and/or Emergency Shelter.

6. When American Red Cross personnel are made available, the designated CCOB Site Manager, EOC Manager and lead American Red Cross member will determine roles and positions of each organization based on previous agreements and/or situational needs.

Guidelines, Procedures, and Policies

Activation and Operations of a Distribution Site, Evacuation Center, and/or Emergency Shelter:

1. An Incident Commander (IC) or EOC Manager will request the activation of a distribution site, Evacuation Center, and/or Emergency Shelter through the Communications Center, which will then contact the appropriate responders.

2. The CCOB Public Safety Communications Center (Dispatch) will contact the Victim Services Unit, OEM, and the VOAD for all requests to establish an Evacuation Center and/or Emergency Shelter.

3. Dispatch will send a notification to the Emergency Management shelter/evacuation center group with a standby message. Those paged will notify respective internal staff of the potential for activation.

4. The Victim Services Unit and Emergency Management Team will confirm and send notification with the nature and extent of incident/shelter needs. A Shelter Team will respond and activate staff.

5. The EOC will coordinate assistance from other supporting agencies and volunteer organizations. A, record of actions taken and expected response times will be maintained.

6. Broomfield Volunteer Organizations Active in Disaster (VOAD), upon request, will coordinate and provide, as available, volunteers and resources to meet the needs at distribution sites, Evacuation Centers and Emergency Shelters.

Distribution Site:

1. Distribution sites are established as close to the incident as is possible to provide short-term, critical supplies such as food and water to those impacted by an emergency or disaster.

2. The impacted population can drive or walk to the distribution site to receive needed items.

3. The IC or Emergency Manager will request to the EOC the establishment of a distribution site.

4. EOC or OEM will contact VOAD to coordinate and provide, as available, volunteers and resources to meet the needs at distribution sites.

5. The Police Department and Public Works will assist with the development and implementation of a traffic plan at the site.

6. The Police Department will provide security at the site.

Evacuation Point - Temporary:

1. Evacuation Points - Temporary (Evac Points) are known generically as a rally points or assembly areas.

2. Evac Points are relatively safe locations where people can go during a short-term evacuation.

3. Some Evac Points may be pre-identified in a plan or created ad hoc during an incident. Schools and businesses often designate a particular location for people to go to when their building is evacuated.

4. First responders may designate an area for evacuees.

5. Evac Points are managed by Incident Command.

6. Evac Points are usually within walking distance of the evacuation area.

7. Evac Points are not intended to be used for extended periods of time and may not be practical during inclement weather, when there are a large number of evacuees, or when evacuees have medical or access and functional needs. Arrangements with the EOC for an Evacuation Center should be made whenever these conditions exist.

Warming/Cooling Center:

1. A safe place for stranded motorists and other individuals who have no place of shelter to go during severe winter weather. This center could also provide cooling during extreme heat events.

2. Warming/Cooling Centers may provide basic human needs (temperature control, warmth or cooling, food, water, restrooms, and communications) as part of their normal operations.

3. The Broomfield VOAD can assist with Warming/Cooling Center locations.

Reunification Center:

1. A safe place to gather students or other individuals after the emergency evacuation of a school, childcare center, or other facility, as needed.

2. Reunification Centers will provide safety and security for individuals as well as basic human needs (temperature control, warmth or cooling, food, water, restrooms, and communications)

3. The Victim Services Unit will coordinate with the Emergency Manager and/or the EOC Manager to identify the location if necessary and help relay center needs.

4. All persons arriving and departing a Reunification Center will be accounted for.

5. The CCOB Communications Team and/or PD PIO will establish a media staging site safely near the center but away from the entrance to allow for privacy and confidentiality of minors reunifying with guardians.

6. The Police Department shall be responsible for providing security.

Evacuation Center Operations:

1. Evacuation Centers are temporary and established whenever there is a need to provide a location to account for, assemble, and provide for the short-term needs of those people displaced or stranded due to the emergency.

2. The EOC will work to identify the Evacuation Center location.

3. Evacuation Centers are arranged through Emergency Management and supported by Victim Services and the VOAD.

4. Staff provides on-site information to the public and Animal Services may support pet sheltering if necessary.

5. All persons arriving at an Evacuation Center will register and complete the Evacuation Center Registration Form.

6. Staff will assist clients in finding appropriate accommodations and transportation to minimize the population at the Evacuation Center and/or Emergency Shelter(s) as it is opened.

7. The Evacuation Center will demobilize as soon as practical and all client registration material will be forwarded to an Emergency Shelter or retained for after-action reporting.

8. The Police Department shall be responsible for providing client security at Evacuation Center locations.

Transition from Evacuation Center to Emergency Shelter Operations:

1. The Evacuation Center Manager, based on on-site conditions, possible direction from the EOC, and in consultation with the Emergency Manager, may establish an Emergency Shelter.

2. Emergency Shelters are only to be opened if it is more feasible or economical than providing other options for the affected clients.

3. The Evacuation Center may scale up for the purposes of sheltering at the current site, or all clients may be transported to an Emergency Shelter that is being set up in another location, using the resources provided at the request of the Incident Commander, EOC Manager, or designees.

4. All relevant information collected from clients at the Evacuation Center will be transferred to the Emergency Shelter as the affected people are transferred.

5. All Evacuation Center and/or Emergency Shelters will demobilize as soon as practical.

Operating an Emergency Shelter(s):

An Emergency Shelter provides all the services of an Evacuation Center, as well as expanded food operations and dormitory functions.

1. The Victim Services Unit (and the American Red Cross, if responding) will coordinate with the Emergency Manager and/or the EOC Manager to identify the Emergency Shelter location.

2. The Victim Services Unit (with the American Red Cross, if responding) will identify an individual as the Shelter Manager. This information should be reported to the Emergency Manager and the EOC Manager, or designees.

3. The Shelter Manager will ensure that Emergency Shelter staffing meets all requirements for efficient operation and safety of the clients.

4. All persons arriving at an Emergency Shelter will register and complete Shelter Registration Forms. (Note: If transitioning from an Evacuation Center, the forms will transfer to the Emergency Shelter staff.)

5. The Shelter Manager shall establish operation logs, registration logs, and client documentation; they shall obtain all forms and information from the Evacuation Center as clients are processed into the Emergency

Shelter.

6. The Shelter Manager periodically will provide the EOC with an overall summary of Emergency Shelter operations during the operational period or as requested by the EOC Manager or Incident Commander.

7. The Shelter Manager shall provide for appropriate sanitation and food handling operations when required. See the Roles and Responsibilities listing for a detailed description of the Shelter Manager's responsibilities, as well as the suggested organizational structure for full-scale Emergency Shelter operations.

8. The Police Department shall be responsible for providing client security at Emergency Shelter locations.

Expanding/Modifying Emergency Shelter Operations:

1. Access and Functional Needs Clients - Public Health and Human Services Emergency Shelter staff will assist and coordinate for access and functional needs at an Evacuation Center/Emergency Shelter.

2. Mental Health Support:

    a. Psychological First Aid support will be provided by appropriately trained volunteers and mental health providers.

    b. A VOAD Mental Health Team may provide support.

    c. Health and Human Services staff and/or Public Health staff, American Red Cross Disaster Mental Health volunteers, or community mental health providers will triage and assess mental health needs/assistance necessary during the emergency.

    d. The ESF 8 lead will coordinate the mental health response.

3. Pet Management and Emergency Shelter:

    a. The Police Department Animal Services Unit shall be responsible for all aspects of pet management.

    b. Arrangements will be made to accommodate service animals.

4. Client Security:

    a. The Police Department shall be responsible for providing client security at Emergency Shelter locations.

Closing an Emergency Shelter and Financial Accounting:

1. The Shelter Manager shall collect and compile all financial documentation for submission to the EOC (if established), or through departmental channels, and shall notify Risk Management by the next business day.

9. Public Safety and Security, Law Enforcement

Purpose

The purpose of Public Safety & Security is to coordinate local, state, and federal law enforcement resources and facilitate information sharing through in county and outside of county law enforcement agencies in support of the prevention of, protection from, response to, recovery from, and mitigation of incidents. The Broomfield Police Department (BPD) is the primary responsible agency in the CCOB.

General

Public Safety & Security is responsible for coordinating actions to be taken to protect people, property, and the environment outside of the incident footprint. This includes coordinating resources and information sharing in

support of law enforcement operations that are needed within the life cycle of an incident before, during, and after a disaster. Details of law enforcement actions will be maintained by the Broomfield Police Department. BPD and the OEM work closely together to identify gaps and provide training and exercises as needed.

The core capabilities primarily associated with Public Safety & Security:

- On-Scene Security, Protection, and Law Enforcement: Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.
- Interdiction and Disruption: Delay, divert, intercept, halt, apprehend, or security threats and/or hazards.
- Intelligence and Information Sharing: Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial, federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.
- Physical Protective Measures: Implement and maintain risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.
- Screening Search and Detection: Identity, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, biosurveillance, sensor technologies, or physical investigation and intelligence.
- Forensics and Attribution: Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.

Concept of Operations

1. Upon notice of an incident involving the threat of an explosive device, BPSCC will dispatch PD.

2. Upon notification, PD will respond with applicable personnel to the scene of the incident and will establish the security of the scene and command and manage the incident in accordance with PD standard operating procedures.

3. PD will conduct preliminary investigations, and mutual aid will be requested if necessary.

4. PD will establish IC if necessary, and consult with SMEs.

5. Requests for mutual aid and SME requests shall be sent through BPSCC. This will be done in accordance with PD policy.

10. Fire

Purpose

Fire Incident Response is the capability that provides coordination and implementation of rescue and fire suppression operations. The result of this capability being implemented is that life safety and fire suppression activities are conducted safely and fire hazards are contained, controlled, extinguished, and investigated, and the incident is managed in accordance with established plans and procedures.

Concept of Operations

1. Upon receiving notice of a fire incident, BPSCC will dispatch NMFR.

2. Upon notification, NMFR will respond with applicable fire suppression and medical resources to the scene of the incident and will establish command and manage the incident in accordance with NMFR standard operating procedures.

3. NMFR will conduct rescue, fire suppression, and containment operations in accordance with NMFR standard operating procedures.

4. Requests from NMFR for additional resources will be sent through BPSCC. NMFR shall request other department or agency responses as necessary.

5. NMFR will investigate the cause of the fire. If the fire is deemed suspicious, PD will work in conjunction with NMFR during the investigation.

6. PD and Public Works will provide perimeter control and scene security.

11. Explosive Device

Purpose

Explosive Device Response Operations is the capability to coordinate, direct, and conduct explosive device response after initial alert and notification.

- Explosive Device - Device that bursts with sudden violence from internal energy.

- Improvised Explosive Device (IED) - A homemade bomb, constructed from military or non-military components.

The result of this capability being implemented is a systematic approach to coordinate police, fire, and area bomb squads to provide an assessment of the situation and a clear Incident Action Plan that covers the following areas:

- Clearly defined agency roles and responsibilities.
- Explosive and/or hazardous devices are rendered safe to ensure public safety.
- Safeguard the officers on the scene (including the bomb technician).
- Collect and preserve evidence.
- Protect and preserve public and private property.

Concept of Operations

1. Upon notice of an incident involving the threat of an explosive device, BPSCC will dispatch PD.

2. BPSCC will notify NMFR on-duty Battalion Chief.

3. Upon notification, PD will respond with applicable personnel to the scene of the incident and will establish the security of the scene and command and manage the incident in accordance with PD standard operating procedures.

4. PD will conduct preliminary searches for explosive devices, and if a credible threat is identified, mutual aid will be requested for disposal.

5. PD IC, in consultation with SME, will determine the need for and the size of the evacuation area.

6. Requests for mutual aid and Explosive Ordnance Disposal (EOD) Technicians shall be sent through BPSCC. This will be done in accordance with PD policy.

7. EOD Technicians will provide expert field advice to the incident commander to determine strategies to safely disarm, dismantle, or destroy and dispose of the explosive device, and ensure the safety of victims and responders.

8. PD will assist with the security of the scene.

9. Evacuation of persons within the blast area, if necessary, will be done in accordance with the Evacuation Capability.

10. PD will make a reasonable attempt to collect and preserve evidence and property.

11. PD will thoroughly investigate any criminal violations associated with explosive devices.

12. Hazardous Material

Purpose

Hazardous Materials (Hazmat) Response and Decontamination target capability refers to the capability to assess and manage the consequences of a hazardous materials release.

- Hazardous Materials: Substances presenting significant reactivity, imminent danger, fire, or health risks; materials that are of unknown nature and may present such risks; or any substance, material, waste, or mixture designated by federal or state code as a hazardous material, waste, or substance.

- Nuisance Materials: Materials not presenting a high fire/health risk, reactivity, or imminent danger.

- Cleanup Plan: Informal or formal plan to correct the release of hazardous substances which includes action steps necessary to prevent future releases.

- Reporting: Verbal or written communications that include information on the generator, physical location, a substance released, response and cleanup measures, and an estimate of damages to agencies that have a regulatory or legal stake.

The result of this capability being implemented is that hazardous materials release is rapidly identified and mitigated; victims are rescued, decontaminated, and treated; the impact of the release is contained; and responders and at-risk populations are effectively protected.

Concept of Operations

1. Upon receiving notice of a suspected Hazmat incident, BPSCC will dispatch NMFR, which is the Designated Emergency Response Authority (DERA) within the CCOB.

2. Upon notification, NMFR will respond with applicable equipment and resources to the scene of the incident, establish command, and manage the incident in accordance with NMFR standard operating procedures.

3. NMFR retains command upon arrival and until such time as they identify and/or classify and/or contain the substance(s).

4. NMFR will request other CCOB departments to respond as necessary. The Office of Emergency Management will serve as the coordinator for CCOB department staff and contractors that are needed for secondary response, remediation, or recovery of the scene.

5. For Hazardous Materials (as determined by NMFR):

- NMFR maintains command and control of operations.

- Broomfield Department of Public Health and Environment(BPHE) along with the Communications Team will advise citizens of any potential risk to health/environment.

6. For Nuisance Materials (as determined by NMFR):

- Broomfield Department of Public Health and Environment- Environmental Health team assumes command and control of operations. Hazmat contractors will be contacted as necessary.

- NMFR remains on scene, as necessary, for assistance with containment and safety measures.

7. The task of cleanup rests with the responsible party and any of its contractors. BPHE may hold the responsible party accountable, track the progress of cleanup, and assist with cleanup plan development. NMFR, Stormwater Management, and/or the Community Development Department may also assist in this planning.

8. BPHE may call upon an outside technical resource as required to assist in developing a cleanup plan and correcting any regulatory or worker safety issues. Those resources include, but are not limited to:

- Colorado Department of Public Health and Environment (CDPHE)
- Environmental Protection Agency (EPA)
- Occupational Safety and Health Administration (OSHA)

9. Regulations require that all hazardous materials events be reported to the applicable regulatory agencies for follow-up inspections, investigations, cost recovery, and the provision of additional resources. Responsibility for making reports rests with the generator or responsible party.

13. Oil and Gas

Purpose

The results of this hazard-specific capability being implemented is:

- A coordinated response to an oil and gas site incident
- Specific response objectives are developed
- Strategies/tactics to facilitate control of the incident, the rescue of victims, manage the impact of release
- Responders and impacted populations are effectively protected

This plan is part of a series of plans that include but are not limited to, North Metro Fire Rescue District's Field Operations Guide (FOG), Oil and Gas Industry Tactical Response/Emergency Response Plan, Broomfield Police Directives and Standard Operating Procedures (SOP), and the CCOB Emergency Operation Plan (EOP). Site-specific plans are developed based on this capability.

Concept of Operations

1. Oil and Gas staff (Operators) will implement in house response plan and call 911

2. Unified Command with NMFR, the Operators site supervisor and the BPD, should be established.

3. Based on the type of incident and phase of operation at the site, Unified Command (IC) should consider the following general objectives when responding to an incident at an oil and gas site:

- Perform Incident Size up - identify equipment/products involved and adequacy of containment basin(s), determine affected areas and isolate, and identify potential secondary hazards
- Rapid removal, treatment, and transport of injured victims
- Initiate air monitoring and other environmental monitoring, as needed
- Consider shelter in place or evacuation of nearby residences, schools, and businesses
- Establish hot/warm/cold work zones

- Request additional resources,
- Consider Jefferson/Adams County Hazardous Materials Team call out
- Dispatch specialized well control contractors or other industry resources (if applicable)
- Establish incident Health and Safety Plan
- Control flow of product if possible
- Assemble adequate foam supplies and application plan
- Protect exposures. Firefighting efforts should be aimed at preventing escalating events
- Consider run-off implications and establish a containment plan
- Identify potential for off-site impact of the spill and establish a containment plan
- Establish a decontamination plan for personnel and equipment
- Coordinates Alert and Warning plan with BPSCC and or EOC (See Public Warning capability and Public Information capability in the EOP)

4. The IC will request other department or agency responses as necessary. The BPSCC and EOC will coordinate requests for resources based on Resource Mobilization Capability

5. Emergency Operation Center (EOC)

   - If the incident expands and requires increased management, the Broomfield EOC may be activated in accordance with the Emergency Operation Plan.

   - The EOC Team will support on-scene operations -

   - The EOC Team will provide Situational Awareness for CCOB leadership.

   - The EOC Team will coordinate with BPSCC on resource allocation as defined in the Resource Mobilization capability

   - Coordination with key stakeholders. These key stakeholders include but are not limited to

        i. School Districts that may be impacted
       ii. Adjoining Cities and Counties
      iii. States of Colorado Departments, such as CDOT, CDPHE, COGCC, and DHSEM
       iv. Northwest Parkway and E470

6. Citizen Notification/Alert and Warning

   - If the IC determines that Citizen Notification for Shelter in Place and or Evacuation is needed a representative from the IC will coordinate the information with BPSCC staff and/or EOC Manager/Emergency Manager.

   - All Citizen Notifications will be done in accordance with the Alert and Warning capability.

   - Alerts and warnings may be sent using any combination of public alert tools.

   - Coordination with adjoining PSAPs will be needed to evacuate neighboring jurisdictions.

7. Evacuation

   - If it's determined that evacuation of residences and or businesses are needed, the IC staff will coordinate with BPD staff to develop and implement an evacuation plan

   - BPD staff will manage the evacuation efforts.

   - Alert and Warning must be coordinated with evacuation planning

   - Site-specific traffic/evacuation plans can be a starting point for evacuation plan development

   - Early Evacuation of Schools should be considered by IC - to be coordinated with district security teams - School Districts may choose to evacuate schools and will provide transportation and a reunification site to students and staff. This effort must be coordinated through the EOC and IC.

- Type and time of Re-entry will be determined by IC and implemented by BPD lead for evacuation.

8. Public Information
   - NMFRD PIO will be the lead PIO for Oil and Gas incidents.
   - All Public Information will be done in accordance with the Public Information capability.

9. Clean up and Recovery

   - Cleanup is required to be handled by the responsible party and contractors if applicable.

   - CCOB may hold the responsible party accountable, track the progress of cleanup, and assist with cleanup plan development.

     i. NMFR, Stormwater Management, and/or the Community Development Department may also assist in this planning.

   - CCOB may call upon an outside technical resource as required to assist in developing a cleanup plan and correcting any regulatory or worker safety issues. Those resources include, but are not limited to:

     i. Colorado Department of Public Health and Environment (CDPHE)
     ii. Environmental Protection Agency (EPA)
     iii. Occupational Safety and Health Administration (OSHA)
     iv. Private contractors

10. Cost recovery is conducted in accordance with the Hazmat capability.

11. Regulations require that all hazardous materials and/or hazardous waste events be reported to the applicable regulatory agencies for follow-up inspections, investigations, cost recovery, and the provision of additional resources. Responsibility for making reports rests with the generator or responsible party.

12. The CCOB's Oil and Gas regulations and Operator Agreement provisions, if applicable, include requirements associated with emergency operations, spills, reporting of incidents, etc. It is the operator's responsibility to ensure these requirements are met. The Oil and Gas Division, with assistance from other departments/divisions, as needed, will be responsible for follow-up after an incident.

14. Medical Response

Purpose

The result of this capability being implemented is that:

Emergency Medical Services (EMS) are effectively and appropriately dispatched to provide pre-hospital triage, treatment, transport, and tracking of patients.

- Emergency Triage and Pre-Hospital Treatment: The capability to appropriately dispatch EMS resources, to provide pre-hospital triage and treatment of patients within appropriate EMS protocols, and to provide transport, as well as medical care en route to an appropriate receiving facility.

- Medical Surge: The capability to rapidly expand the capacity of the existing healthcare system (i.e. long-term care facilities, community health agencies, acute care facilities, alternate care facilities, and public health departments) to provide triage and subsequent medical care.

- Medical Supplies Management and Distribution: The capability to procure and maintain pharmaceuticals and medical materials prior to an incident and to transport, distribute, and track these materials during an incident.

- North Central Region Healthcare Coalition: The North Central Region Healthcare Coalition (NCR HCC) is a collaboration of health and medical partners working together to mitigate against, prepare for, respond to, and recover from emergencies through planning, training, exercising communication, and

relationship building. The NCR HCC provides coordination between regional health and medical partners.

Concept of Operations

1. Upon receiving notice of a medical emergency, BPSCC will dispatch NMFR.

2. Upon notification, NMFR will respond with applicable medical resources to the scene of the incident, establish command, and manage the incident in accordance with NMFR standard operating procedures.

3. NMFR will request resources through BPSCC.

4. NMFR will provide for the triage, treatment, and transport of patients in accordance with NMFR standard operating procedures and Denver Metro EMS protocols.

5. Utilizing the Regional Emergency Medical and Trauma Advisory Council Destination Plan, patients will be transported to appropriate medical facilities.

6. In the event of a mass casualty incident, NMFR (with the assistance of HHS when called upon) will coordinate regional care through the regional hospital care system.

7. BPSCC will implement incident response communications within the EMSYSTEM.

8. NMFR and/or HHS will secure, manage, distribute, and restock critical medical supplies in a timely manner in accordance with NMFR and/or HHS standard operating procedures.

9. A sufficient supply of critical medical supplies should be maintained to withstand an emergency medical surge.

15. Public Health

Purpose

The result of this capability being implemented is that disease and injury are prevented through the identification of associated environmental hazards, including exposure to infectious diseases that are secondary to the primary event, as well as secondary transmission modes. The at-risk population receives the appropriate countermeasures, including treatment or protection such as prophylaxis, isolation, and/or quarantine in a timely manner. In addition, the rebuilding of the public health infrastructure, removal of environmental hazards, and appropriate decontamination of the environment follows to enable the safe re-entry and re-occupancy of the impacted area. Continued monitoring occurs throughout the recovery process to identify hazards and reduce exposure.

The Public Health capability seeks to protect the public from environmental hazards and manage the health effects of an environmental health emergency on the public. The capability minimizes human exposures to environmental public health hazards (e.g., contaminated food, air, water, solid waste/debris, hazardous waste, vegetation, sediments, and vectors).

- ESF 8: Emergency support function 8 public health and medical support and coordination.

- Isolation: The separation of persons who have a specific infectious illness from those who are healthy and the restriction of their movement to stop the spread of that illness.

- Quarantine: The separation and restriction of movement of persons who, while not yet ill, have been exposed to an infectious agent and therefore may become infectious.

Activation

Activation of this capability may implement the latest version of the ESF 8 support document maintained by the Public Health and Environment Division.

Concept of Operations

1. Upon notification/call out, BPHE will be briefed on the situation and establish a lead for emergency support function (ESF) 8- for health and medical coordination within the existing incident command structure.

2. BPHE will establish communication with the Colorado Department of Public Health and Environment (CDPHE).

3. Strategically monitor health status and conduct necessary public health surveillance- in addition to normal operations.

4. Develop strategies and actions for controlling disease and environmental impacts. These strategies may include but are not limited to mass prophylaxis, isolation and/or quarantine, and environmental clean-up.

5. Implement these strategies and actions in accordance with established plans, policies, and procedures, as well as real time guidance from CDPHE.

6. Public Health will support communications needs. A staff member position may be assigned to the Joint Information Center (JIC), if established, or may serve as the incident's lead Public Information Officer.

7. Local Health Alert Network (HAN) may be used for strategic dissemination of information to the public and community partners.

8. Request other partners, department or agency respond, as necessary.

Other Information

The Public Health Emergency Operations Plan (PHEOP) will describe the basic strategies and mechanisms by which BPHE will prepare for, prevent, protect against, quickly respond to, and recover from public health-specific emergencies, particularly those whose scale, timing, or unpredictability threatens to overwhelm routine activities (referred to as incidents in the PHEOP). The processes described in the PHEOP are the same for all public health hazards, including infectious and communicable disease outbreaks, environmental health hazards, natural disasters, and other threats to the public's health.

16. Fatality Management

Purpose

Fatality Management encompasses the capability to evaluate a fatal incident, secure the scene, and ensure that the deceased's body/bodies and the contents in the immediate vicinity are not moved without authorization of the Coroner or Coroner's representative. It includes scene documentation, collection, and recovery of the dead and items of evidence; transportation, storage, documentation, and recovery of forensic and physical evidence; determination of the nature of death; identification of the fatalities; and certification of the cause and manner of death. A Mass Fatality Disaster is an event that results in a number of fatalities that overwhelms the normal capacity of the coroner's office.

Concept of Operations

1. Upon receiving notice of an incident involving mass fatalities, PD will evaluate the scene for safety and establish a secure perimeter surrounding the incident scene to preserve incident evidence, including the placement and condition of remains and personal effects to the extent possible and to prevent any unauthorized persons from entering, viewing, or tampering with the scene. Per Colorado Revised Statute, the deceased body/bodies and the contents in the immediate vicinity shall not be moved without authorization of the Coroner or Coroner representative.

2. PD shall notify the Office of the Coroner for Adams and Broomfield Counties (the Coroner) of the death(s) as soon as possible. The notification shall include the number of known fatalities and the known conditions of the deceased individuals.

3. Upon arrival, the Coroner's representative will be briefed and merged into the established incident command structure. Should the Chief Coroner designate the event a Mass Fatality Disaster, the Chief Coroner shall, at his/her discretion, activate and follow the North Central Region Mass Fatality Incident Response Plan.

4. PD and the Coroner representatives will further evaluate the scene for potential safety hazards to personnel prior to scene entry. North Metro Fire Rescue (NMRF) will assist with the recovery of hazardous bodies and decontamination as needed.

5. The Coroner, in accordance with and as authorized by the Intergovernmental Agreement between Adams County and the CCOB, will assume fatality management activities, governed by Colorado Revised Statute and as defined in the target capability definitions. The Coroner's primary responsibilities are:

   ● Scene response and scene investigation.
   ● Pronouncement of death.
   ● Collection, security, and preservation of the deceased's property.
   ● Collection, security, transportation, and preservation of evidence, in conjunction with the investigating law enforcement agency.
   ● Security, transportation, and storage of human remains.
   ● Identification of the deceased.
   ● Notification of the death to the deceased individual's next-of-kin.
   ● Post-mortem examination and/or forensic autopsy, as authorized by the Chief Coroner and/or District Attorney.
   ● Return of the deceased individual's personal effects and final remains to the decedent's next-of-kin.
   ● Determination of the cause and manner of death.
   ● Documentation and certification of death.
   ● If applicable, involvement in court proceedings in criminal prosecution and civil litigation.
   ● Public information releases as requested and authorized.

6. The Coroner's duties shall be carried out in compliance with internal policies and procedures, standards of practice, and all applicable state and federal laws.

17. Resource Mobilization

Purpose

The Resource Mobilization capability defines the process for locating, ordering, and moving resources to the CCOB to assist with disaster response, including when regional resources or specialized resources are required. It is used to outline the policies and procedures to manage resources for any incident, including complex disaster situations. *Operational Resources* are any emergent resources critical to support the mission of life safety, protecting property, preservation of the environment, and minimizing economic impact, including Fire Fighting and Law Enforcement Equipment, EMS, and personnel. *Support Resources* are any non-emergent resources such as facilities, services, materials, or supplies that support the incident, including food, portable toilets, shelters, cots, etc.

This capability applies to resource management within the CCOB and was written in accordance with the State of Colorado All Hazards Emergency Resource Mobilization Annex. The ability to mobilize resources in an

efficient manner is contingent on the development of a local resource management system. The All-Hazards Resource Mobilization capability defines resource mobilization practices for incidents within the CCOB. The Resource Mobilization capability is constructed based on local, regional, and statewide governance, and will provide clear and concise direction for resource mobilization, management of resources, and delegation of ordering responsibilities to the Resource Mobilization Section (ESF 7) within the CCOB EOC framework.

Planning Assumptions & Considerations

- All Incidents begin and end under local control. However, coordination with other local jurisdictions, state, and federal agencies, along with non-governmental organizations, private sector, and non-profit partners, for resources not immediately available within the CCOB may enhance the effectiveness of response and recovery activities.

- Requesting, allocating, and tracking all critical resources are essential tasks regardless of the nature/scope of the event.

- Response to an incident may require only personnel, supplies, equipment, and infrastructure available from within the CCOB. However, the incident may begin as, or expand to, such complexity that additional critical resources will be requested from outside agencies.

- The key prerequisite for requesting state resource mobilization under the Resource Mobilization capability is to exhaust local and mutual aid resources, auto aid resources, and regional resources prior to requesting state resource assistance.

- All incidents where a request for resources is made and authorized utilizing state mobilization processes will be managed and operated using National Incident Management System (NIMS) principles, specifically the utilization of the Incident Command Systems (ICS).

- All requests for, and final disposition of, resources shall be tracked throughout the entire incident.

- If State-funded resources are requested, the CCOB Office of Emergency Management will submit a Daily Incident Status (ICS-209) report to the State EOC, regardless of incident type or complexity.

- Within 30 calendar days after the demobilization of the incident, all State-funded resources used by CCOB will be returned and the CCOB Emergency Manager will provide an after-action report including resource mobilization implications to the Colorado DHSEM/OEM Logistics Section.

- In the event of a public health emergency, resource allocation and management will be done in accordance with the Public Health capability.

Concept of Operations

1. Initial response to a critical incident involving fire or police will result in the designation of an Incident Commander (IC). Based on the nature of the incident, the IC may request additional responders, equipment, and/or material through the Broomfield Public Safety Communications Center (BPSCC).

2. The BPSCC will initially have the responsibility of obtaining all operational and support resources. All requests for resources, as well as the current status of operational resources on scene, will be tracked by BPSCC (in accordance with BPSCC policies and procedures).

3. If, due to the complex nature of the incident, the resources cannot be met using assets within the CCOB, the BPSCC will contact previously identified communication centers to request the needed resources from adjacent jurisdictions or commercial enterprises. The BPSCC will follow Standard Operating Procedures (SOPs) and directives when requesting assistance from other agencies.

4. When an incident requires increased management, the Broomfield Emergency Operations Center (EOC) will be activated at a level appropriate to support the complexity of the incident and, once established, assume logistical support from BPSCC.

5. If prior to the establishment of the EOC, the incident grows in size or complexity and logistical needs

increase beyond the standard operations of the BPSCC, supervisory staff from the BPSCC may request formalization of the Resource Mobilization Section (ESF 7) of the EOC.

6. The BPSCC continues to be responsible for ordering, tracking, and managing operational and logistical resource requests/needs, such as additional first responders, and specialized fire fighting or law enforcement equipment, etc. Also, providing documentation for the Resource Tracking Sheet to ensure cost viability and the allocation of specialized equipment when coordinating with the Resource Mobilization Section.

7. The Resource Mobilization section is responsible for providing:

   ● Response personnel physical needs i.e. food, water, facilities, transportation, health, and welfare
   ● Oversight of the tracking and status of all support resources
   ● Documentation of costs to the Finance Department
   ● Coordination with BPSCC Dispatch Supervisors

8. When it is determined that all local resources have been or will be exhausted and the BPSCC or Resource Mobilization Section may not be able to fill resource requests through the local system, the Incident Commander will begin to prioritize resource needs. Regardless of the type of emergency, the priorities are to protect life, health, safety, and property. Also, to preserve the environment and minimize the economic impact.

9. When it is determined that all local resources and those through mutual aid have been or will be exhausted, and resource requests are unable to be filled, the State Regional Field Manager should be notified by calling the Colorado Department of Public Safety 24 hour Emergency Line at (303) 279-8855 and request they respond to offer technical assistance, liaison support, and resource support from a wider range than the local level.

10. Resource demobilization, which involves the measured reduction of resources, equipment, supplies, and staffing:

   ● As the incident de-escalates, under the direction of the IC, the BPSCC will begin the process of demobilization of operational resources.

   ● As the incident de-escalates, under the direction of the Emergency Manager, the Resource Mobilization Section will begin the process of demobilization of support resources.

11. The Resource Mobilization Section will coordinate and track resources as they are demobilized as determined by the demobilization plan.

Note: Effective demobilization requires that personnel check out prior to departure from the incident scene. Departure should be in an organized and responsible manner. To facilitate an orderly and cost effective demobilization process, an accurate and complete compilation of records of time, supplies, and equipment expended in handling an emergency incident is essential.

Other Information

Resources Request Review

1. Initially, all resource requests from the scene of the incident will come through the IC (or designee) to BPSCC. Dispatchers will follow normal operational procedures to obtain and track resources.

2. Once the amount of resource requests overwhelms the ability of the dispatcher, the dispatch supervisor will request resource assistance from the EOC. The EOC Manager will activate the Resource Mobilization Section / ESF 7, and the following process should be followed (see Resource Ordering Overview Chart):

Incident Commander:

   ● The IC or designee requests resources via radio to the incident dispatcher.
   ● Incident Dispatcher either obtains the requested resource as available in CAD or through normal mutual

aid, or passes the resource request to the Resource Mobilization Section in the EOC.
- A Resource Request form - 213RR will be completed by the Resource Mobilization Section (ESF 7).
- Receives an update from the BPSCC or Resource Mobilization Section Chief regarding the status of the request.

Emergency Management ESF 5:

- Completes a 213RR (electronically/email or hard copy).
- Submits 213RR to Resource Mobilization Section.
- Will receive an update from the BPSCC or Resource Mobilization Section Chief regarding the status of the request.

Support Operations (consequence management such as evacuees, shelters, etc.):

- Request resources via the Resource Mobilization Section in the EOC.
- Call the EOC with resource request; Resource Mobilization may complete the 213RR and will add to the Resource tracking sheet.
- Will receive an update from Resource Mobilization regarding the status of the request.

Incident Dispatcher:

- Receives operational resource requests and dispatches the appropriate unit at the requested time to the requested location.
- Tracks operational resources in CAD from activation through demobilization.
- Receives requests for support and logistical resources, and if able, fills the request.
- If any resource is not readily available, either City owned or by mutual aid, will pass the request to the Resource Mobilization Section in the EOC.
- Communicates the status of the request with the requestor.

Finance/Procurement Unit:

- During an incident, employees from Finance are assigned to the EOC to provide assistance with the procurement of items.
- Responsible for assistance with purchases of items over $3,000.
- Locates and procures items that are unique, scarce, or hard to find.
- Enacts or develops contracts and purchase orders.

    Note: The BPSCC Supervisor has the authority to approve purchases up to $3,000 per item. If the item costs more than $3,000, the Procurement Unit and/or Incident Commander will approve the purchase.

Resource Mobilization Section ESF 7:

- This section is activated when the Incident Dispatcher cannot manage the amount of resource requests, or based on the complexity of the incident.
- Receives logistical resource requests made in support of the incident (typically non-operational, or not immediately needed).
- Locates and procures/orders the resource.
- Communicates the status of the request with the requestor.
- Tracks logistical resources through demobilization.
- Assists the BPSCC with tracking and monitoring of all requests for outside assistance regardless of who originated the request, and directly handles all requests for resources to support operations such as the establishment of evacuation points/shelters and damage assessment teams.
- When asked by the BPSCC supervisor, will assist with the ordering, tracking, and monitoring of operational resources.
- If involved in multi-jurisdictional/agency events, ensures that liaisons from other jurisdictions and agencies are requested to report to the EOC to enhance coordination.

Finance For Resource Management

1. The Resource Mobilization Section Chief will coordinate purchasing and contractual implementation with a representative from the Finance Department at the earliest reasonable time.

2. Resources that are needed for potentially protecting life safety, health, and property safety, and to preserve the environment and/or minimize the economic impact should be requested and obtained even if Finance is not available for consultation.

3. The Resource Mobilization Section Chief and Finance Section representative should keep Command Staff apprised of unusual expenses.

4. Purchasing Cards may be used in accordance with City and County Policy:

   ● Purchasing Card Policy & Procedures Handbook
   ● Adherence to permission procedures when limits will be exceeded.
   ● Logistics Section Chief or designee will contact the Finance representative to inform them that the purchasing card has reached its limit.
   ● Finance representative will coordinate with the financial institution to increase the limit.

5. Tracking expenditures:

   ● Logistics section will maintain initial receipts as received.
   ● Finance will determine the overall tracking system and inform all of the coding and cost tracking plan.

6. Emergency Procurement:

   ● BMC 3-20-180: Notwithstanding any provisions of this chapter, the City Manager may make or authorize others to make emergency procurement of supplies, service, or construction items when a threat exists to public health, welfare, or safety; provided that such emergency procurements shall be made with such competition as is practicable under the circumstances, but shall be exempt from article II, Solicitation Process, of chapter 3-20, B.M.C. As soon as practicable, a record of each emergency procurement shall be made. (Ord. 1988 §1, 2013)

7. Contracts:

   ● For special resource requests, the Logistics Section will coordinate with Procurement to see if current contractors can provide needed resources.
   ● If no existing contract provides the needed resource, the Finance Section Chief will coordinate the necessary contracts.
   ● FEMA requires prepositioned contracts or three quotes after 72 hours from the start of the incident.

8. Cost sharing:

   ● There may be occasions when it will be in the best interest of the CCOB and other partner agencies such as North Metro Fire Rescue (NMFR), to share the costs of the incident.

10. After demobilization and a return to day-to-day operations, the Resource Mobilization Section will print copies of all Resource Request messages and forward them to Finance for fiscal disposition.

Requesting Resources Through DHSEM

When needed resources are unavailable through any existing local inter-jurisdictional or mutual aid agreements, CCOB may request assistance from the State through the State of Colorado All-Hazards Resource Mobilization process. A local disaster declaration does not have to be made in order to implement this procedure. It is understood that a small-scale or non-emergency incident may require specialized resources that are not available locally or through mutual aid and that the processes in the Resource Mobilization capability can be implemented for those necessary resources.

1. Mobilization of State resources can be initiated by any of the above authorities by calling the Colorado Department of Public Safety Emergency Line at (303) 279-8855 and requesting the State Office of Emergency Management Regional Field Manager.

2. The authority to request state resource mobilization is vested in the Agency Having Jurisdiction (AHJ) through:

- ○ The County Emergency Manager
- ○ The Chief of Police
- ○ The County Executive (City Manager)
- ○ The Incident Commander acting under a direct delegation of authority from any of the above

3. All incidents where a request for resources is made and authorized utilizing state mobilization processes must be managed and operated using National Incident Management System (NIMS) principles, specifically the utilization of the Incident Command Systems (ICS).

4. Process for ordering resources from the State:

   a. The County Emergency Manager or Resource Mobilization Section Chief will contact the Regional Field Manager or State EOC (if activated) with the resource request.

   b. Resource request is completed by filling out an electronic 213RR, or by completing a Request for Assistance through WebEOC. Once the request is received and approved, the State will send a notification via WebEOC that the resource has been assigned.

   c. Resource type definitions with specific job assignments for responding resources, travel radio channel, AHJ point of contact and contact numbers, and staging area location and address must be included in the request.

   d. Resource Mobilizationwill track the resource from the initial request through demobilization (including available, assigned, or out of service statuses).

   e. An Initial Incident/Situation Report should be provided to the Colorado Office of Emergency Management (COEM) as soon as is practical.

Tracking and Documentation Process

1. Operational resources will be tracked by the Incident Dispatcher; when activated, the Resource Mobilization Section in the EOC may assist with the tracking process.

2. The BPSCC will utilize CAD to track all Broomfield Police and North Metro Fire Department units throughout the incident. In accordance with mutual aid agreements and standard operating procedures, BPSCC will also track all surrounding agency fire department apparatuses through CAD.

   ● BPSCC will utilize CAD for Broomfield Police Officers but not officers that respond from other agencies.

   ● Once all mutual aid agreements with North Metro Fire Department surrounding agencies are fulfilled and there are no more units available to assist in the incident, BPSCC will no longer have the capability to utilize CAD to keep track of any other units or equipment that are dispatched to assist.

3. BPSCC will track Streets and Health and Human Services employees.

4. Logistical support resources will be tracked by the Resource Mobilization Section in the EOC.

5. A copy of all 213RRs, as well as the Resource Tracking List and any other associated documentation, will be given to the Finance Section for cost tracking.

6. Final copies of all documents will be given to the EOC Manager as part of the documentation package.

7. Resources ordered by either BPSCC or the Resource Mobilization Section will be tracked on the incident Resource Tracking Sheet. BPSCC Supervisor will be responsible for the overall management of the Resource Tracking Sheet

18. Animal Management

Purpose

The Animal Management capability consists of general guidelines and areas of responsibility for the evacuation and sheltering of household pets and service animals during a disaster.

- Household pets - Domesticated or domestic-bred animals whose physical, emotional, behavioral, and social needs can be readily met as companions in the home, or in close daily relationship with humans.

- Service Animal - A dog or miniature horse that has been individually trained to do work or perform tasks for the benefit of an individual with a disability. Other animals, whether wild or domestic, do not qualify as service animals. Animals that are not trained to perform tasks that mitigate the effects of a disability, including animals that are used purely for emotional support or therapy, are not service animals under the Americans with Disabilities Act.

- Livestock - Animals kept or raised for use or pleasure, usually farm animals kept for use and profit.

The result of this capability being implemented is that injury and disease is prevented through the care and safekeeping of livestock, household pets, and service animals. Care services, including sheltering and feeding, are rapidly provided for livestock, household pets, and service animals within the affected area. Household pets and service animals are reunited with the affected population in a timely manner.

Concept of Operations

1. Animal owners are encouraged to make independent shelter / housing arrangements when possible. Costs incurred are the animal owner's or caretaker's responsibility.

2. The BPD is tasked with the coordination and handling of animals displaced due to evacuation. Upon notification, the PD will establish animal shelters using existing procedures and policy.

    - The Animal Services Unit of the BPD Special Operations Division will be in charge of coordinating the safekeeping of household animals.

    - The Patrol Division of the BPD will act on the behalf of Animal Services when needed.

3. The EOC will coordinate the handling and safekeeping of livestock, household pets, and service animals as needed.

4. Coordination of the feeding and care of sheltered animals will be the responsibility of the Animal Services Unit. Food and supplies may be purchased by the EOC.

5. Wildlife matters will be referred to Colorado Parks and Wildlife (CPAW).

19. Community Recovery

Purpose

The Community Recovery capability was developed by the CCOB, its partner agencies, and other stakeholders to empower the community to recover from a multitude of events. It provides a management and organizational framework for restoring services and a state of normalcy to individuals, businesses, and the community in a manner that sustains the physical, emotional, social, and economic well-being of all Broomfield citizens. It outlines a scalable, all-hazards approach for effectively and efficiently recovering from a disaster, whether it be natural or human-caused.

The intended outcome of the recovery process is a coordinated and efficient effort in which the CCOB can restore services and a state of normalcy to individuals, businesses, and the community in a manner that sustains their physical, emotional, social, and economic well-being. Successful recovery requires informed and coordinated leadership throughout all levels of government, all sectors of society, and all phases of the recovery process. The CCOB is committed to focusing on the whole community following a disaster, and all CCOB-directed efforts will be guided by the following principles:

- Transparency
- Respect for the dignity of all people
- Fiscal soundness
- Environmental protection

- Economic viability
- Flexibility
- Timely public information
- Mitigation of future risks

Incident Phases

This Recovery capability is based on the concepts outlined in the National Disaster Recovery Framework (NDRF) and the principles of the National Incident Management System (NIMS). Key recovery activities may be concurrent with Continuity of Operations (COOP) and response activities, as shown in the incident timeline graphic below. The overlap of COOP activities with the response phase and the overlap of response activities with the recovery phase.

Recovery Phases
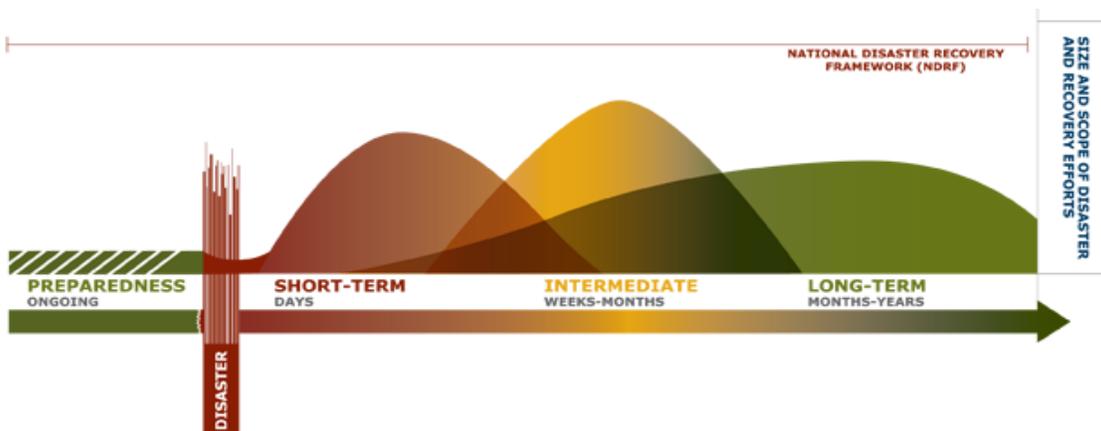
Preparedness is a continuous effort to educate the public about local risks and hazards and prudent actions that can be undertaken by citizens to prepare for their occurrence. Response actions will take place during or immediately following an incident. In the National Disaster Recovery Framework, recovery is referred to in terms of short-term, intermediate, and long-term recovery. Each of these recovery phases is summarized briefly below.

- Short-Term Recovery: Occurs in the days and/or weeks after a disaster/incident. The goal is to provide support to those impacted by the disaster. It may begin under Incident Command during the response phase. It is managed from the CCOB EOC during the first days/weeks following an incident. Activities include:

  - Providing mass care and emergency services
  - Clearing primary transportation routes of debris
  - Participating in the Rapid Damage Assessment by first responders
  - Participating in the Initial Needs Assessment
  - Providing emergency and temporary medical care
  - Evaluating the potential need to establish a Disaster Assistance Center (DAC)
  - Restoring utilities

Intermediate and long-term recovery efforts are managed independently from the response and short-term recovery efforts. EOC staff will facilitate a transition to intermediate and long-term recovery by evaluating community impacts/needs, collaborating with all groups of people affected by the disaster, identifying future resource requirements, and setting preliminary recovery goals and objectives.

- Intermediate Recovery: Occurs in the weeks and/or months after the disaster/incident. It involves returning individuals and/or families to a functional if not pre-disaster condition. These activities are often characterized by temporary actions that provide a bridge to more permanent solutions. The goal is to help survivors transition to a self-sufficient, more sustainable state, and to stabilize the condition of public infrastructure. Activities include:

  - Opening and operating one or more DACs
  - Providing accessible interim housing solutions
  - Removing and managing debris generated by the disaster event
  - Beginning the process of infrastructure repair and restoration
  - Engaging support networks for behavioral/public health services
  - Conducting Joint Preliminary Damage Assessments with State/FEMA, if necessary
  - Coordinating volunteers and managing donations

- Long-Term Recovery: Occurs in the months and/or years after the disaster/incident. It addresses complete redevelopment and revitalization of the impacted area and returning those who were impacted to a state of self-sufficiency and normalcy. The goal is to restore services and return the community to a pre-disaster, or better, condition. It is managed by CCOB Leadership and Recovery Advisory Task Force in the months to years following an incident. Activities include:

  - Developing permanent housing solutions
  - Rebuilding infrastructure to meet future community needs
  - Continuing efforts to address behavioral health and public health needs
  - Identifying mitigation projects and implementing strategies to build resiliency
  - Coordinating state and federal assistance programs
  - Identifying hazard mitigation opportunities

Recovery Organization Structure

Recovery efforts will be managed using the the following Recovery Organization Structure:
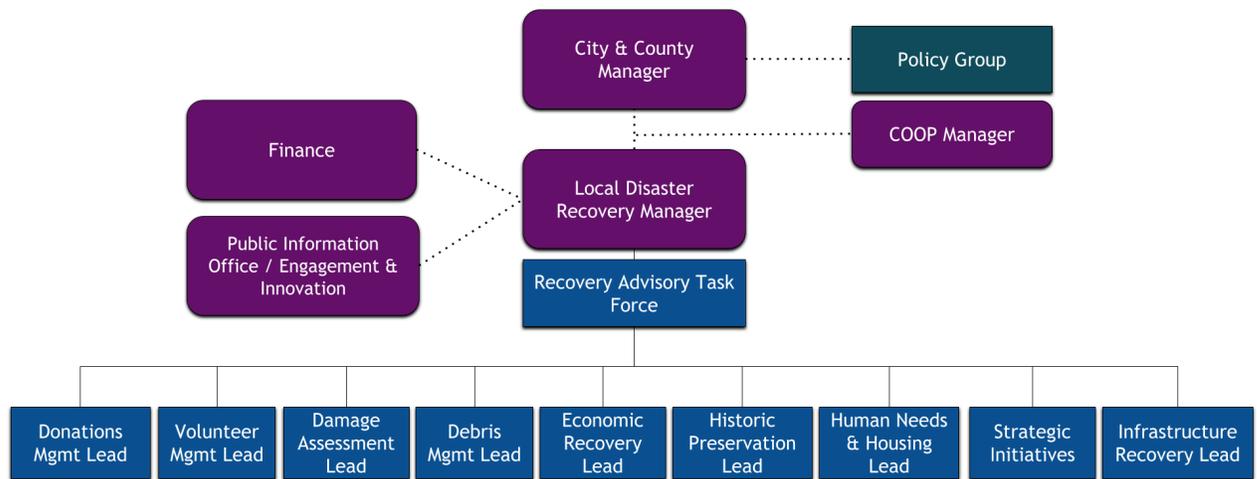
- Policy Group: Supports incident response and recovery objectives by evaluating and enacting policies, declaring a disaster or state of emergency, determining jurisdictional priorities, recommending municipal code changes, and coordinating with policy-level representatives and senior officials from other affected jurisdictions. The Policy Group is chaired by the City and County Manager or designee.

- City and County Manager's Office (CMO): In the event of an emergency or disaster, and pursuant to the authority granted in the Emergency Management Ordinance, the CMO will serve as the principal executive officer of the CCOB and shall direct the overall legislative management response. The CMO may form a Recovery Advisory Task Force, designate a Local Disaster Recovery Manager, and assign members of the Recovery Advisory Task Force. The CMO provides direction from the Policy Group to the Recovery Advisory Task Force.

- Local Disaster Recovery Manager (LDRM): The LDRM serves as the lead for management and coordination of all recovery efforts undertaken by the CCOB. The LDRM oversees daily operations of the recovery, including the implementation of recovery capabilities, until recovery efforts are completed or become part of day-to-day operations and plans. The LDRM is appointed by the CMO an assigned Broomfield staff member, or an external hire.

- Recovery Advisory Task Force: The Task Force is composed of CCOB employees, state and federal officials, and nonprofit and private sector partners. Task Force membership is scalable and flexible to meet the recovery needs of the community following a disaster. The primary role of the Task Force is to establish a vision for recovery and to develop a written strategy for implementing the recovery vision. The LDRM will act as chair and establish a meeting schedule to achieve recovery goals and objectives. The Task Force will remain active until all goals and objectives are met or can be incorporated into day-to-day operations.

- Public Information Team: The Public Information Team for the recovery effort will be formed based on the type of incident, the initial needs assessment, and the expertise and resources that will be required to address identified needs. The Lead PIO will be a representative of the Communications and Governmental Affairs Department, or designee. The LDRM and Recovery Advisory Task Force will supply and vet information released by the Public Information Team.

- Finance Department: The Finance Department will be responsible for tracking costs, analyzing cost data, making estimates, recommending cost-saving measures, executing vendor contracts, and recording time for incident-related personnel and equipment.

Recovery Goals

The goals of community recovery are to (a) ensure effective coordination with all partner organizations involved in recovery, (b) sustain human services and provide public health services, (c) provide additional public safety services in areas affected by the disaster, (d) sustain lifelines and restore infrastructure and public facilities, (e) communicate effectively with citizens on recovery progress and the availability of disaster assistance, (f) identify/maximize funding opportunities, (g) promote mitigation, resiliency, and environmental sustainability, and (h) maintain and enhance the CCOB's economic base.

Recovery Strategy

To support a common understanding of recovery priorities, an Intermediate and Long-Term Recovery Strategy (Recovery Strategy) should be developed to address disaster-specific recovery needs and to aid in establishing and communicating recovery actions and tactics. This Recovery Strategy should accomplish the following objectives:

- A comprehensive assessment of conditions, community impacts, and human needs
- Identification and prioritization of recovery goals, objectives, and tasks
- Development of specific projects and identification of opportunities to improve community
- Determination of which Recovery Capabilities will need to be activated
- Identification of recovery funding sources
- An assessment of the need to establish a Disaster Assistance Center (DAC).

The Recovery Strategy will be developed by the LDRM, in coordination with the Policy Group and Recovery Advisory Task Force, and should include the priorities identified by local officials responsible for implementing relevant Recovery Capabilities. The Recovery Strategy is approved by the CMO and implemented by the LDRM. It should be reevaluated throughout the recovery effort and during transitions between short-term, intermediate, and long-term recovery phases.

Recovery Capabilities

There are eight capabilities that support recovery, each with a set of guidelines in the form of supporting capabilities that outline responsibilities and concepts of operation.

- Damage Assessment
- Donations Management
- Historic Preservation
- Infrastructure Recovery
- Debris Management
- Economic Recovery
- Human Needs and Housing
- Volunteer Coordination

Each recovery capability includes a Lead Agency in addition to supporting or Concurrent Agencies, which offer specific expertise or resources. Concurrent agencies may provide information, advice, counsel, operational support, and coordination.

Planning Assumptions and Considerations

Emergency response and continuity of essential functions will be carried out to the highest degree possible. Assumptions include:

- Recovery activities may be conducted independently from activation of the CCOB EOC
- Recovery activities may begin during the response phase under the Incident Command Structure
- Intermediate/long-term recovery managed independently from response/short-term recovery
- During a disaster, significant impact on transportation and infrastructure is to be expected
- CCOB may need to rely on regional, state and federal resources
- Large-scale events may result in the CCOB being part of a Presidentially-declared disaster and eligible to receive federal funding with FEMA acting as the grantor, the State as the grantee, and CCOB as the applicant
- All disaster recovery programs to be in compliance with all local, state, and federal laws
- CCOB will have recovery needs that must be addressed, regardless of external funding

- CCOB to make reasonable efforts to care for employees' families so staff is able to focus on the recovery efforts

Activation

The Recovery capability can be activated in conjunction with Response capabilities. In the event of a major emergency or disaster, the Recovery Plan may be activated by any Incident Commander (IC), department head, the Chief of Police, Emergency Manager, or the City and County Manager.

Concept of Operations

An organized, gradual transition from response to recovery will allow Broomfield departments and partner agencies the time to ramp up recovery capabilities to meet identified community needs while minimizing disruption to the public. Recovery capabilities will eventually transition back to day-to-day operations once recovery objectives are met as outlined in the Recovery Strategy. The general flow of the recovery process and key decision points are as follows:
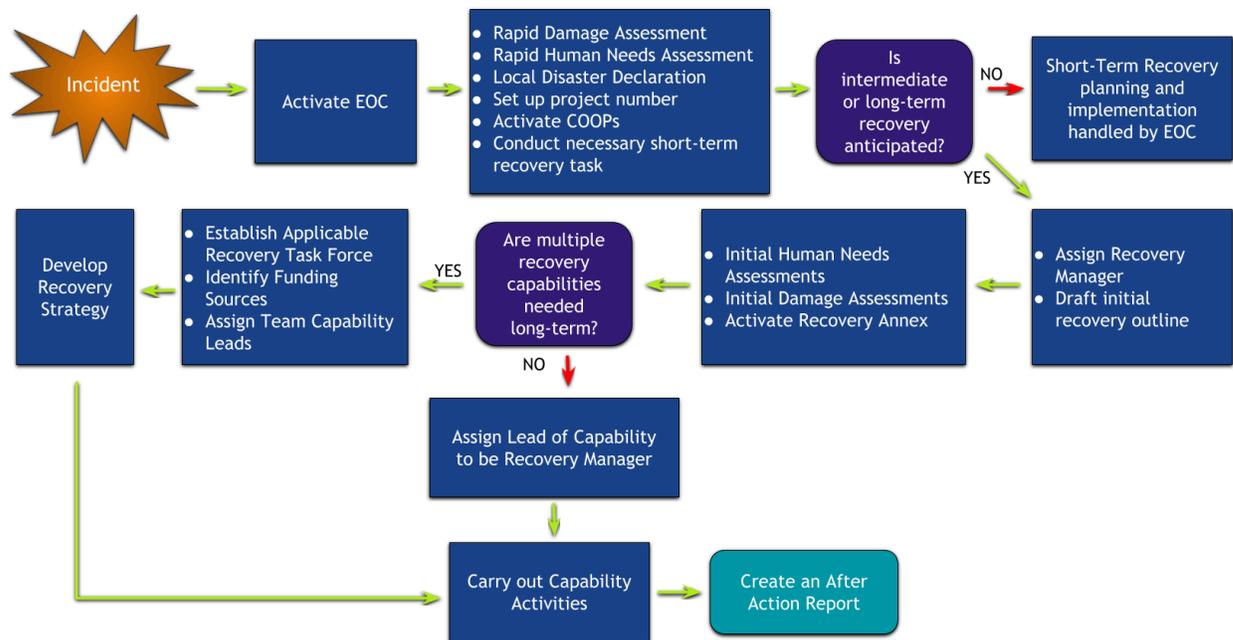
The key steps and operational guidelines for implementing the recovery process are as follows:

1. Upon activation of the CCOB EOC, potential recovery issues and considerations should be included in planning meetings and coordination efforts. Initial short-term recovery efforts will take place under the Incident Command System (ICS) structure that is managing the incident. The Policy Group will be placed on standby upon activation of the EOC. County-wide and departmental Continuity of Operations Plans (COOPs) will be activated as needed.

2. The Situational Awareness Section of the EOC will compile a Rapid Damage Assessment (a.k.a. windshield survey) and a Rapid Human Needs Assessment. These assessments are conducted by first responders and based on community reports and additional on-site data sources. This process will be ongoing throughout an incident and may change the need for intermediate or long-term recovery activities.

3. During this time, a Local Disaster Declaration may be issued. See below for information on a local disaster declaration.

4. The Finance Department may set up a separate project number to track Broomfield staff time, equipment, and materials in the event of a disaster. This should be documented at the very first sign of a potentially significant event to maximize reimbursement in the event of a large-scale disaster in which a state and/or federal disaster declaration is issued.

5. County-wide and departmental COOP Plans will be activated as needed.

6. Data from the Rapid Damage Assessments will be evaluated by the Command Cadre, Emergency Manager/EOC Manager, and Planning Section Chief. If intermediate and/or long-term recovery activities are not anticipated, all recovery activities will be managed by the EOC.

7. If intermediate and long-term recovery efforts are anticipated, the OEM and EOC Recovery Unit will be tasked with the development of the Initial Recovery Outline to provide to the CMO. The Initial Recovery Outline may include, but is not limited to:

   - Recommendation to CMO on whether to activate the Recovery Plan (CMO discretion)
   - Assessment of the current impacts, conditions, and needs created by the disaster
   - Identification of broad overall recovery priorities, goals, objectives and tasks
   - Recommendation on whether to enact a Local Disaster Declaration, if not already issued
   - Identification of Recovery Advisory Task Force members
   - Identification of external partners
   - Determination of which Recovery Capabilities will need to be activated

8. Once the CMO determines that intermediate and long-term recovery may be needed, key activities may include:

   - Facilitating transition briefing by EOC Recovery Unit to the Recovery Advisory Task Force
   - Activating Recovery capabilities
   - Determining the need for a Local Disaster Declaration, if not already issued
   - Performing an Initial Damage Assessment
   - Conducting an Initial Human Needs Assessment
   - Setting up a finance project number, if not already established

9. CMO appoints a Local Disaster Recovery Manager (LDRM) and authorizes activation of the Recovery capabilities that will be needed

   - If only one capability is necessary, the department head from the Lead Agency, or designee, will be appointed as the LDRM and will oversee the recovery process until it is complete or becomes part of day-to-day operations and plans

   - If more than one capability needed, CMO to form Recovery Advisory Task Force as outlined in the "Recovery Management and Coordination" section of this Recovery capability

10. Utilizing updated data from Initial Damage Assessment and Initial Human Needs Assessment, the Recovery Advisory Task Force will develop a a Recovery Strategy, which may include:

    - Assessment of impacts/needs from Initial Damage Assessment/Intermediate Needs Assessment
    - Identification and prioritization of recovery goals, objectives and tasks
    - Development of specific projects important to the community's overall recovery
    - Determination of which Recovery capabilities will need to be activated
    - Identification of opportunities to improve community functions/features
    - Identification of funding sources for high priority recovery projects/recovery initiatives
    - Assessment of unmet and unfulfilled needs (e.g. establish DAC)

11. For each Recovery capability activated, Lead Agency will convene applicable Concurrent Agencies and develop a Work Plan that identifies organizational structure, roles and responsibilities, priorities, goals and objectives, and an anticipated schedule for the completion of tasks. Relevant capabilities provide general guidelines for carrying out activities identified in Work Plan

12. Recovery Task Force will meet as frequently as needed to review progress toward achieving the goals and objectives outlined in the Recovery Strategy. Task Force membership may change over the course of recovery efforts, as projects are completed and priorities change

13. Recovery Task Force will remain operational until all goals and objectives are met or until activities can be incorporated into day-to-day operations and plan

14. As recovery efforts wind down, the Recovery Task Force will create a Recovery After-Action Report that will include integrating lessons learned into future planning and training, ideas for strengthening relationships and communication among internal and external agencies and identifying future resource needs and potential policy changes.

Other Information

Local Disaster Declaration

A local disaster declaration may be needed to provide recovery officials with access to financial and other emergency resources that can be used to address impacts of an event that has caused extensive damage, disruption of utility services, the endangerment of the health and safety of residents, or other extraordinary impacts.

In accordance with the Broomfield Municipal Code (Ordinance 2001-1652, Chapter 2-48) and as described in section IV of the Emergency Operation Plan, the City and County Manager, as the principal executive officer, has the authority to declare that a state of disaster exists when it is determined that a disaster or extraordinary emergency event has occurred, or the threat of such an event is imminent and that normally available local resources are insufficient to address needs created by the event (see Section IV of the EOP for more information about disaster declarations).

Federal Disaster Declaration

1. Event occurs
2. State collects initial damage estimates
3. Governor requests Joint Preliminary Damage Assessment
4. Joint Federal/State/Local PDAs are conducted
5. State determines which counties to request
6. State determines what type of assistance to request
7. Governor submits a letter requesting a Declaration to FEMA Regional Director
8. Region reviews requests and adds recommendations
9. Region forwards the request to FEMA
10. Fema forwards packets to President for decision
11. Declaration signed

Finance

Disaster recovery can be a financial burden if financial management processes and cost controls are not implemented early on in the recovery process. The Finance Department will set up a separate project number for all initial emergency-related activities and notify all departments of procedures to follow. As projects begin to formulate, individual numbers can be created for each project to help track costs. All CCOB departments, in addition to other public, private, and non-governmental organizations involved in recovery will be responsible for tracking their costs and providing documentation to the Finance Department. The Finance Department will inform agencies involved in recovery about the documentation required for accounting, audit, and grant reimbursement purposes.

Grant opportunities may be available from state and federal government agencies, as well as from non-governmental organizations, non-profit organizations, and private foundations. It will be the responsibility of the Finance Department to procure all goods and services that will utilize federal grant reimbursement funds to be obtained to the most stringent procurement guidelines of local, state, or federal requirements. If the event results in state or federal financial assistance, the Finance

Department will oversee the managing and processing of all reimbursement requests. See Section IV of the EOP for more information about finance and administration.

Internal Communications

Regular communication with CCOB staff is vital throughout the recovery process. The LDRM and the CMO, with the assistance of the Communications & Engagement Department, will provide regular updates internally to all CCOB employees and volunteers. Key elements of internal communications should include:

- Timely dissemination of information to CCOB leadership and employees for decision-making
- Guidance on internal policy and procedure updates
- Report on overall recovery progress and the status of key CCOB programs
- Discussion of any impacts to CCOB employees

Communication with External Stakeholders and the Public

Providing timely information to the public about the availability of disaster assistance and progress towards overall community recovery is one of the most important functions of government following a disaster. The LDRM and CMO, with the assistance of the Communications & Engagement Department, will ensure that accurate and up-to-date information is provided regularly to the public throughout the recovery process, including how to access available assistance programs and the eligibility requirements for those services. The information should be communicated in a variety of forms and methods to ensure it is shared in a clear, consistent, culturally sensitive, and frequent manner. External communications should:

- Ensure information is accessible to the general public, including people with disabilities, access and functional needs, and those with limited English proficiency
- Identify alternate methods/formats to communicate, in the event traditional methods are insufficient due to utility outages or communication needs of people with special needs and/or disabilities
- Maintain the appropriate flow of information about the recovery efforts to the media for public dissemination through multiple channels (i.e., print, radio, television, email, text, social media, community groups, message boards in public buildings, etc.)
- Coordinate activities with Broomfield staff and external Public Information Officers
- Establish a Joint Information Center, if needed, and lead its operations

20. Damage Assessment

Purpose

The purpose of the Damage Assessment capability is to provide operational concepts and policies used to accurately estimate the nature and extent of the damage and costs incurred due to a disaster or emergency within the CCOB. Damages include the loss sustained to commercial, residential, government, and institutional properties, infrastructure, agriculture, economic effects of job loss, tax revenue disruptions, and the human impacts related to the loss of shelter and services.

The damage assessment process consists of a series of activities designed to allow the CCOB to develop a coordinated picture of the overall impact of the incident and to establish priorities for post-disaster recovery efforts. This information also provides a basis and substantiation for requesting State and Federal assistance, as well as the degree and type of assistance needed. Safety during inspections of buildings, roads, and bridges is another critical piece of the damage assessment process.

Damage assessment is a key initial step in the recovery process that provides local officials with information about the scope of impacts to people and property, the extent of damages to public facilities, and the nature of ongoing threats to public health and safety. Factors that can affect the

ability to conduct damage assessment activities in the field include location, access, weather, and the magnitude and duration of the event.

Planning Assumptions & Considerations

- Damage assessment activities begin when first responders conduct Rapid Damage Assessments.
- The Damage Assessment Unit of the CCOB Emergency Operation Center (EOC) Team will be reassigned to the Recovery Task Force.
- Not all areas may be immediately available for assessments due to accessibility/debris/weather conditions.
- Task-specific training for non-essential city employees and volunteers may be necessary.
- Communications systems may be damaged and unavailable.
- Social media is one way to obtain situational awareness.
- Close coordination with surrounding Counties will be essential as damage information moves from the County to the State; a shared operating picture is vital to coordinate other activities.
- Crisis Track may be utilized by damage assessment teams to document damages within the CCOB.
- Electronic processes should have a manual back-up.
- Recommended that all personnel involved with this capability complete the FEMA IS-559: Local Damage Assessment training.

Health and Safety

Damage assessments will be in accordance with all Local, State, and Federal laws. CCOB Public Health and Environment as well as the Colorado Department of Public Health and Environment may be consulted for disaster specific guidance related to the health and safety of responders as well as re-entry guidance for residents. While conducting Damage Assessment Operations it will be imperative to follow emergency protective measures. It is important to note the nature of the threat by the consideration of the conditions that threaten public health as well as personal and property safety and if essential services are affected by the threatening situation. All personnel working in damage assessment operations should be properly outfitted with personal protective equipment.

Public Information Tools

In the event of a disaster, all CCOB information should be provided by the Communications and Engagement Department, in accordance with the public information protocols staff will pass relevant damage assessment information from traditional and social media sources to the Damage Assessment Unit if necessary. Communications will share with the public, a direct way to report damage to the County, which will then be shared with the Damage Assessment Team.

Activation

The Damage Assessment Unit leaders will be assigned based on available staff within the Community Development, Assessor, and Public Works departments. Coordination with the State Emergency Operations Center (SEOC) can be helpful in supporting damage assessments and resources like staff if there is a need. If Damage Assessments are still necessary and the EOC has been demobilized the Damage Assessment Lead will report directly to the Local Disaster Recovery Manager and serve as a member of the Recovery Advisory Task Force.

The Emergency Manager will activate the unit by contacting the Damage Assessment Unit Leader (Community Development Director) or their designee. The Damage Assessment Unit Leader in the Emergency Operations Center (EOC), if activated, will coordinate the operations of damage assessment activities by issuing the following notices:

- Deployment notice directs a crew to perform damage assessments in a specific location or area
- Redeployment notice is issued to deploy a previously activated crew to a different area
- Deactivation notice is issued to withdraw damage assessment crews from the field, and terminates the mission

Concept of Operations

The ability of local governments to perform a rapid assessment accurately and within the first few hours of an incident is critical to providing an adequate response for life-threatening situations and imminent hazards. The damage assessment information is required as a part of the Presidential Disaster Declaration process. This process is scalable and may not go to the end depending on the type, scope, and scale of the disaster. The process includes the following steps:
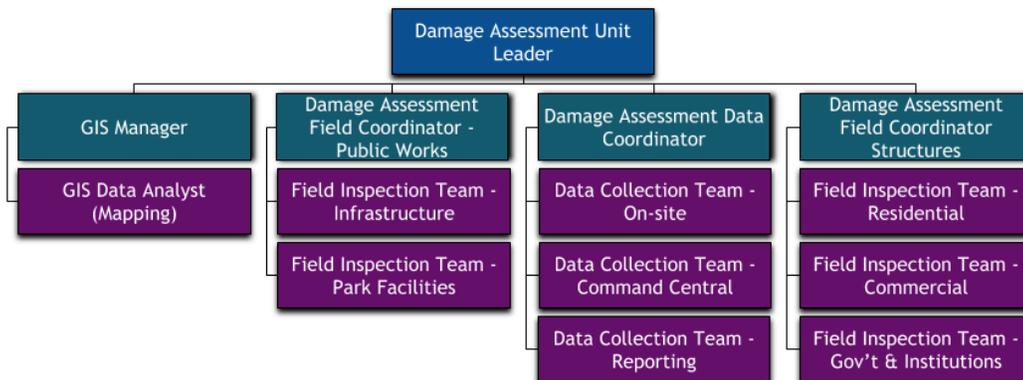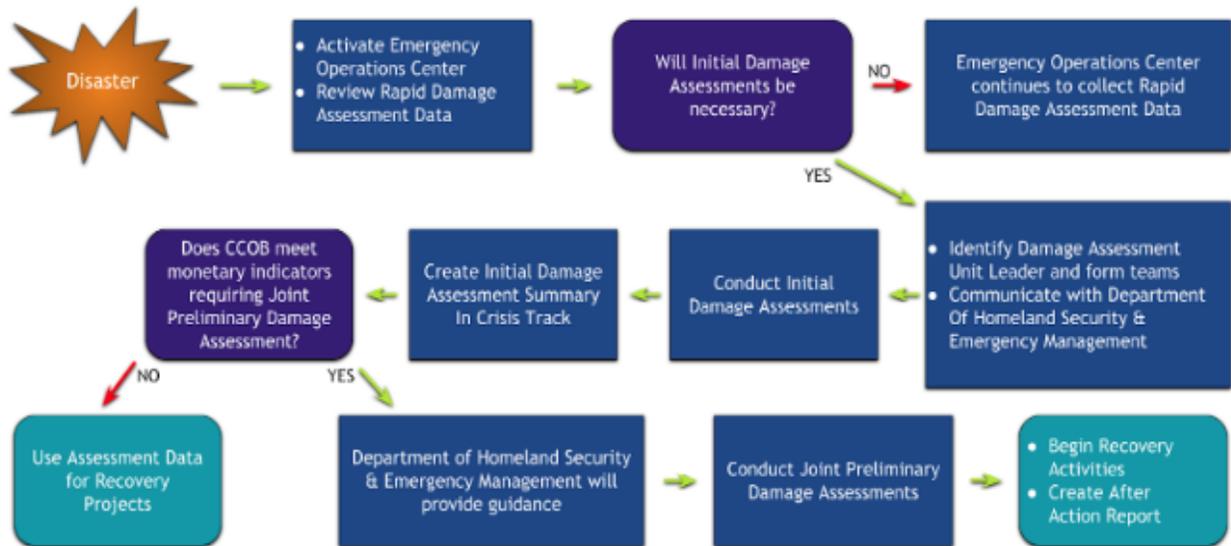
1. A **Rapid Damage Assessment (RDA)** should be performed (**within 0 - 48 hours**) at the onset of a disaster or emergency by "first-in teams" that consist of personnel from CCOB Police and Public Works Departments, as well as North Metro Fire Rescue. The RDA should include, but is not limited to, the status or impact to the areas of life safety, imminent hazards, transportation system, communications, utilities, emergency services, and public services. Its purpose is to provide a rapid evaluation of the area impacted by the disaster in order to address immediate lifesaving and life-sustaining needs. The RDA process should provide the Local government with accurate information to mount an adequate response to life-threatening situations by providing a rapid analysis of the potential hazard to critical infrastructure. It is also important to determine the need for additional resources during this process. The goal of a RDA is NOT to estimate the dollar value of damage.

2. A **Human Needs Assessment (HNA)** should also be performed (**within 0 - 48 hours**) by "first-in teams" to determine the number of fatalities, injured and displaced victims. These early findings will be reported to and recorded by dispatch. As the incident stabilizes and a more formal management structure is established, the Planning Section in the EOC will collect all reported Human Needs and include them in the Situation Reports (SITREPS). When established, a human

needs team will be tasked with tracking identified human needs. Through the process of performing the damage assessment the Damage Assessment Unit must report all identified human needs to the Mass Care and or Human Needs and Housing Unit.

3. Thes RDA and HNA will be ongoing throughout an incident and may change the need for recovery activities. This information should be relayed to the EOC Situation Unit (SITCELL) .The SITCELL of the EOC will produce and disseminate SITREPS and provide a common operational picture for the incident. The RDA will be part of these reports. During this time, the Planning Section will coordinate with the Human needs team, regarding the communities affected, the potential number of people impacted by the disaster, and general information about the type or extent of damage that has occurred.

4. The Planning Section Chief should consider placing the Damage Assessment Unit on standby or have them report to the EOC to assist with initial damage mapping, based on the RDA assessment reports.

5. The EOC Planning Section will incorporate the data from the RDA into the Initial Recovery Plan outlined in the Recovery capability.

6. The Department of Homeland Security and Emergency Management (DHSEM) Regional Field Manager will contact CCOB to inquire if damages are substantial enough to require additional damage assessments. This will be the decision of the CCOB Manager's Office, Local Disaster Recovery Manager, Damage Assessment Unit Leader, and the Emergency Manager. The CCOB will provide the State with a written confirmation as to whether the CCOB will or will not proceed with the Initial Damage Assessment (IDA).

7. The Damage Assessment Unit Leader will evaluate all RDA data for the prioritization of IDA assignments.

8. A **Transition Phase Situation Report** should be prepared before transitioning to the Initial Damage Assessment (IDA) Phase. The information gathered from the RDA and HNA should be summarized and provided in a Situation Report by the EOC SITCELL. This information should include: areas of reported damage, the extent of the damage, the nature of the damage (residential, business, infrastructure), impacts to critical facilities/services, casualty estimates, resources deployed to assess the damage, and outside assistance needed or anticipated needs.

9. If an IDA will be conducted, then the EOC may request that CDHSEM deploy a Field Manager to support the IDA operations in conjunction with the Damage Assessment Field Coordinator(s). Utilizing the information provided to them in the IDA the State may then indicate if the disaster's severity requires a request by the Governor for Federal disaster assistance and provide guidance.

10. The Incident Commander(IC) Emergency Manager will decide if an IDA is applicable. If the IDA is deemed necessary, the Damage Assessment Unit of the EOC will be established. The Damage Assessment Unit is organized and managed by the Damage Assessment Unit leader with the Department Head of Community Development filling this position. This unit is assigned to the Planning Section and works in conjunction with the assigned Planning Section Chief. The lead agencies will be the Community Development, Assessor, and Public Works Departments. The IDA may be divided into two sections: 1) Initial Evaluation – overview of damaged property listing properties requiring detailed assessment, and 2) Detailed Evaluation – in-depth assessment to determine total damage of severely damaged properties.

11. An **Initial Damage Assessment (IDA)** may be implemented as needed to gather additional information, inspect placarded structures, and /or conduct fieldwork to more accurately determine damage to property because of the disaster. It is important to conduct the IDA in a timely manner (**within 48 hours to 2 weeks**) to provide the EOC with relevant information to support the response to areas of high need. This will aid in the appropriate response to assist the areas most affected by the current emergency or disaster. The IDA provides timely and comprehensive information on the scope and impacts of a disaster. Along with a summary of the impacts on people, estimates are made (in dollars) of the damage sustained and the costs incurred to respond to the incident. The purpose of an IDA is to:

- Support effective decision-making regarding response/recovery priorities
- Measure economic impacts of disaster/identify the need or justify a Local disaster declaration
- Provide situation report information
- Substantiate disaster-related expenditures
- Support the request for State and Federal aid
- Provide a basis for the Preliminary Damage Assessment (PDA) with State and Federal officials

A thorough description of damages to public infrastructure in addition to all the work needed to be performed as it relates to the recovery process should be identified. The IDA - Public Infrastructure form is to be the primary form utilized in documenting all data collected while conducting IDA operations.

The IDA process must be mutually agreed upon by the CCOB Damage Assessment Lead Agencies of the Damage Assessment Unit to ensure the IDA is conducted in the most unified process possible. All departments will follow the established procedures for damage assessment and report information to the Damage Assessment Unit for review.

12. The <u>Damage Assessment Unit Leader</u> will contact the Field Coordinators and additional relevant personnel in preparation for Damage Assessment Team deployments. At this time Voluntary Organizations Active in Disasters (VOAD), Non-Governmental Organizations (NGOs) and or mutual aid partners may be contacted to assist in the assessment process. The Damage Assessment Unit Leader along with the Damage Assessment Field Coordinators will determine resource needs and reach out to the Colorado Assessor's Association, Colorado Chapter of the International Code Council or other organizations as needed. If the nature of the emergency is such that local and mutual aid resources are incapable of assessing the damage, the EOC/Emergency Manager will initiate a request for state assistance through the Colorado Division of Emergency Management. If possible, CCOB staff will maintain management responsibilities of all damage assessment field staff. The OEM will help coordinate communication with State and Federal agencies involved in the damage assessment process.

13. The Damage Assessment Field Coordinators and/or the Damage Assessment Unit Leader will deploy Damage Assessment Teams (DATs) (aka Field Inspection Teams) to conduct the IDA. The Coordinators will utilize the data collected by the assessment teams and summarize the information on the damage assessment summary form. This form will then be used to brief Local officials, the public, State Emergency Operations Center (SEOC), Congressional Offices, as well as the media regarding what was found in the IDA.

14. Field Inspection Teams can be made up of individuals from many disciplines. All field inspectors completing damage assessment will have successfully completed the Post-Disaster Safety Assessment Program or equivalent before being deployed to the field. Other individuals assisting the field inspection teams or accompanying them for other purposes are not required to have completed this training. Possible field inspection team members include: Engineer Division Staff, Assessor Staff, Public Works Staff, Utility Representatives, Building Officials/Inspectors, Agricultural Extension Office, and other individuals with skill sets the damage assessment Unit Leader deems vital. To safely move about areas that have been impacted by the disaster, Field Inspection Teams may require assistance from Public works and or law enforcement.

15. The Damage Assessment Field Teams - Structures will conduct field inspections of all properties except those owned by utilities, railroads, federal government and schools. The Teams will be organized and managed by the Damage Assessment Field Coordinator with the Chief Building Official or designee within Community Development filling this position. The Teams can be made up of individuals from many disciplines and can be divided into three functional groups; Residential, Commercial and Government / Institutions.

16. The Damage Assessment Field Teams - Public Works will conduct field inspections for infrastructure, including but not limited to, the following: roads, bridges, water/wewer control structures, public utilities, parks facilities, and CCOB maintained buildings. The Teams will be

organized and managed by the Damage Assessment Field Coordinator Public Works with the Public Works Director or designee filling this position.

17. The Damage Assessment Teams will collect IDA data in the field by utilizing the Crisis Track software and other resources identified in this plan, which will then be provided to their respective Field Coordinator for review and then given to the Damage Assessment Data Coordinator.

18. The Damage Assessment Unit Leader will then collect or designate the responsibility to collect non-public damage assessment info such as from schools, businesses, private homes not assessed, etc. for utilization in the IDA. Utility providers will assess damage to their owned or leased facilities and infrastructure such as electrical, communications, cable, etc. Schools will assess damage to their owned and leased facilities. This information should be reported to and gathered by the Damage Assessment Field Coordinator with assistance from the Damage Assessment Data Coordinator and Emergency Manager.

19. The Damage Assessment Data Team will be led by the Assessor and will compile all data from the field utilizing Crisis Track software and provide IDA Reports. Working with the Damage Assessment Unit Leader, oversee the compilation of all damage assessment reports. Working with the EOC or Recovery Task Force, establish the priorities for damage assessment based on the needs of public safety, continuity of government services, and local economy. Utilizing GIS capability to develop data layers that help to capture damage assessment figures such as damage pattern recognition, costs incurred by neighborhoods or communities, loss estimates, etc. Assist in the development of the Preliminary Damage Assessment as requested by the State.

20. The Finance Department will provide technical assistance for the collection and tracking of expenditures incurred from emergency response activities and assess the economic effects to the CCOB. These projections/forecasts of the current year and the following year are provided to the EOC and Policy Group (this information will be included in the IDA).

21. The aggregated IDA summary will be provided to the Damage Assessment Unit Leader.

22. The CCOB will then submit the aggregated IDA summary to DHSEM, including information regarding all damages within CCOB.

23. If the County meets monetary indicators for per-capita damages as outlined in 44 CFR 206.48, the State Director of the CDHSEM will provide to FEMA with a summary of the information that has been verified and request (**within 2 to 3 weeks of the incident**) that FEMA begin to conduct Joint Preliminary Damage Assessments (PDAs). FEMA will then coordinate with the State Emergency Management Department to discuss all data presented as well as determine team responsibilities and determine a Preliminary Damage Assessment (PDA) coordination briefing date and time. The overarching point of the Preliminary Damage Assessment (PDA) is to validate the already found damage, not to identify additional damage.

24. CCOB will contact the State of Colorado Mitigation and Recovery Officer(s)in order to schedule Joint Preliminary Damage Assessments.

25. The Office of Emergency Management or the City Manager, shall inform the Damage Assessment Unit Leader of the pending Joint Preliminary Damage Assessments. The CCOB Damage Assessment Unit will then coordinate with the impacted agencies and jurisdictions to ensure that necessary personnel are made available for Preliminary Damage Assessment (PDA) operations. The Assessor's Office will involve department representatives, State representatives, and Federal representatives, as well as the owners of critical infrastructure that are eligible for public assistance to participate in Joint Preliminary Damage Assessment (PDA) preparation and assessment.

26. The Damage Assessment Unit leader will assign representatives to participate in the Joint Preliminary Damage Assessments, in which State and Federal agency staff visit damaged areas and independently assess damages to verify damages and losses, ensuring that the CCOB meets disaster declaration thresholds. Per FEMA, Joint Preliminary Damage Assessment (PDA) teams commonly ask to start with the most heavily damaged areas and infrastructure within both Individual Assistance (IA) and Public Assistance (PA) types. It is imperative that when Joint Preliminary Damage

Assessment (PDAs) are required to validate infrastructure damage eligible for the Public Assistance (PA) program, that the Damage Assessment Unit need to schedule time with potential applicants to discuss damage, review supporting documentation, and conduct site visits. After Joint Preliminary Damage Assessment (PDA) operations, FEMA will provide the DHSEM with its final summary of findings.

27. The DHSEM will review the validated information and make a recommendation to the Governor or Chief Executive on the need to request a Stafford Act declaration. All requests to the President for Stafford Act declarations must be made by the State of Colorado Governor. The Governor will submit the request to the President through the appropriate FEMA Request for Assistance to guarantee the speedy acknowledgment and processing of the request. If CCOB decides that it does not want to request Stafford Act assistance from the President, then the data acquired during the Joint Preliminary Damage Assessment (PDA) may be utilized in requesting assistance from other Federal agencies or to determine the need for State recovery programs.

28. The last and final stage of Damage Assessment Operations is the **Recovery Stage**. In the case of a FEMA-declared presidential declaration, CCOB will have 60 days following the Kickoff Meeting to identify all eligible damaged sites-even if the extent is not known or is later adjusted- to FEMA for reimbursement. It is important to note that FEMA, depending on the scale of the disaster, may not have visited all damaged areas during the Preliminary Damage Assessments (PDAs). It is the responsibility of CCOB to continue to perform assessments even following a declaration to ensure all damage is captured.

29. When the disaster is over, all members of the Damage Assessment Unit will conduct an AAR; this includes reviewing challenges, discussing the pros and cons, and what was learned during the disaster. Documentation should be updated accordingly. The lead agencies will coordinate identifying qualified personnel from the stakeholder agencies and provide damage assessment training on a regular basis to maintain knowledge and skills.

21.   Human Needs and Housing

Purpose

The **Human Needs and Housing** capability is closely related to the Community Recovery capability. Led by the Broomfield Human Services Department, this capability supports individuals and families affected by a disaster by facilitating assistance available from the CCOB, the private sector, private nonprofit organizations, and local and regional health, housing, and human services programs. The purpose of this capability is to provide a strategy and organizational framework to guide CCOB efforts to coordinate disaster recovery efforts related to human needs, public health, and housing at all levels of government, as well as with community partners.

Following disasters, needs for housing and human services often fall disproportionately on the most vulnerable segments of the population, which include but are not limited to: children, people with disabilities and other access and functional needs, the elderly, and lower income residents. This capability is designed to facilitate an approach to recovery that respects the dignity of all people in the delivery of social services and housing support across the community.

The intended outcome of this capability is a coordinated and efficient process for assisting survivors of a disaster with human needs that remain after emergency needs are met. The focus of this capability is the provision of services to disaster survivors and returning individuals and families to a functional, if not pre-disaster state. These needs may include, but are not limited to, housing needs, behavioral health needs, health care needs, and basic human needs such as food, clothing, and shelter. The processes, roles, and responsibilities are intended to address intermediate and long-term recovery needs related to human services and housing. Short-term recovery capabilities and needs are addressed by the Incident Command organization and Broomfield EOC staff as outlined in the recovery elements of the CCOB EOP.

In the context of this document, human needs fall into the following categories:

- *Basic Needs:* providing goods and services including, but not limited to, food, clothing, water, and other such essential needs.

- *Housing:* providing temporary, intermediate, and long-term housing to disaster victims.

- *Health Care:* providing essential health care activities including, but not limited to, vaccines and medications to prevent the spread of disease.

- *Behavioral Health*: providing services including, but limited to, disaster victim counseling, spiritual care, and the needs for victims with pre-existing behavioral health conditions.

Additionally, the term "needs" in the context of disaster recovery refers to the following types of needs:

- *Unmet Needs*: refers to individual and/or family needs that were not met by insurance or by individual/family financial resources. These needs may be taken care of by the Human Needs and Housing Committees or Voluntary Organizations Active in Disaster (VOAD).

- *Unfulfilled Needs*: refers to individual and/or family needs that were not met by insurance or government assistance and are NOT taken care of by the Human Needs and Housing Committees or VOAD.
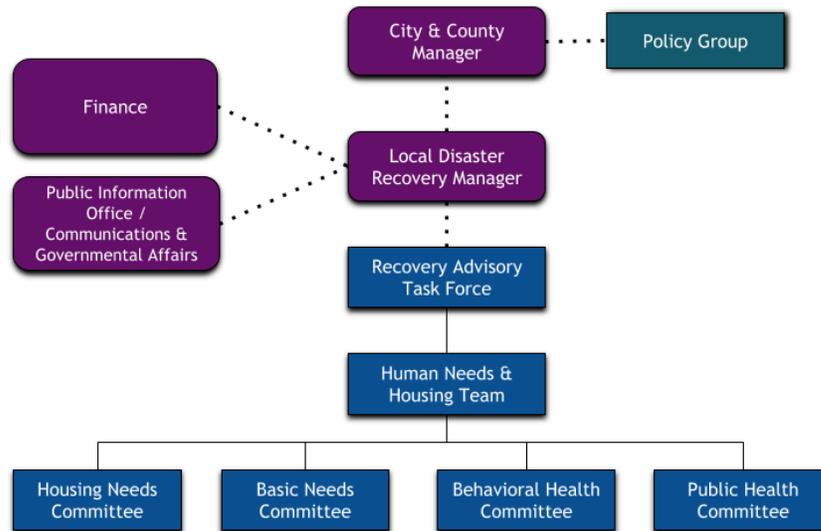
Activation

Based on the findings of the Rapid Human Needs Assessment, this supporting capability can be activated at the discretion of the City and County Manager or designee. Upon activation, the City and County Manager, Local Disaster Recovery Manager (LDRM), or HS Director will notify the appropriate human needs and housing organizations and convene the Human Needs and Housing Team. The size and composition of the Human Needs and Housing Team will depend on the nature and extent of the needs created by the disaster event.

A recommendation to deactivate the Human Needs and Housing Team will be made by the Team Lead to the City and County Manager and LDRM when the objectives of the team have been substantially accomplished and the unmet and unfulfilled needs of survivors can be addressed by local human services and housing programs. Indicators that deactivation of this capability is appropriate to include:
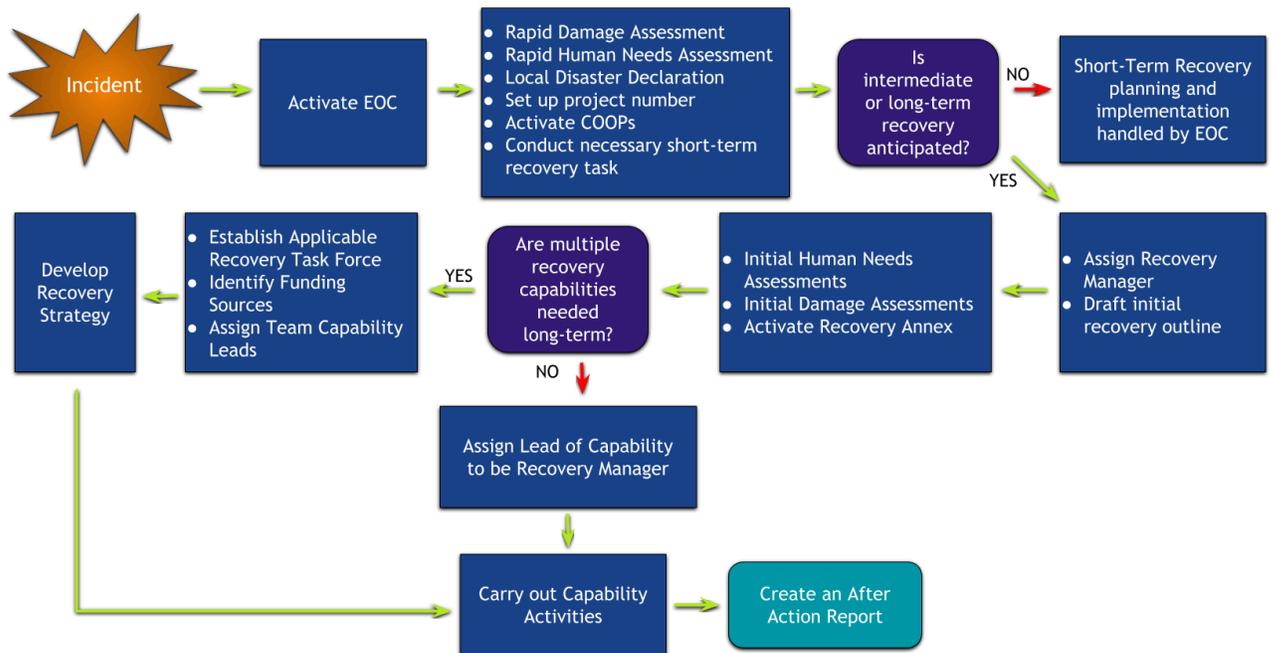
- Threats to public health and safety caused by the disaster have been controlled
- Human services and housing needs of survivors have been addressed
- It is more effective to address ongoing needs through other programs and mechanisms
- CCOB leaders are satisfied that the unfulfilled needs of the community have been met

The diagram identifies how the human needs and housing organization fits into the overall recovery management structure.

City & County Manager .... **Policy Group**

Finance

Public Information Office / Communications & Governmental Affairs

Local Disaster Recovery Manager

Recovery Advisory Task Force

Human Needs & Housing Team

| Housing Needs Committee | Basic Needs Committee | Behavioral Health Committee | Public Health Committee |

Recovery efforts may begin during the response phase and be assigned under the Incident Command System (ICS) structure that is managing the incident. However, intermediate and long-term recovery efforts will be managed independently from the response efforts once the need for them is clearly established.

Concept of Operations

Incident → **Activate EOC** →

- Rapid Damage Assessment
- Rapid Human Needs Assessment
- Local Disaster Declaration
- Set up project number
- Activate COOPs
- Conduct necessary short-term recovery task

→ **Is intermediate or long-term recovery anticipated?**

NO → **Short-Term Recovery planning and implementation handled by EOC**

YES →

- Assign Recovery Manager
- Draft initial recovery outline

←

- Initial Human Needs Assessments
- Initial Damage Assessments
- Activate Recovery Annex

← **Are multiple recovery capabilities needed long-term?**

YES →

- Establish Applicable Recovery Task Force
- Identify Funding Sources
- Assign Team Capability Leads

→ **Develop Recovery Strategy**

NO → **Assign Lead of Capability to be Recovery Manager**

→ **Carry out Capability Activities** → **Create an After Action Report**

1. Shortly after an incident, the Broomfield EOC Manager will conduct and create a Rapid Human Needs and Housing Assessment (may include but is not limited to identification of the loss of housing stock, unmet basic needs, and the need for behavioral and or public health services) compiled from data from first responders, community reports and additional on-site data sources.

2. The Rapid Human Needs and Housing Assessment will be evaluated by the Emergency Manager/EOC. If it is determined that intermediate and long-term recovery activities may be needed, this capability will be activated along with the Recovery capability.

3. If it is determined that a Human Needs and Housing Team is needed, one will be created and the Human Services Department Director will chair the Team. A briefing will be held in order to formally transition the facilitation of human needs and housing from the Broomfield EOC to the Human Needs and Housing Team.

4. The Human Services Department will take the lead in coordinating human needs and housing recovery activities outlined in this supporting document. If a Recovery Advisory Task Force has been established, the Human Needs and Housing Team Lead will sit on this task force.

5. Initial Human Needs Assessment: The Human Needs and Housing Team will assess disaster impacts and community needs by identifying the basic needs (including housing) and public health needs (including behavioral health) of survivors and others impacted by an event. This assessment will allow Broomfield officials to design recovery programs that respond to the actual and most urgent needs of the community.

6. Based on Initial Human Needs Assessment, the Human Needs and Housing Team Lead will identify which committees will need to be activated.

7. Human Needs and Housing Action Plan: The Human Needs and Housing Team will draft a Human Needs Action Plan. The Plan may include but is not limited to:

   ○ A determination of the need for a Disaster Assistance Center (DAC)

   ○ Priorities, goals, and objectives for responding to unmet human and housing needs

   ○ A stakeholder register including contact information and established roles of the agencies represented on the Human Needs and Housing Team, concurrent agencies and external partners including state and federal agencies, if applicable.

   ○ Identification of available resources

   ○ A strategy for disseminating public information

   ○ Identification of categorical needs, actions to carry out, and priorities of needs and actions

   ○ The creation and maintenance of a Needs Database to track case management progress

8. The City and County Manager, LDRM or HS Director will review, comment and approve the Human Needs and Housing Action Plan.

9. If a Disaster Assistance Center (DAC) is established, the Colorado Department of Local Affairs (DOLA) should be contacted to assist with location selection, DAC set-up, and DAC operations. If Broomfield qualifies for FEMA Individual Assistance (IA), a Disaster Recovery Center (DRC) will be established in collaboration with FEMA and other federal agencies with assistance programs.

10. The Human Needs and Housing Committees will coordinate with partner agencies to carry out the actions identified in the Human Needs and Housing Action Plan.

11. The Human Needs and Housing Team will meet as needed to review progress with the plan and whether all human and housing needs are being met accordingly.

12. All appropriate efforts will be made to meet the needs of disaster survivors; however, in some circumstances, no resolution will be available and unfulfilled needs may exist.

13. Deactivation of the Human Needs and Housing Team will follow a recommendation by the Team Lead to the City and County Manager/LDRM to deactivate this capability once the need for the Team is no longer deemed necessary.

14. The Human Needs and Housing Team Lead will provide information to assist with the development of the Recovery After Action Report (AAR).

Other Information

Pre-Disaster Planning

Pre-disaster planning to build community capacity and resiliency is paramount to initiating and implementing successful recovery efforts. CCOB has the opportunity during pre-disaster planning to develop and implement policies related to recovery, mitigate the potential impacts of a disaster, and build external partnerships to increase organizational capacity. The Emergency Management Unit will lead pre-disaster planning, supported by other CCOB departments, as needed.

Assess Impact and Needs

If a disaster is widespread or has displaced a large number of people, necessary human needs resources and services may be in short supply. Assessing the local impact of a disaster, and community needs, allows local governments to design recovery programs that respond to the actual needs of the community. While conducting a post-disaster assessment may delay some recovery activities, it results in a more targeted, efficient recovery that is based on community input. Initial damage assessments will inform impacts and needs. This function is described further in the Damage Assessment capability. After this initial assessment, short-term needs identification and follow-up are the responsibility of the Human Needs and Housing and Donation Management capabilities. The Broomfield Community Services Network addresses unmet needs and is designated as the Unmet Needs Committee. The Human Services Department will lead efforts to assess impacts and needs, supported by other CCOB departments, as needed.

Identify Available Resources

Once needs resulting from a disaster have been identified, the CCOB and its partners can assess resources that are available to meet the needs of those affected. Completing a baseline inventory of available resources will streamline the provision of social services to people affected by a disaster. The OEM will lead efforts to identify available resources, supported by other CCOB departments, as needed.

Disaster Assistance Centers

The Human Services Department will lead the establishment of disaster assistance centers (DACs), supported by other CCOB departments, as needed. Recovery Resource Hubs are set up to provide information and assistance to disaster survivors. A Recovery Resource Hub is a "local" place where disaster-affected individuals or business owners who have suffered disaster-related losses can obtain direct, informational, and referral services.

In a major disaster where Broomfield has received a Presidential declaration, a Disaster Assistance Center may be established and supervised jointly by FEMA, Colorado DHSEM, and Broomfield personnel. Once this transition has taken place, it is then referred to as a Disaster Recovery Center (DRC). Copiers, phones, and fax machines would be provided by FEMA. In the event that FEMA and DHSEM are not able to participate in the DRC, then CCOB will provide the automation systems required. In either case, the facility and equipment such as tables and chairs are provided by Broomfield.

Disaster Care Case Management Program

The Disaster Case Management Program (DCMP) is a federally funded supplemental program administered by FEMA. As stated in Section 426 of the Stafford Act, "the President may provide case management services, including financial assistance, to State or Local government agencies or qualified private organizations to provide such services to victims of major disasters to identify and address unmet needs" (42 U.S.C. § 5189d).

The Governor of the impacted State may request DCMP in one of two ways: 1) as part of his or her Request for a Presidential Disaster Declaration that includes Individual Assistance, or 2) via a written request to the FEMA Federal Coordinating Officer (FCO) within 15 days of the date of declaration. In

the event of a Presidentially declared disaster that includes Individual Assistance (IA), DCMP may be implemented through:

- Immediate DCMP services.
- Immediate Disaster Case Work services administered by FEMA staff.
- Through invitational travel to voluntary agencies.
- Mission assignment to other federal agencies.
- Implementation of an Interagency Agreement, contract, and/or a State DCMP Grant Program application approved by FEMA.

DCMP provides relief to disaster survivors by connecting them with the resources and services of multiple agencies, including the development of individual recovery plans that incorporate sustainable assistance for the household's recovery. DCMP offers various implementation alternatives following an IA declaration. The appropriate option for delivery will be determined by FEMA in coordination with other Federal partners. It will be based upon a comprehensive assessment, as well as consideration of the most efficient and cost-effective delivery mechanism.

Designated Disaster Assistance Center Sites

The CCOB has a number of facilities that may serve as a DAC location following a disaster. These include the Paul Derda Recreation Center, or other community sites may be used depending on the need. Confirmation of site availability is imperative prior to site establishment.

Once a DAC is established, needs and/or questions received directly by other organizations/agencies may be referred or reported to the DAC. All needs will be documented by the DAC.

There are several types of DACs that may be opened based on needs and the situation. More than one of these DAC options may be operational at the same time. DAC types include:

- **Virtual/Call Center DAC:** A Call Center is set up and staffed to receive calls and answer questions from impacted individuals. Citizens will be advised of the phone number and encouraged to report housing and human needs to one centralized place. The call center will be able to provide citizens with information about available resources to address their needs.

- **Town Hall/ Community Meeting DAC:** A one-night community gathering is organized and facilitated to gather information about housing and human needs, to provide information about available assistance, and to answer questions.

- **Mini DAC:** A Mini DAC is a readily-accessible facility staffed by primarily local community organizations. A Mini-DAC is a low-profile, multi-day event where community members affected by a disaster may go for information about recovery programs or other resources from Broomfield agencies and external local partners.

- **Full-Scale DAC:** A Full-Scale DAC is a readily-accessible facility staffed by local community organizations, along with state and possibly federal agencies. It is a higher profile multi-day or multi-week event where community members affected by a disaster may go for information about recovery programs or other disaster assistance programs and ask questions and gather resources from Broomfield agencies and external local partners.

- **Disaster Recovery Center:** A Disaster Assistance Center becomes a Disaster Recovery Center (DRC) once a disaster is federally declared. The State of Colorado and FEMA will take the lead in establishing and managing the DRC, even if a DAC has previously been opened. The DRC replaces the DAC and may be in the same location or elsewhere.

Pre-Identified Shelter Sites

The CCOB will collaborate with nonprofit and other external partner agencies in pre-disaster planning to assess facilities that could be used as emergency and temporary shelters. Pre-disaster planning will

also include establishing and formalizing procedures for setting up shelters and for deactivating shelters as recovery operations transition to day-to-day operations.

Coordinate Behavioral Health Support

Stresses caused by a disaster can worsen behavioral health issues on an individual and community level, including issues caused by traumatic stress and domestic violence. The CCOB will need to ensure continuity of critical behavioral health services like behavioral therapy and domestic violence shelters and support. In addition, recovery efforts following a disaster need to recognize and address the psychological toll on individuals, including survivors, responders and recovery workers, which may continue for months or years after the disaster.

The Public Health Department will lead efforts to provide behavioral health support, assisted by other City and County departments, as needed. Recovery activities conducted under this capability may include: (a) providing trained counselors at the DAC(s), schools and other community centers, (b) hiring or contracting with specialists in behavioral health, (c) hiring or contracting with behavioral health specialists and counselors to provide basic training in recognizing behavioral health issues, and (d) connecting affected people to behavioral health specialists already in the region to help families and individuals cope with the psychosocial impacts of a disaster.

Public education materials should encourage people experiencing depression or other behavioral health concerns or seeing signs of behavioral health issues in friends or family members to seek out the appropriate support through the disaster assistance center or other local channels. Representatives of the Public Health Department and Human Needs and Housing Team should meet regularly with behavioral health care providers to assess remaining needs and consider actions to address these needs. Behavioral health resources should also be dedicated to providing counseling and other support services to City and County personnel involved in disaster response and recovery.

Support Access and Functional Needs Populations

Disasters can disproportionately affect access and functional needs populations, including infants and young children; women in late stages of pregnancy; people with weakened immune systems or chronic health conditions; people who are hard-of-hearing, deaf, or who use American Sign Language (ASL) as their primary language; people without transportation; or people with visual or mobility disabilities. These effects may continue for months or years following a disaster, particularly if healthcare and transportation services are disrupted. The CCOB will ensure that recovery efforts take into consideration individuals with access and functional needs to promote an equitable recovery and focus human services and housing assistance on these vulnerable segments of the population.

It is the responsibility of all CCOB departments to identify potential gaps in service and relay needs to the Recovery Manager. The following recovery activities may be undertaken to support individuals with access and/or functional needs that have been affected by a disaster event:

- Based on data collected during the Initial Needs Assessment, determine which access and functional needs populations may have been affected by the disaster and ensure these populations are considered in all aspects of post-disaster recovery planning

- Include service providers and volunteer organizations serving access and functional needs populations in post-disaster recovery planning and the needs assessment to determine actions government agencies need to take to facilitate the continuation of services, potentially including enhanced transportation services, home visits, targeted communications in sign language or Braille, or other services.

- Ensure the DAC, community meetings, and other community outreach venues are located in ADA-compliant buildings and that meetings and public involvement opportunities are advertised to functional needs populations.

- Work with the Public Works and Community Development Departments to ensure that public infrastructure and facilities repairs are ADA-compliant and take into consideration the access and functional needs of populations.

Conduct Case Management

Case management may be employed on a temporary basis following a disaster to help an affected individual, household, or family to achieve realistic goals for recovery. Case management is a holistic process that goes beyond providing a particular service or responding to specific needs.

The Human Services Department will conduct case management, assisted by other CCOB departments and nonprofits. Disaster preparedness planning should include an assessment of which disaster case management services will be provided by local government agencies and which services would need to be provided by nonprofit partners. In cases where local agencies are responsible for providing case management, staff should be identified to attend disaster case management training sponsored by the State of Colorado.

VOADs and other nonprofit organizations that provide disaster case management services, such as the Mile High United Way and American Red Cross, should also be included in pre-disaster planning. When needed, formal agreements should be established and maintained and procedures should be developed for providing immediate and long-term disaster case management, including a strategy for coordinating with case managers, reporting on services provided, and assessing progress throughout recovery. This strategy should also identify the objectives that must be met before the disaster case management program is considered complete in order to facilitate a smooth transition to government and other local human needs agencies.

Provide Community Information

The CCOB maintains a primary role in coordinating regular bi-directional communication and information and support for community needs. All public information will be approved by the City and County Manager's Office prior to release. Public communications should empower members of the community to prepare for and recover from disasters and promote access by all to disaster assistance services. Recovery activities related to providing information to the community include the following:

22. Donation Management

Purpose

Donations Management involves a process for effectively matching unsolicited, undesignated, in-kind donations with credible voluntary organizations. The purpose of the Donations Management capability is to provide a framework for facilitating the effective management of undesignated, unsolicited, in-kind donations to meet the needs of survivors and other affected citizens of the CCOB following major emergencies and disasters. The scope of the Donations Management capability includes preparing public messages regarding needed and unwanted donations, distributing monetary donations, facilitating the distribution of solicited donations, and establishing a system for receiving, storing and distributing unsolicited donations of physical goods and materials.

Planning Assumptions & Considerations

- Offers from the public and private sectors are important resources in response and recovery efforts and must be effectively coordinated.

- If not effectively managed, unsolicited, undesignated, in-kind donations can overwhelm government and voluntary agencies and interfere with response and recovery efforts, creating a "secondary disaster" for the community. Unsolicited donations such as used clothing,

furniture, miscellaneous household items, and mixed or perishable food also create a challenge of storage and sorting and may not meet the needs of disaster survivors.

- In most situations, the public should be encouraged to make monetary donations to credible voluntary organizations involved in relief efforts. Financial support to nonprofit, faith-based, and voluntary organizations is the most effective way to help. Cash allows disaster-relief agencies to purchase exactly what is needed.

- The vast majority of goods that get donated can be procured much more efficiently and cheaply from local sources, thereby allowing voluntary organizations to support and strengthen the local economy.

- The CCOB will work directly with the Broomfield VOAD to receive and deliver appropriate donated goods to those affected by a disaster.

- This supporting document does not supersede the plans, policies, or procedures of voluntary organizations, nor does it affect offers of donations directed to specific voluntary agencies.

Activation

The Donations Management capability may be activated for significant events that require a coordinated response by the CCOB in collaboration with its voluntary and nonprofit partner organizations in order to effectively manage unsolicited, undesignated, in-kind donations. Undesignated donations are material goods offered by members of the general public and/or private sector that have not been designated to a specific agency.

The intended outcome of implementing the Donations Management capability is to create a collaborative recovery planning environment that ensures that monetary and physical donations from the public and private sectors are distributed to disaster survivors efficiently, fairly, and with a minimum of waste or unneeded donations requiring disposal.

Concept of Operations

1. The EOC will establish a Donations Management Taskforce, responsible for coordinating City and County donations management efforts and collaborating with appropriate agencies to determine needs and identify available resources. This may be a non-profit organization or a VOAD-operated taskforce.

2. Monetary donations will be managed by the Broomfield Community Foundation in accordance with their procedures. All inquiries concerning cash donations to a specified organization will be referred directly to that organization. Donors offering financial contributions to unspecified organizations will be directed to the Broomfield Community Foundation.

3. Management of non-monetary donations (solicited or not) will be handled by A Precious Child, Inc. and coordinated with the Human Needs and Housing Team. A Precious Child, Inc. will utilize its donations management system and process to facilitate the matching of donated goods with the needs of survivors.

4. The CCOB, along with the concurrent agencies outlined in this supporting document, will encourage individuals to contribute physical donations to A Precious Child, Inc., a Broomfield VOAD member agency, or other credible organizations.

5. The transportation of goods from donors to A Precious Child, Inc. is the responsibility of the donor and exceptions will be made only for the most desperately needed items.

6. Public messaging should emphasize that monetary donations are the best way to help and the public should be encouraged to make financial contributions to the Broomfield Community Foundation or to the charity, fund or voluntary organization of their choice. Unsolicited, undesignated donations should be discouraged.

23. Volunteer Management

Purpose

The Volunteer Coordination capability establishes a system to organize, coordinate, and manage volunteers who are instrumental in responding to a disaster. The result of this capability being implemented is effective and efficient coordination of volunteers during and after a disaster.

- Broomfield Voluntary Organizations Active in Disaster (VOAD) - An entity that unites the efforts of businesses, faith-based organizations, government, and nonprofit organizations to provide collaborative support, response, and relief to people impacted by a disaster within the CCOB.

- Affiliated Volunteers - Individuals who have a current affiliation with CCOB, VOAD, or any of its partner organizations.

- Spontaneous Volunteers - Individuals who do not have any affiliation with VOAD but desire to assist with disaster response.

- Professional Volunteer Organizations or Individuals - Volunteer organizations or individuals that have a specialized skill set or mission (i.e., nurses, doctors, amateur radio organizations, American Red Cross) that may require certifications, licenses, and/or organizational background checks.

Concept of Operations

1. In the event of a disaster/emergency affecting CCOB, a volunteer support system will be assembled as requested by the Incident Commander (IC) or the Emergency Manager (EM) or another designee.

2. In the event the IC or the EM deems nonprofessional volunteer assistance necessary, VOAD will be contacted directly by the CCOB Volunteer Coordinator, or emergency management team. The request for assistance will describe the need or skill set required and be specific enough for the VOAD representative to make a well-informed decision on the resources necessary to fulfill the request.

3. If necessary, VOAD will send a representative to the Emergency Operations Center (EOC) to work in conjunction with the CCOB Volunteer Coordinator.

4. VOAD will coordinate and communicate with nonprofessional volunteers affiliated with VOAD.

5. VOAD will vet and organize spontaneous volunteers. CCOB will vet and organize ongoing volunteers.

6. Any pre-disaster agreements with volunteers, contracts, etc. should be forwarded to the Office of Emergency Management, along with the emergency activation procedures to be included on a master resource list.

24. Infrastructure Recovery

Purpose

The efficient repair/restoration of the community's infrastructure system and services after a major event, including essential utility services such as drinking water, electrical services, transportation, wastewater, and information and communication services.

The process of Infrastructure Systems recovery includes providing vital public engineering services to efficiently restore the infrastructure systems and services to support a viable, sustainable community

and improves resilience to, and protection from, future hazards. This capability promotes an approach to disaster recovery coordination, support, planning, and implementation for infrastructure systems that serve the community. This includes a broad definition of essential services that are taken for granted by the general population, as well as private and public enterprises.

- CCOB Services: Public access to potable water, sanitation, transportation, and communications connectivity to loved ones, community, and services.

- Private Utilities: Companies that provide utilities such as electricity, natural gas, telephone, cable, and internet to the CCOB (see chart in agency responsibility section for specifics).

Concept of Operations

1. The CCOB integrates all community capabilities, including private infrastructure owners and operators, to enhance recovery from disaster. The capability focuses on plans and procedures whereby these infrastructure systems are fully recovered in a timely and efficient manner to minimize the impact of service disruptions. Likewise, the private sector critical infrastructure is provided the incentive and the means to support a unified community recovery effort.

2. The CMO (or designee) performs the duties of the Local Disaster Recovery Coordinator. These duties include, but are not limited to: planning, preparedness, education, training, and outreach efforts to enhance capabilities for recovery.

3. Subsequent to a major event or disaster, in accordance with the Damage Assessment capability, Public Works will conduct field inspections to undertake a broad assessment of the impact of the event on CCOB and commercially provided services and infrastructure. This could be part of the overall damage assessment. The infrastructure, including but not limited to the following, and will be organized and managed by the Damage Assessment Field Coordinator - Public Works, with the Public Works Director filling this position: roads, bridges, water control structures, public utilities, parks facilities,

4. Based on the responses and evaluations received, the Director of Public Works will make recommendations to the City and County Manager to prioritize repairs, implement temporary fixes, and identify alternative sources of services.

5. PW develops guidance and standard procedures for rapid activation of recovery and support capabilities to support community recovery, and also works with partners to identify critical facilities and ensure considerations are made to reduce risk both pre and post-disaster.

6. PW staff works with private utilities owners to coordinate and monitor recovery efforts.

7. PW provides a forum for inter-agency coordination, information sharing, and exchange of effective recovery practices.

8. IT takes the lead in assessing needs for the application of data and network services/applications and provides technical expertise on these systems.

9. EMU acts as liaison and coordinator of recovery efforts with state and federal officials.

10. City Attorney's Office identifies relevant statutory and/or regulatory programs, potential capabilities, and/or limiting factors pertaining to recovery support for infrastructure systems.

25. Economic Recovery

Purpose

Disasters can be disruptive to local economies. Disasters can damage property, disrupt commerce and supply chains, displace workers, and interrupt markets for goods and services. The purpose of the Economic Recovery capability is to provide a framework for coordinating government efforts to assist local businesses and a strategy for stabilizing and restoring local economic conditions following a disaster event. The goal of economic recovery is to return economic and business activities to a healthy state and to develop new economic opportunities that can help build a sustainable, economically-viable community.

The intended outcome of implementing the Economic Recovery capability is to create a collaborative recovery planning environment that achieves the following results:

- Business disruption is minimized.
- Economic impacts are accurately estimated.
- Economic recovery priorities are established.
- Opportunities for public-private partnerships are identified
- Financial assistance from federal, state, and nonprofit sources is optimized.
- Businesses and their employees are retained in the CCOB.
- Broomfield's economy and tax base is maintained and enhanced.

Activation

The Economic Recovery capability may be activated for significant events that require a coordinated response by the CCOB in collaboration with its business community and partner organizations in order to address significant long-term impacts and foster a sustainable economic recovery.

Concept of Operations

Depending on circumstances and the extent of impacts on the business community and local economy, the CCOB and its partner organizations may choose to collaborate on an overall strategy for economic recovery and redevelopment. When needed due to serious economic impacts, the Recovery Advisory Task Force will establish goals and guidelines for the development of an *Economic Recovery Strategy*, based on a consensus of government leaders and private-sector partners. Elements of an Economic Recovery Strategy may include the following:

- Information-sharing related to the availability of resources, programs, and other types of assistance for businesses utilizing web-based and printed information.

- A physical location for a "Business Recovery Center" is a strategy that can be used to provide opportunities for face-to-face interaction between affected business owners/operators and government and nonprofit organizations offering financial and technical assistance (business recovery centers typically are established separately from the FEMA disaster recovery centers to avoid confusion with individuals needing social services).

- A post-disaster workforce strategy for workforce retention and growth that considers staff availability, customer/client needs, availability of resources, and coordination with workforce centers, the business community, and state and federal government agencies.

- A vision for an economic future based on collaboration and consensus of stakeholders that identifies goals and priority initiatives and incorporates economic resilience concepts.

The Economic Recovery Strategy should work in conjunction with the larger, comprehensive community recovery framework and be coordinated with issues such as land use, infrastructure, housing, health and social services, and environmental restoration.

Other Information

State Resources

The **Colorado Office of Economic Development and International Trade (OEDIT)** works with statewide partners to support local and regional economic development activities through financial and technical assistance, including business retention services, business relocation services, and business funding and incentives.

The **Colorado Department of Local Affairs (DOLA)** administers the state's Community Development Block Grant - Disaster Recovery (CDBG-DR) grant dollars received from the U.S. Department of Housing and Urban Development (HUD) for state and local recovery programs, including housing, infrastructure, planning, and economic development. CDBG-DR funding goes toward needs not addressed through other sources of public and private assistance (e.g., FEMA and SBA). The program reimburses local governments, communities, small-business owners, and homeowners for expenses associated with recovery projects, including long-term reconstruction and rebuilding.

The **Colorado Division of Homeland Security and Emergency Management (CDHSEM)** helps to ensure that support from state and federal agencies is provided in an efficient and timely manner throughout the disaster recovery process. CDHSEM coordinates recovery assistance through extensive liaison activities with local, state, and federal agencies, legislators, volunteer and nonprofit organizations, and and the general public. CDHSEM can also provide technical assistance to help reduce and streamline local costs related to recovery program administration.

DOLA's **Colorado Resiliency Office (CRO)** helps empower disaster-impacted jurisdictions to recover and build stronger, safer, and more resilient communities. The CRO coordinates overarching recovery and resiliency activities by collaborating with numerous multi-disciplinary local, state, federal, and private partners in setting priorities and leveraging resources.

The **Colorado Small Business Development Center (SBDC) Network** helps businesses that have been affected by Community Recovery disaster events in Colorado, including assistance with disaster loan applications, long-term planning, insurance navigation, physical and economic loss estimations, and business preparedness.

Federal Resources

Businesses in a declared disaster area that have experienced impacts due to the disaster may qualify for financial assistance from the **U.S. Small Business Administration (SBA)**. Businesses of any size and most private nonprofit organizations may apply to the SBA for a loan to recover after a disaster. SBA makes physical disaster loans of up to $2 million to eligible applicants. Loans may be used for the repair or replacement of real property, machinery, equipment, fixtures, and inventory.

SBA Business Physical Disaster loans cover disaster losses not fully covered by insurance. Businesses that make improvements that help reduce the risk of future property damage caused by a similar disaster may be eligible for up to a 20 percent loan amount increase above the real estate damage, as verified by SBA.

Businesses that have suffered a substantial economic injury may be eligible for an SBA Economic Injury Disaster Loan (EIDL). Substantial economic injury means the business is unable to meet its obligations and to pay its ordinary and necessary operating expenses. EIDLs provide the necessary working capital to help small businesses survive until normal operations resume after a disaster. SBA can provide up to $2 million to help meet financial obligations and operating expenses that could have been met had the disaster not occurred, regardless of whether the business suffered any property damage.

When activated under a federal disaster declaration, the Economic Recovery Support Function, coordinated by the U.S. Department of Commerce through the **Economic Development Administration (EDA)** works with businesses, voluntary organizations, and philanthropic foundations to provide technical assistance, grants, and loans that maximize recovery opportunities and attract long-term sustainable economic development.

26. Debris Management

Purpose

The Debris Management capability describes the strategy for the removal and disposal of debris resulting from debris-generating incidents. A coordinated effort will be necessary for the removal, collection, and disposal of debris generated from a small or large-scale event. The goal will be to use existing best practice strategies and methods, along with lessons learned to manage and carry out debris operations in a timely, safe, effective, and fiscally responsible manner. Many factors can influence a debris operation including, but not limited to, the location, type, magnitude, duration, intensity of the event, cost, and response time. Due to the unpredictable nature of disaster events, debris management procedures must be flexible and dynamic.

Debris management is an important part of any post-disaster recovery to remove threats to public health and safety and to repair public facilities. Many factors can influence a debris operation including, but not limited to, the location, type, magnitude, duration, intensity of the event, cost, and response time.

Planning Assumptions and Considerations

The CCOB is committed to the whole community following a disaster. As part of a successful recovery:

- CCOB may procure and utilize debris haulers and debris monitors for large-scale events.
- Sustainable solid waste practices are followed and debris reused/recycled whenever possible.
- Health and human safety of debris workers/citizens are a priority in any debris operations.
- Temporary Debris Management Sites are used unless more efficient to haul to a final disposal site.
- Private property debris removal is typically the responsibility of the property owner.
- Aerial and surface photos and videos may be used to assist in calculating debris generated.
- Recommended all personnel involved with the activation of the Debris Management capability. complete FEMA IS-632a - Introduction to Debris Operations.

Activation

The Debris Management capability can be activated based on the findings of rapid damage assessments at the discretion of the City and County Manager or designee, Broomfield Emergency Manager, Emergency Operations Center (EOC) Manager, on-scene Incident Command (IC), or Local Disaster Recovery Manager (LDRM). The Debris Management Coordinator in the EOC, if activated, will coordinate the operations of debris management activities.

Concept of Operations
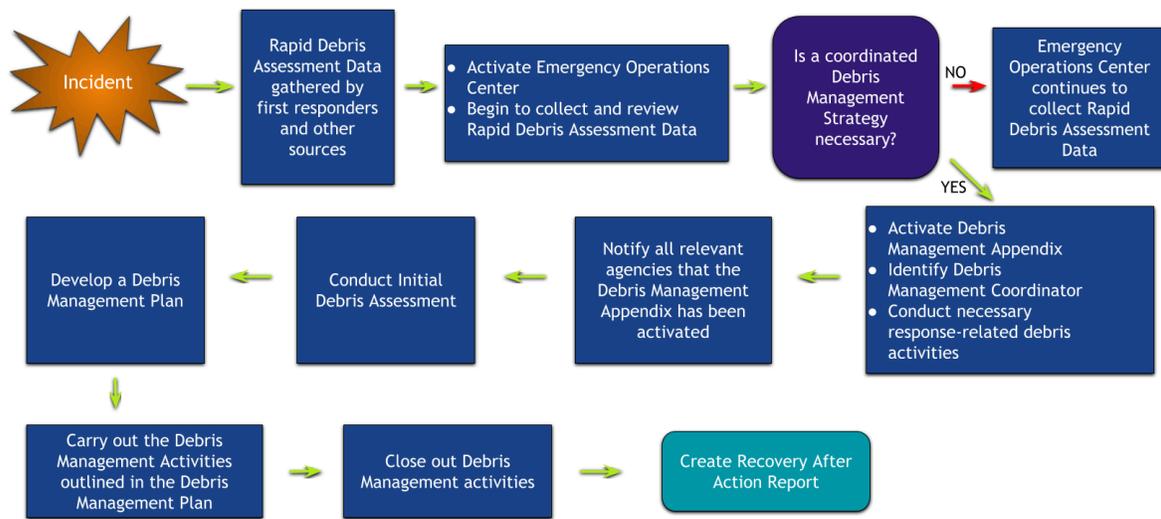
1. The CCOB EOC Team will conduct a Rapid Debris Assessment, in which general locations and magnitude of debris will be taken into account.

2. Data from the assessments will be evaluated by the EOC. If the assessments anticipate debris removal activities will be necessary, the Debris Management Appendix will be activated.

3. Once activated, the Debris Management Coordinator will be designated. This will most likely be the Public Works Department Head or designee.

4. The Debris Management Coordinator will notify all relevant agencies identified in this Appendix that the Debris Management Appendix has been activated and Debris Response Activities will take place.

5. Conduct Initial Debris Assessments, in which specific locations and types and quantity of debris will be taken into account.

6. The Debris Management Coordinator will develop a Debris Management Plan for recovery operations related to the event based on data provided from the Rapid Damage Assessment and any additional assessments. The Debris Management Plan may contain but is not limited to:

    a. An estimate of the amount of debris (CY) by type.

    b. Establish priorities, goals, and objectives for Debris Management.

    c. Identification of available resources, including Intra-Governmental Agreements, Memorandums of Understanding, non-governmental organizations, and on-call contractors.

    d. Identification of potential types of debris operations needed to meet recovery needs, priorities, goals, and objectives (refer to Figure-3, Concept of Operations chart, page 5).

    e. The identification of potential private debris management companies and a list of existing on-call contracts. A determination to activate any contracts can be included in the plan.

    f. An anticipated schedule of recovery by task.

    g. Development of a Health and Safety Plan that establishes the minimum safety standards for the agency and contractor personnel to follow.

7. The City and County Manager, Local Disaster Recovery Manager (LDRM), or Public Works Director will review, comment, and approve the Debris Management Plan.

8. If goods or services such as dumpsters need to be procured, the Debris Management Coordinator will coordinate with the Purchasing Manager.

9. Debris crews will be deployed, as needed, to assess debris locations throughout the City and County of Broomfield as reports and data continue to be gathered during operations.

10. This capability will remain in effect until considered unnecessary by the Debris Management Coordinator. The Debris Management Coordinator will recommend to the Local Disaster Recovery Manager (LDRM) and or the City and County Manager or designee to deactivate. Several indicators exist for when this transition is appropriate, including:

    a. No more threats in existence to public health and safety.
    b. Debris operations have been finished.
    c. Contracts and purchase orders are closed out.
    d. Broomfield leadership is comfortable with the amount of debris left, if any.

11. Following the completion of debris operations, the Debris Management Coordinator will create a Recovery After Action Report which will include, but is not limited to:

    a. Integrating lessons learned into future planning,training, and revisions to this document.
    b. Ideas for strengthening relationships/communication among internal and external agencies.
    c. Identifying future resources and potential requirements or policy changes.

Other Information

Organizational Structure

Debris management efforts will be managed using the following organization:
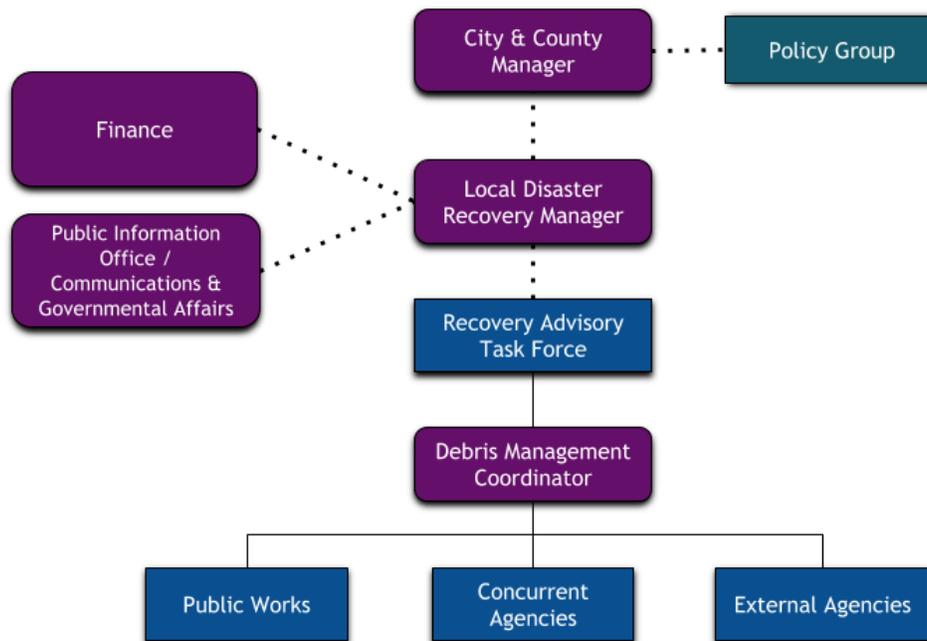
Health and Safety

Debris operations typically involve the use of heavy equipment to move and process various types of debris. Debris collection, temporary debris management sites, and final disposal sites must operate in a manner that is protective of the public and debris workers' health and safety. Hazardous debris include things such as building materials that may contain asbestos, lead, or other toxic materials that may potentially cause long term health effects to workers and the public.

All debris operations shall be done in compliance with applicable health and safety requirements, which will be developed before debris operations begin. A Health and Safety Plan will be developed by the Debris Management Coordinator in consultation with BPHE, Human Services, Public Works, Risk Management, and Emergency Services personnel as required. The Health and Safety Plan establishes minimum safety standards for the agency and contractor personnel to follow. In addition, the Plan provides emergency workers with information on how to identify hazardous conditions and specific guidelines on the selection and use of personal protective equipment (PPE). This Plan will enable Broomfield and its contractors to minimize the potential for accidents during debris recovery operations and protect workers from exposure to hazardous materials.

Environmental Regulatory Compliance

Following a disaster event, compliance with environmental protection laws and regulations is required. Federal, state, and local agencies such as the U.S. Environmental Protection Agency, the U.S. Department of Transportation, the Colorado Department of Public Health and Environment, the U.S. Army Corps of Engineers, and the Broomfield Health and Human Services Department, among other agencies, should be consulted for applicable regulatory requirements. The Public Works Department must be aware of these requirements and ensure compliance through all stages of the debris management operation. The CCOB has addressed the topic of proper disposal of trash and waste in the Broomfield Municipal Code, Title 8-Health and Safety, Chapter 8-04-020, and the consequences of improper disposal are outlined.

The CCOB Public Health Department and the Colorado Department of Public Health and Environment (CDPHE) will be key partners in debris management to ensure all environmental protection laws and regulations are met. Additionally, hazardous waste will be a significant issue in the debris management strategy, and Broomfield will work closely with the Colorado Department of Public Health and Environment (CDPHE), Federal Environmental Protection Agency, and the U.S. Department of Transportation to ensure proper removal and disposal of hazardous waste.

Debris Operations

The chart below depicts possible disaster-related debris scenarios, along with special considerations for each. Debris operations do not need to be restricted to just one option, and several operations may occur concurrently.

Type	Action	Special Considerations
Cut and toss/Push off	Emergency clearance of roadways for access of emergency vehicles and the initial removal of public safety threats	● Debris is placed on Right of Way (ROW) but not removed
Right-of-Way (ROW)	Citizens place debris from private property onto County owned and maintained ROW for removal	● FEMA reimbursement eligible for Broomfield owned and maintained Right of Way (ROW) only ● Effective and timely ● Requires public information and education of segregation and schedules ● Includes cut and toss and/or push of debris removal from emergency work ● Use of temporary debris management sites ● Includes wide variety of debris - not everyday trash ● Encourages reduction and recycling of materials

Roll-offs/Dumpsters	Placing containers around the City/County for citizens to dispose of debris	• Requires less staff than Right of Way (ROW) • Management and maintenance of FEMA eligible debris vs ineligible debris • Useful in concentrated areas of debris
Public Debris Collection Site	Citizens bring debris to temporary debris storage site	• See Roll-offs or Dumpsters • Special permits required • Safety issues may arise • Can participate in reduction or recycling activities if segregated
Private Property Debris Removal (PPDR)	Removal of debris from private property	• FEMA eligible on a case by case basis • May have disaster specific guidance • Must submit additional paperwork to FEMA and have approval before work begins • Need legal documentation such as right of entry (ROE) • May or may not be held responsible for damages to private property • Can be removed by non-governmental organizations without the same stringent legal parameters
Demolition of structures	Demolition and removal of structures that pose a threat to public health and safety	• See Private Property Debris Removal (PPDR) • Need to follow existing policies in the abatement and demolition of unsafe/condemned structures • Requires special permits
Vehicle/Vessel Removal	The removal and decommission of vehicles/vessels displaced from an event that pose a threat to public health or safety	• Most likely need staging area to decommission from harmful materials(i.e., oil, gasoline, Freon before disposal
Waterway Debris	Removing threats to life, property and infrastructure in waterways	• See Public Property Debris Removal (PPDR) • Requires special permits

27.   Historic/Cultural Resource Preservation

Purpose

The purpose of the Historical/Cultural Resource Preservation capability is to integrate historic property and cultural resource considerations into preparedness, recovery, and hazard mitigation planning, and to provide a framework for protecting and preserving landmarks that reflect outstanding elements of Broomfield's cultural, artistic, social, economic, political, architectural, or historic heritage.

The scope of this capability includes recovery and mitigation actions related to the protection and preservation of historic and cultural resources that have been damaged or threatened by a disaster event. Historic resources are any prehistoric or historic district, site, building, structure, or object included in, or eligible for inclusion in the National Register, including artifacts, records, and material remains. Historic properties are at least 50 years old with architectural, social, geographic, or environmental importance.

Cultural resources are closely related to historic resources and include structures, archeological resources, cultural landscapes, museum collections, archival documents and photographs, sacred sites, and ethnographic resources that are valued by, or significantly representative of, a culture, or that contain significant information about a culture. Often housed in libraries, museums, archives, historical repositories, or historic properties, these resources range from three-dimensional examples such as sculptures, historic furnishings, family heirlooms, or textiles, to two-dimensional examples such as family records, written history or memorabilia, old photographs and maps, and other archival materials.

Planning Assumptions and Considerations

Chapter 17-72 of the Broomfield Municipal Code, Historic Preservation, was adopted to foster civic pride in Broomfield's history and natural beauty, create eligibility for state or federal grant funds for the restoration, stabilization, and preservation of landmarks, and describe the process for designating historic landmarks within the city.

Local historic landmark designation offers the greatest protection against demolition or incompatible alterations to areas and buildings, in addition to providing a mechanism for state and federal historic preservation programs and tax incentives.

There are two properties in Broomfield that are listed on the State Register of Historic Properties: (1) the Westlake School, a one-story brick building circa 1920 that served as a social and educational facility for rural western Adams County up until 1990 (listed in 1994) and (2) the Broomfield Denver and Interurban/Colorado & Southern Railway Depot, built in 1909 to serve both the Colorado & Southern Railroad, a steam passenger and freight railroad, and its subsidiary, the Denver & Interurban Railroad, an electric intercity line (depot listed in 2016). There are no properties in Broomfield currently listed on the National Register.

There are two museums in Broomfield: the Broomfield Depot Museum and the Broomfield Veterans Memorial Museum. The Brunner Farmhouse and Gardens is a community gathering place surrounded by open space that is considered a significant local cultural and natural resource.

Cultural heritage institutions such as museums, libraries, archives, records repositories, and historical societies should be encouraged to develop emergency contingency plans for their collections and evaluate the placement of fire alarms and sprinklers to ensure they are appropriately placed in relation to storage or exhibit space. Institutions should also assess the materials and design used to construct those spaces for their fire resistance and determine if some highly significant collections will need to be stored in locations with greater fire resistance (e.g., a storage area protected by a rated firewall).

Concept of Operations

Based on the extent of physical damages and other losses to cultural and historic facilities, the CCOB will identify sources of recovery and mitigation assistance and help facilitate the delivery of available assistance. The Department of Community Development, Planning Division is the Primary/Lead Agency for coordinating technical and financial assistance from state, federal, and non-governmental sources. In the event of a disaster that impacts historic properties or other cultural resources in Broomfield, the Recovery Advisory Task Force will establish goals and guidance for the recovery, preservation, and mitigation of affected resources.

Preparedness and mitigation activities are closely correlated with the level of response and scale of recovery that will be required when an emergency impacts historic and cultural resources. A lack of preparedness (e.g. pre-incident failure to engage local public safety agencies or to address hazards related to weather, fire, or structural stability) may lead to inadvertent damage and/or loss of these facilities due to response and initial recovery efforts that are delayed, inefficient or uninformed. Likewise, mitigation of future impacts to historic and cultural resources will be a recovery priority as well as an eligibility requirement for federal recovery grant funds. Preparedness and mitigation techniques include developing plans for how to prevent or minimize damage to historic and cultural resources and for conducting training exercises to prepare personnel for future incidents. Institutions can also prepare internal contingency plans to help ensure that appropriate response actions are taken during emergencies to preserve, conserve, rehabilitate, and inform long-term recovery efforts.

Other preparedness and mitigation actions that can be taken to preserve historic resources include conducting condition assessments, preparing preservation plans for historic sites/structures, coordinating the stabilization of historic structures and archaeological sites, and creating Geographic Information Systems (GIS) maps displaying historic and cultural resources. Online tools are available that provide templates to help institutions develop a customized disaster plan to identify risks

and create procedures to follow if an event occurs. Planning for collections should be done at the same time as preparing a plan for a building or site.

Other Information

Recovery and Mitigation Resources

Section 106 of the National Historic Preservation Act (NHPA) requires the State Historic Preservation Office (SHPO) to provide comment and be consulted regarding federally-funded undertakings that may affect historic properties listed in, or which are eligible to be listed in the National Register of Historic Places, including local actions using federal funds or requiring federal approval. The SHPO administers the national historic preservation program at the state level, reviews nominations for the National Register, maintains data on historic properties that have been identified but not yet nominated, and consults with federal agencies during Section 106 review. In Colorado, the SHPO is housed within the Office of Archaeology and Historic Preservation (OAHP).

During or following a disaster event, the Heritage Emergency National Task Force can help cultural institutions and sites obtain needed resources by facilitating the identification of organizations, agencies, and individuals that can provide technical assistance and assist the public in recovering treasured heirlooms by directing the citizens to online information and organizations that can provide advice and assistance. FEMA and the Smithsonian Institution co-sponsor the Heritage Emergency National Task Force, a partnership of 42 national service organizations and federal agencies created to protect cultural heritage from the damaging effects of natural disasters and other emergencies.

The Historic Preservation Tax Credit program for historic rehabilitation approved by the Colorado Legislature in 2014 to spur investment in community projects also includes special provisions for communities affected by natural disasters. Eligible residential and commercial properties under the 2014 credit can receive an additional five percent (5%) "bonus credit" if they are located in a county that has been declared a Federal or State Disaster Area. The property owner is still limited to a maximum of $50,000 (residential) or $1,000,000 (commercial) in credits.

The State Historical Fund was created by the 1990 constitutional amendment allowing limited gaming in three Colorado communities and directs that a portion of the gaming tax revenues be used for historic preservation, including Emergency Grants of up to roughly $10,000 for the temporary stabilization of a building, structure, or site that has been damaged by a flood, fire, severe weather, or other natural hazard. There is a 50% cash match for properties owned by private individuals and for-profit businesses, but no cash match is required for properties owned by nonprofits/public entities.

28. Continuity of Operation Plan (COOP)

Purpose

The CCOB Continuity of Operations Plan (COOP) capability establishes policy, procedures, and guidance to support the resumption of life-sustaining, time-sensitive, and other critical functions in the event of their disruption. The purpose of the COOP is to identify authorities, describe roles, and establish a concept of operations to enable the return to normal operating conditions as soon as practical based on circumstances and impacts created by a disaster or major emergency event.

The COOP outlines the process for restoring prioritized *Mission Essential Functions (MEFs)* after the normal functions of government are significantly disrupted by a natural disaster or human-caused event. *MEFs* are activities or services which cannot be interrupted without significantly jeopardizing the operation of the organization or services to the community. The MEFs are prioritized within a three-tiered timeline by a multidisciplinary, multi-agency task force to create an efficient decision-making tool for implementing the COOP. Considerations for interconnected services, statutory or regulatory requirements, and information technology dependency are factored into the rankings. Internal documents help guide the multidisciplinary team to evaluate and devote resources to restoring

MEFs as soon as possible.

    (a) Tier I: Mission Essential Functions that must be performed within 24 hours Note: After one day of emergency operations, either normal operations must be reinstated or emergency operations must ensure the functions listed in Tier II below are performed.

    (b) Tier II: Mission Essential Functions that must be performed, given a disruption of greater than one day, but less than one week. Note: After one week of emergency operations, either normal operations must be reinstated or emergency operations must ensure the functions listed in Tier III below are performed.

    (c) Tier III: Mission Essential Functions that must be performed, given a disruption of greater than one week, but less than one month. Note: After 30 days of emergency operations, all functions should be resumed at normal operations level.

The COOP consists of the following components:

City and County Level COOP - Establishes policy/guidance to promote coordinated execution of the prioritized MEFs in the event that an emergency threatens or incapacitates normal operations for multiple departments and enables a return to normal operating conditions as soon as practical based on circumstances.

Department Level COOP - Supported by the City and County COOP, this plan establishes procedures and guidelines for each department to coordinate and restore all department-specific MEFs that may be impacted.

Standard Operating Procedures (SOPs) for Tier I-MEFs - For every Tier I MEF (must be restored within 24 hours), each department will have SOPs describing how the MEF will be restored. Each SOP should include expectations of Public Works and Information Technology.

Planning Assumptions and Considerations

Continued government operations subsequent to COOP activation will be dependent upon a support infrastructure. This infrastructure -- water, sewer, gas, power, transportation, communications, and information technology. Failure of these elements may in fact be the cause of COOP implementation. CCOB Departments must plan for these contingencies as they develop their supporting plans. The scope of this plan does not apply to temporary disruptions of service during short-term building evacuations or other situations where services are anticipated to be restored in the primary facility within a short period.

Activation

The following scenarios would likely require the activation of the COOP and should be considered in all levels of COOP development:

- Primary facility is destroyed, inaccessible, or otherwise uninhabitable.

- Primary facility is accessible but not functioning due to loss or malfunctioning of essential infrastructure or due to the occurrence of an IT disaster (e.g., cybersecurity attack, damage to a computer room/facility server, or loss of a major telecommunications cable/trunk line).

- A shortage of key staff due to a weather emergency or public health emergency.

- Public health emergency preventing normal business operations in person.

Implementation of the COOP must be completed no later than 12 hours after activation and all involved departments must be prepared to maintain sustained operations for up to 30 days. The City and County will take maximum advantage of available mutual aid, and state and federal government resources to

supplement local efforts when needed.

Depending on the nature of the event and the scope of the impacts, the COOP and EOP could be implemented simultaneously. Local actions undertaken following COOP activation may overlap and need to be coordinated with the response and recovery activities managed under the EOP. Although some response and recovery activities may begin prior to the restoration of all MEFs identified in the COOP, other activities cannot be implemented effectively if the functions of government are not available due to the impact by the disaster. Coordination between the implementation of the COOP and EOP is essential.

The *City and County Manager* or Department Head will determine situations that require the implementation of the COOP. The City and County Manager acts as the principal executive officer of the City and County of Broomfield agencies and presides over the Policy Group (the line of succession for duties of the City and County manager is defined in Municipal Code 2-48-050).

Concept of Operations

1. The City and County Manager, or designee, may assemble a COOP Support Team to begin coordination of COOP implementation.

2. If only one department is involved, the City and County Manager may delegate these authorities to a Department Head.

3. The COOP Support Team shall be responsible for the continuation of the MEFs of the CCOB within the first 12 hours of the emergency, and for a period of up to 30 days.

4. Upon COOP activation, the City and County Manager or their designee, coordinates efforts of all departments to provide and continue MEFs.

5. COOP Support Team develops an Action Plan for the resumption of MEFs in the order prioritized.

6. The City and County Manager or COOP Support Team lead notifies, as necessary, the Emergency Management Unit to provide assistance and to coordinate efforts if the Emergency Operations Center is active.

7. Each department is tasked with the management of their own MEF(s) and coordinating with the COOP Support Team.

8. Requests for reassignment of personnel to meet the needs of MEF will be made to the City and County Manager by Department Heads or designee, based on the needs to support the prioritized MEF list.

9. The City and County Manager may redirect or reassign resources to other departments as necessary to re-establish any priority MEFs.

10. The City and County Manager determines the hours of operation and may adjust accordingly.

11. Department Heads will report impacts to MEFs and the COOP Support Team.

12. The City and County Manager may request members of the COOP Support Team to disseminate COOP guidance and direction during the activation and relocation phases.

13. The COOP Support Team is responsible for all tasks not directly related to reestablishing the MEFs. These tasks may include, but are not limited to, the support functions required to ensure that the Mission Essential Functions of the City and County of Broomfield can be carried out, including:

    - Conducting damage assessment activities and contributing to situation reports.
    - Coordinating with contractors and partners to support COOP efforts.
    - Establishing safety evaluations for buildings in use.
    - Securing appropriate buildings for alternative facilities if necessary.

- Relocating to alternative facilities and providing office furniture/equipment as needed.
- Evaluate with Department Heads if staff can work remotely to ensure MEFs are continued.
- Facilitating resources for alternate facilities or remote work, until full operations are re-established.
- Establishing/maintaining data/computer services related to MEFs.
- Establishing/maintaining Telecommunications related to MEFs.

14. A viable COOP must be maintained at a high level of readiness and must be capable of implementation, both with and without warning. It is the responsibility of every CCOB department and sub-unit to develop and maintain coordinated, supporting plans and procedures for low-technology business operations or alternative business solutions in support of the COOP. Each Department should monitor, review, train, and familiarize their staff with their department-level COOP and MEF SOPs annually. The OEM and the COOP Support Team will coordinate the COOP Taskforce, which is comprised of representatives of key departments and staff, to achieve the following tasks:

- Oversee COOP development to include base plan and prioritized MEFs.
- Assist departments with their respective subordinate plans.
- Maintain, review, and update the COOP, and select supporting documents.
- Develop training and provide exercises to validate the COOP and conduct an after-action review and monitor the progress of a corrective action plan.
- Annual reminder to departments to review/update department-level COOP and MEFSOPs.

Other Information

The City Manager's Office oversees the development of the COOP, directs the development of the prioritized MEF List, assures that Subordinate Plans for all Tier I MEF are developed by the appropriate department, activates and implements the county-level COOP, and assembles and Manages the Policy Group.

MEFs can be prioritized by determining whether functions meet the following standards:

- Exercise civil authority and maintain the safety, health, and well-being of citizens in order to make basic lifesaving and life-sustaining activities the top priority, principally:
  - Law Enforcement, Fire Suppression, Emergency Medical Services.
  - Worker Safety and Health.
  - Life sustaining Utilities and Services.
- Prevent undue hardship on residents, private enterprises, and CCOB Government.
- Restore critical infrastructure/services to maintain community social/economic stability.
- Comply with all Federal/State laws, requirements, and mandates.

All Departments are responsible for identifying, classifying, and prioritizing their Mission Essential Functions (MEFs) and developing procedures to carry out for all Tier I MEFs. These plans and procedures should include the following elements:

- Identification of MEF Output, or what the MEF is intended to accomplish (i.e. what are the deliverables provided by the MEF?).

- Identification by the title of the individual tasked with implementing the MEFs and coordinating department-level actions. Alternate should be identified by title in the event the Lead is unavailable.

- Identification and prioritization of the tasks that need to be carried out in order to re-establish this MEF such as a list of support requirements (e.g. staffing, IT/Communication needs, other internal resource requirements, and external resources); alternate work location; assistance needed from Public Works Department; minimal staffing to meet their MEF; and low-technology alternate business operations procedures.

- Establish procedures to procure State services needed to implement MEFs.

Departments with more than one Tier I MEF will develop a department-level coordinated plan subordinate to this COOP that addresses the following:

- Pre-delegated authorities for making policy determinations and decisions. All such pre-delegated authority will specify what the authority covers, what limits may be placed upon exercising it, which individuals by title, will have the authority, and under what circumstances, if any, the authority may be delegated.

- Contact or call back procedures for their essential personnel. Essential staff is defined as those employees necessary to implement the responsibilities as defined in the EOP and those necessary to implement Tier I MEFs.

- List their prioritized MEFs.