EMERGENCY OPERATIONS PLAN

2021

EL PASO COUNTY
COLORADO SPRINGS

PIKES PEAK REGIONAL
EMERGENCY MANAGEMENT

CONTENTS

.....0
CONTENTS 1
CONTACTS 4
PLAN DEVELOPMENT.....4
STAKEHOLDERS.....5
PLAN EVALUATION, MAINTENANCE, AND REVISION 7
RECORD OF EVALUATION, MAINTENANCE, AND REVISION.....7
PROMULGATION 8
ADOPTION 8
SUPERSESSION.....8
INTRODUCTION 9

- Pikes Peak Regional Office of Emergency Management Strategic Statements: 9

PURPOSE.....9
SCOPE 12
AUTHORITIES AND REFERENCES 13

- Federal: 15
- State of Colorado: 15
- El Paso County: 15
- City of Colorado Springs 16
- Municipalities in El Paso County 17
- Pikes Peak Regional Office of Emergency Management 18

SITUATION 19

- Hazard Identification and Risk Assessment (HIRA) 20
- The hazard categories identified for the 2020 Hazard Mitigation Plan (HMP) and used for the risk assessment for the region are defined in the table following. The HMP defines the hazards as distinct hazard categories with various impacts and/or variations of each category profiled (e.g., hail and lightning in severe weather). 20

ASSUMPTIONS.....21

- Whole Community Approach 21
- Inclusive Emergency Management Practices 22

PPROEM ORGANIZATIONAL ROLES AND RESPONSIBILITIES 23
CONCEPT OF OPERATIONS 25

- EMERGENCY MANAGEMENT DEFINED 27
- INCIDENT MANAGEMENT DEFINED 28
- Elements of NIMS include: 28
  - *Action Planning Process* *29*
  - *Comprehensive Resource Management* *29*
  - *Integrated Communications* *29*
  - *Incident Facilities* *30*
  - *Incident Management Team* *30*
  - *Area Command* *31*
  - *Incident Management Interface* *32*
    - *Incident Typing* *32*

EMERGENCY MANAGEMENT ORGANIZATION 35

EMERGENCY MANAGEMENT PRINCIPLES 37

- Levels of Government 37

EMERGENCY DIRECTION AND CONTROL 39

- *General* *39*
- *Incident Command Role* *39*
- *Emergency Coordination Center Role* *40*

EMERGENCY MANAGEMENT ROLES AND RESPONSIBILITIES 41

- Federal Responsibilities 41
- State of Colorado Responsibilities 41
- Pikes Peak Regional Office of Emergency Management 41
- EL PASO COUNTY 45
- CITY of COLORADO SPRINGS 51
- EL PASO COUNTY and the CITY OF COLORADO SPRINGS DEPARTMENTS 57
- REGIONAL AGENCIES and ORGANIZATIONS 61
- AFFILIATED ORGANIZATIONS 64

EMERGENCY COORDINATION CENTER (ECC) 69

- ECC ACTIVATION 69
- ECC STRUCTURE 70
- ECC STAFFING 72
- FUNCTIONAL CROSSWALK 73

EMERGENCY COORDINATION CENTER ROLES AND RESPONSIBILITIES 75

- DIRECTION of the ECC 75
- COORDINATION SECTION 75
- Emergency Services Group 75

- Human Services Group 77
- Infrastructure Group 79
- INFORMATION SECTION 81
- Planning Group 81
- Situation Group 81
- Public information and External Affairs 82
- Documentation 82
- RESOURCE SECTION 83
- Acquisitions Group 84
- Finance Group 85
- Resource Tracking Group 85

EMERGENCY COORDINATION CENTER ADMINISTRATION 85

- Situation Reporting 85
- Information Analysis 86
- Activity Logs 86
- Financial Reports 87
- Incident Costs 87
- Emergency Costs 87
- Preservation of Records 87
- Communications 88

GLOSSARY 90
ACRONYMS 100
ANNEXES / APPENDICES / ATTACHMENTS 102

CONTACTS

Contact the Pikes Peak Regional Office of Emergency Management (PPROEM) if you have questions regarding this document.

PPROEM
3755 Mark Dabling Blvd.
Colorado Springs, CO 80907
719-575-8400

PLAN DEVELOPMENT

This plan was developed with stakeholder input gathered during in-person meetings, e-mail correspondence, conference calls, and with document edits. Development included review, input, and edits first by a planning team of subject matter experts and representatives identified from stakeholder agencies. Then the PPROEM staff members provided their input. Thirdly, this plan was reviewed by all affected agency, department and organization leaders for their review and approval. Finally, El Paso County and Colorado Springs administrative leadership reviewed the document. Following the administrator and chief of staff review the El Paso County and Colorado Springs Legal Departments provided their legal statutory review. At the conclusion of that process, this document went to the elected officials for their review and adoption.

Document development, input, and review	Date Completed	Emphasis
EOP Planning Group Draft EOP Review	June 23, 2020	Broad spectrum input from designated EOP plan development group: El Paso County, Colorado Springs, and PPROEM whole community Partners.
PPROEM Staff Draft EOP Review	July 24, 2020	Emergency Management Subject Matter Expert review by staff members.
Leadership Review	September 3, 2020	County, municipal, departmental, and organizational whole community leader's review.
El Paso County Assistant County Administrator and Colorado Springs Deputy Chief of Staff Review	September 18, 2020	Confirming consolidated document can go to jurisdiction's legal offices.
El Paso County Attorney and Colorado Springs Attorney Legal Review	December 2, 2020	Attorney changes added and complete

STAKEHOLDERS

American Red Cross
The Salvation Army
Humane Society of Pikes Peak Region with El Paso County Animal Law Enforcement
Rocky Mountain ADA Center
The Independence Center
South Central Region Voluntary Organizations Active in Disaster
Black Hills Energy
Mountain View Electric Association
City of Fountain
Town of Calhan
Town of Green Mountain Falls
City of Manitou Springs
Town of Monument
Town of Palmer Lake
Town of Ramah
University of Colorado, Colorado Springs
Colorado College
Pikes Peak Community College
Colorado Springs Communications
Colorado Springs Facilities and Strategic Infrastructure Management
Colorado Springs Human Resources - Risk Management
Colorado Springs Information Technology Department/GIS
Colorado Springs Office of Accessibility
Colorado Springs Parks, Recreation and Cultural Services
Colorado Springs Planning and Community Development Department
Colorado Springs Public Works
Colorado Springs Utilities
Colorado Springs Fire Department
Colorado Springs Police Department
El Paso County Sheriff's Office
Pikes Peak Fire Chief's Council
El Paso County ADA
El Paso County Assessor
El Paso County Coroner
El Paso County Department of Human Services
El Paso County Community Services
El Paso County Facilities and Infrastructure Management
El Paso County Financial Services
El Paso County Human Resources
El Paso County Information Technology Department/GIS
El Paso County Planning Community

El Paso County Public Health
El Paso County Public Information Office
El Paso County Public Works Department
Pikes Peak Regional Building Department
Colorado Resiliency Office (DOLA)
State of Colorado
Fort Carson Military Installation
United States Air Force Academy
Schriever Air Force Base
Peterson Air Force Base
Congressional Liaisons
School Districts
- Academy D20
- Big Sandy D100J
- Calhan DRJ1
- Cheyenne Mountain D12
- Colorado Springs D11
- Edison D54
- Ellicott D22
- Falcon D49
- Fountain Fort Carson D8
- Hanover D28
- Harrison D2
- Lewis Palmer D38
- Manitou Springs D14
- Miami-Yoder D60JT
- Peyton D23
- Widefield D3

PLAN EVALUATION, MAINTENANCE, AND REVISION

This plan will be updated as necessary, considering changes in jurisdictional authorities, supporting plans, procedures, and guidelines. A yearly internal PPROEM review will be accomplished. This plan will be fully reviewed and updated with full stakeholder input every five years from the date of plan adoption for implementation. This plan will be evaluated, maintained, and revised according to the current PPROEM Standard Operating Guideline 101.

RECORD OF EVALUATION, MAINTENANCE, AND REVISION

All changes are to be annotated on the master copy of the PPROEM Emergency Operations Plan. Should the change be significant in nature, updates will be made to applicable web pages and other supporting plans. If not, changes will be reviewed by the PPROEM, by appropriate partners, and incorporated into the PPROEM EOP during the next scheduled update.

Brief Description of Change / Addition	Date of Change	Page(s) Affected	Change Made By	EMAP Standard Met

PROMULGATION

The El Paso County Board of Commissioners by resolution on December 15, 2020 and the City of Colorado Springs Mayor by review and signature on February 2, 2021, have approved this plan for adoption.

ADOPTION

PPROEM's mission includes risk reduction, education, emergency response coordination, and disaster recovery support and coordination for large-scale all-hazard emergencies and disasters; natural, technological, and human-caused, for the citizens of the Pikes Peak Region for the purpose of saving lives and preventing and limiting property and environmental damage.

This document provides planning and program guidance for implementing the Emergency Operations Plan, supporting plans, guidelines, and processes, as well as supporting emergency management programs to ensure the organization can conduct its essential missions and functions under all threats and conditions.

This plan is developed in accordance with guidance found in the National Response Framework (NRF), Comprehensive Preparedness Guide 101 (CPG 101), and State of Colorado guidance.

IMPLEMENTATION

This Emergency Operations Plan has been approved for PPROEM implementation by Jim Reid, PPROEM Director, on February 2, 2021

SUPERSESSION

This plan supersedes all previous El Paso County and City of Colorado Springs emergency operations plans.

INTRODUCTION

Pikes Peak Regional Office of Emergency Management Strategic Statements:

Mission

The Mission of Pikes Peak Regional Office of Emergency Management is to build resilience for the whole community through risk reduction, education, emergency coordination, and disaster recovery.

Vision

Deliver exemplary emergency management services essential to our region.

Values

Collaboration – Sustain cooperative partnerships through communication and coordinated efforts.

Whole Community Inspired – Be responsive to, and inclusive of, everyone we serve.

Professionalism – Promote standards of excellence through strong visionary leadership.

Integrity – Ensure accountable and transparent practices.

Adaptability – Use flexible and creative approaches to challenges.

PURPOSE

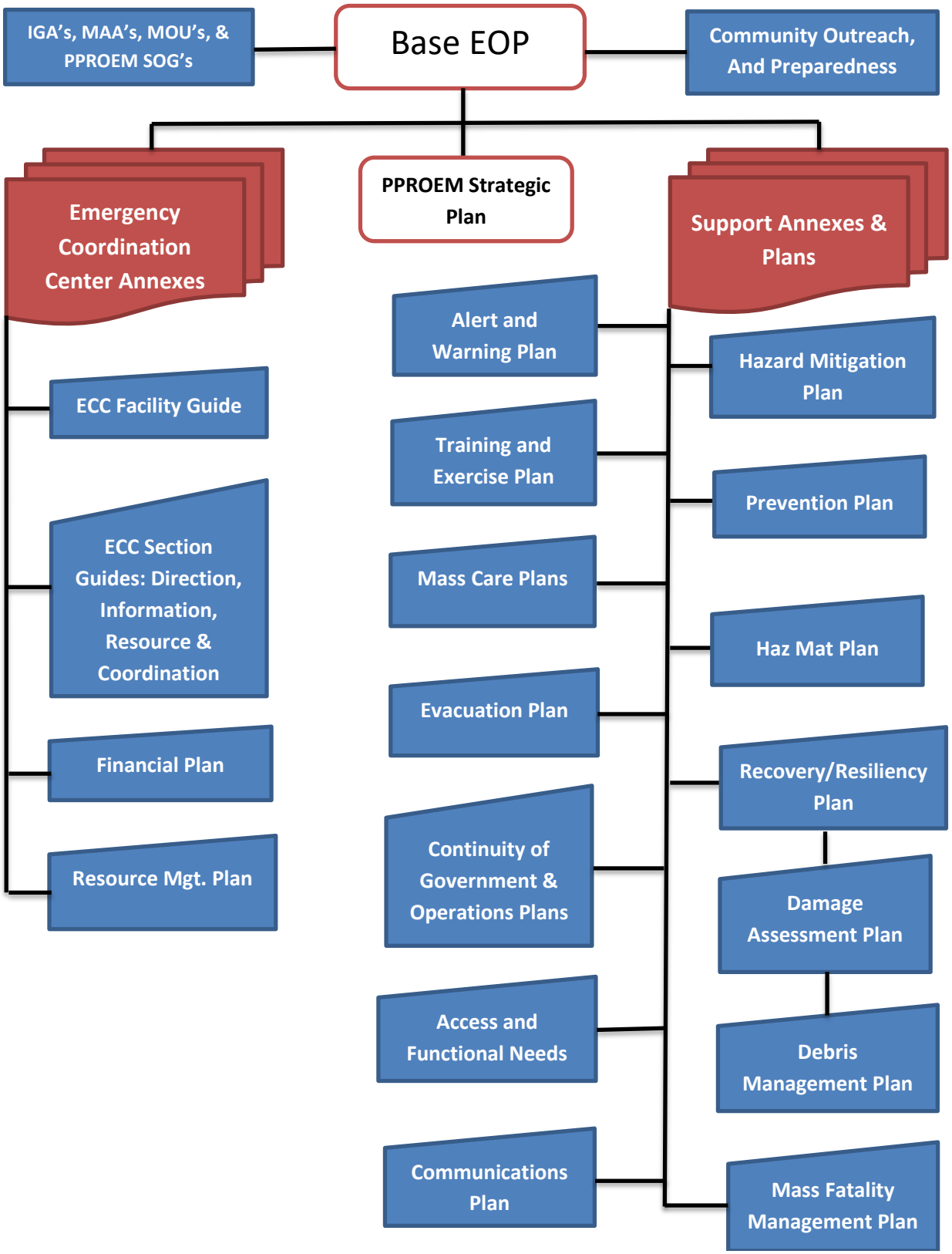
This Base Emergency Operations Plan [EOP] is developed for use by PPROEM, in support of county and municipal governments, as well as support and coordination with individual agencies to ensure prevention, preparedness, mitigation, response and recovery for hazards that may affect the City of Colorado Springs, other municipalities, and unincorporated areas in El Paso County, Colorado. PPROEM support is to provide resources and actions that fall outside the response agency essential missions and functions. PPROEM coordination is to manage this support. This plan is used to:

1. Support PPROEM's program and Emergency Coordination Center (ECC) activations as an all-hazards plan by defining the structure and processes utilized to prevent, mitigate, prepare for, respond to, and recover from an event.

2. Establish coordinated processes for supporting regional emergency management by defining roles and responsibilities and providing guidelines to maintain and restore essential functions.
3. Identify scalable, flexible, and adaptable coordinating structures linking local, state, and federal governments, the private sector and nongovernmental and community organizations that play vital roles in emergency management.
4. Provide emergency management planning and program guidance to support the Pikes Peak Region's agencies so that they can achieve essential missions and functions under all threats and conditions.

This plan is supported by functional annexes, plans and processes that focus on emergency and disaster missions, actions, roles, and responsibilities for PPROEM and other departments, agencies, and supporting organizations. In addition, all these groups have internal policies, procedures, and plans which further define how the community is supported.

PPROEM Support Annexes, Plans, Processes, & Guidelines



SCOPE

This base plan is predicated upon the concept that emergency operations will begin at the local jurisdictional level or the level of government most appropriate to provide effective response. PPROEM assistance will be provided when a significant emergency or disaster event occurs or when a routine emergency could escalate to a significant event, and when emergency or disaster needs exceed the capability of the local government. State assistance is supplemental to PPROEM and will be requested by PPROEM and the associated jurisdictions of El Paso County and/or the City of Colorado Springs as required. Federal assistance from the appropriate federal agency may be requested through the State of Colorado, as approved by the Governor.

Further, this plan was designed to include the functions comparable to Emergency Support Functions [ESF] identified in the NRF and FEMA's CPG 101, within a broader functional framework. Within these functional areas, the concept of operations section identifies the interface between government and all emergency support organizations.

This plan has the following major components:

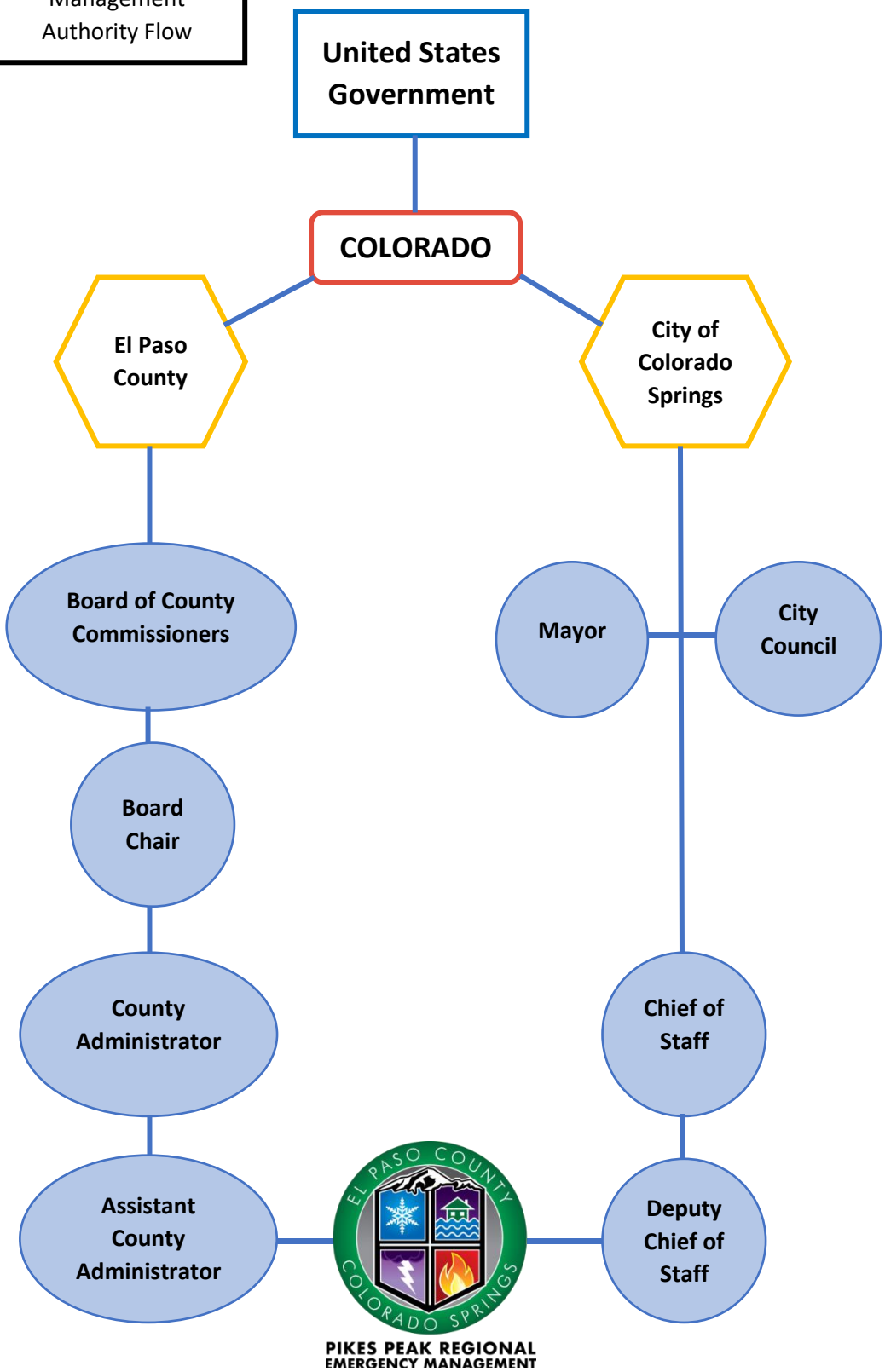
- The Promulgation section legally approves the plan.
- The Adoption section is the approval for implementation of the plan.
- The Introduction section outlines policies and general procedures that provide a common basis for preventing, protecting from, preparing for, mitigating, responding to and recovery from a natural, technological, or human caused emergency or disaster.
- The Concept of Operations section consists of emergency functions. These functional areas, which incorporate the orthodox Emergency Support Functions (ESF), facilitate the prompt and efficient application of resources and emergency management principles for an emergency or disaster situation. The Concept of Operations Section also includes organizational roles and responsibilities; and operational management: direction, resources, information, and coordination.
- The Appendices address specific hazards or areas of operations such as plans, procedures and guidelines.

The Pikes Peak Regional Office of Emergency Management, El Paso County and the City of Colorado Springs have fully adopted the National Incident Management System (NIMS) into their plans as the basis for the ECC and coordination with field command post operations, and partner emergency operations centers.

AUTHORITIES AND REFERENCES

1. This EOP is aligned to be consistent with those requirements set forth in the State of Colorado Title 24, Article 33.5, Part 701 et. seq., Colorado Revised Statutes, as amended; entitled the Colorado Disaster Emergency Act.
2. This EOP is aligned with the National Response Framework (NRF) and National Incident Management System (NIMS).
3. The El Paso County Board of County Commissioners Chair and the City of Colorado Springs Mayor have the authority to declare or proclaim, continue or discontinue a disaster or emergency for their jurisdictions, providing for any and all the disaster and emergency powers permitted by the State of Colorado, by the Colorado Springs City Code, C.R.S. 24-33.5-709, and by activates of all the relevant portions of the EOP and supporting annexes. In addition the City of Colorado Springs City Council can terminate an emergency proclamation issued by the Mayor. Nothing in this EOP or the supporting annexes shall abridge or curtail the authority of the El Paso County Board of County Commissioners (BoCC) or the City of Colorado Springs Mayor and City Council.
4. Independently elected officials will endeavor to fully comply with the EOP as detailed and consistent with their constitutional, statutory authority pursuant to C.R.S. 24-33.5-709, and Colorado Springs City Code obligations of their offices.
5. This base EOP references the 2020 PPROEM regional Hazard Mitigation Plan where an analysis is detailed on the probability and impact of those hazards, geographic areas likely to be affected, vulnerable critical facilities, population distribution and locations, to include populations with access and functional needs.
6. This base EOP is adopted by the El Paso County Board of County Commissioners by resolution, which serves as the promulgation letter for this plan. This base EOP is also adopted by the City of Colorado Springs upon written approval of the plan by Mayor, which serves as the promulgation for this plan.

Pikes Peak Regional Office of Emergency Management Authority Flow



Acts, statutes, resolutions, and other documents that guide PPROEM include:

Federal:

- Homeland Security Presidential Directive, HSPD-5: Management of Domestic Incidents
- Presidential Policy Directive, PPD-8: National Preparedness
- Robert T. Stafford Disaster Relief and Emergency Assistance Act and Amendment (as amended August 2016)
- National Prevention Framework (2nd ed.), 2016
- National Protection Framework (2nd ed.), 2016
- National Mitigation Framework (2nd ed.), 2016
- National Response Framework (NRF), (4th ed.), 2019
- National Disaster Recovery Framework, 2011 (NDRF), (2nd ed.), 2016
- National Incident Management System (NIMS), 2016, updated 2020
- Comprehensive Preparedness Guide (CPG) 101, 2.0, FEMA, 2010 - Developing and Maintaining Emergency Operations Plans
- Plain Writing Act, 2010
- Americans with Disabilities Act, 1990

State of Colorado:

- Title 24, Article 33.5, Part 701 et. seq., Colorado Revised Statutes, as amended; entitled the Colorado Disaster Emergency Act of 1992
- Colorado State Emergency Operations Plan
- Article IV, Constitution of the State of Colorado; titled the Executive Department
- Executive Order D 011 04, National Incident Management System, June 2009

El Paso County:

El Paso County Board of County Commissioners (BoCC)

- Resolution No. 19-25, January 22, 2019, establishing the Pikes Peak Regional Office of Emergency Management.
- Resolution No. 15-333, August 11, 2015; the BoCC adopted the El Paso County Multi-Jurisdictional Hazard Mitigation Plan (HMP).

- Resolution No. 14-369A and Resolution 14-369, September 23, 2014, reestablished the Board of County Commissioners as the agency responsible for the daily supervisory, administrative and budgetary authority for the director of the Office of Emergency Management to include Hazardous Materials Response contingent upon the adoption of a transition plan by December 1, 2014.
- Resolution No. 14-446, December 4, 2014. Includes:
  - This resolution repeals Resolution No. 98-439A, repealing the designation of the El Paso County Sheriff for daily duties and operations of the El Paso County Office of Emergency Management.
  - This resolution resolved the Board President as the Designated Emergency Response Authority (DERA), Colorado Revised Statutes 29-22-102, and reassuming Hazardous Materials Response by the Board of County Commissioners, delegating management of the DERA to the County OEM Haz Mat Team.
  - This resolution created the El Paso County Office of Emergency Management as a division of the El Paso County Department of Public Works (DPW), a department of County Administration.
  - This resolution directed the Department of Public Works Executive Director to prepare, keep current, and distribute to all appropriate officials in written form a plan promulgated by the BoCC to be known as the El Paso County Emergency Operations Plan (EOP).
  - This resolution's intent is that any and all powers necessary to respond and coordinate county wide emergencies or disasters may be delegated to the Department of Public Works Executive Director and the El Paso County OEM Director through the County Administrator by the members of the Board or by the Liaison Commissioner as necessary, as outlined in the EOP.

City of Colorado Springs

CITY CODE

- **8.7.101: LEGISLATIVE DECLARATION:**
  The City Council finds and declares that emergency management in times of public emergencies, disasters and threats to public safety is a vital part of local government, is a matter of local concern and protects the health, safety and welfare of the residents of, and visitors to, the City of Colorado Springs. This article is enacted under the City Council's police powers and under the City

Council's legislative authority granted by Colorado Constitution article XX, section 6 and the City Charter. (Ord. 11-26)

- **8.7.201: OFFICE ESTABLISHED:**

  There is hereby established an Office of Emergency Management (OEM). The OEM shall be under the direction of the Director of Emergency Management (DEM). The DEM shall have the responsibility for Citywide emergency management activities. (Ord. 11-26)

- **8.7.203: DUTIES:**

  The OEM shall, subject to the direction of the Mayor, be responsible for the following mitigation, preparedness, response and recovery programs and activities to include:

  - Coordinate preparedness and management activities relating to disasters and major emergencies within the City.
  - Manage the Emergency Operations Center to provide a coordinated response by the City to disasters and other emergencies.
  - Develop and maintain the Colorado Springs emergency operations plan.
  - Administer and approve City emergency management plans that supplement the Mayor approved emergency operations plan.
  - Provide City resources to other jurisdictions in times of declared emergencies or declared disasters for the prevention of loss of life, injury or property damage at the direction of the Mayor pursuant to City Charter section 4-10, or as may be provided under Council approved mutual aid agreements. (Ord. 11-26; Ord. 15-17)

- **8.7.204: EMERGENCY OPERATIONS PLAN:**

  The OEM shall be responsible for the review, development, and recommendation for adoption by the Mayor of the Colorado Springs emergency operations plan. The OEM shall provide the City of Colorado Springs City Council a copy of the approved emergency operations plan.

Municipalities in El Paso County

Colorado Revised Statutes Title 24. Government State § 24-33.5-707. Local and interjurisdictional emergency management agencies and services:

(3) The governor shall determine which municipal corporations need emergency management agencies of their own and require that they be established and maintained. The governor shall make such determination

based on the municipality's disaster vulnerability and capability of response and recovery related to population size and concentration. The emergency management agency of a county shall cooperate with the emergency management agencies of municipalities situated within its borders but shall not have jurisdiction within a municipality having its own emergency management agency. The office of emergency management shall publish and keep current a list of municipalities required to have emergency management agencies under this subsection (3).

Pikes Peak Regional Office of Emergency Management

On January 29, 2019 El Paso County, a Colorado county and the City of Colorado Springs, a Colorado home rule city established the Pikes Peak Regional Office of Emergency Management (PPROEM). This was implemented with an intergovernmental agreement. The purpose of this agreement was to establish an inter-jurisdictional disaster agency to serve the people of the County and the City during a natural, technological, or human caused disaster or emergency event. The PPROEM Director shall report to and serve at the will of the El Paso County Administrator and the City of Colorado Springs Chief of Staff of the Mayor. PPROEM supporting staff will be responsible to the Director. Supporting staff will remain employees of their respective City and County agencies.

SITUATION

The Pikes Peak Regional Office of Emergency Management was established for the purpose of addressing disaster related problems on a regional basis. PPROEM was created from an integration of the City of Colorado Springs Office of Emergency Management and the El Paso County Office of Emergency Management, which geographically encompasses the City of Colorado Springs, the other seven municipalities in the county, and unincorporated El Paso County. This combined region is bounded by the jurisdictional borders of El Paso County, Colorado, with 2,127 square miles and varies in terrain from high plains to the Rocky Mountains, culminating in 14,115-foot Pikes Peak. The State of Colorado estimates the County's 2019 population at over 720,000. Some estimates expect El Paso County to surpass the population of Denver County in the 2020 census, becoming the most populated county in Colorado. The City of Colorado Springs is the second largest municipality by population in Colorado at a 2020 estimate of 493,000.

Significant regional facilities and organizations include the United States Olympic Training Center, The United States Air Force Academy, Fort Carson, The United States Northern Command, Peterson Air Force Base, Schriever Air Force Base, Cheyenne Mountain Air Force Base, The United States Space Force, and multiple national non-governmental and corporate headquarters. In addition, the area is a mecca for a dynamic and diverse tourist industry drawn by the natural beauty of the region.

The region encompasses El Paso County Colorado with eight municipal jurisdictions, which includes 34 fire departments and fire districts, six law enforcement agencies, over 200 special districts, five military installations, a university, a community college with three campuses, and two private colleges. There are sixteen K-12 school districts and multiple charter and private schools. PPROEM coordination with these agencies is imperative for effective and efficient preparedness for emergency and disaster events.

Hazard Identification and Risk Assessment (HIRA)

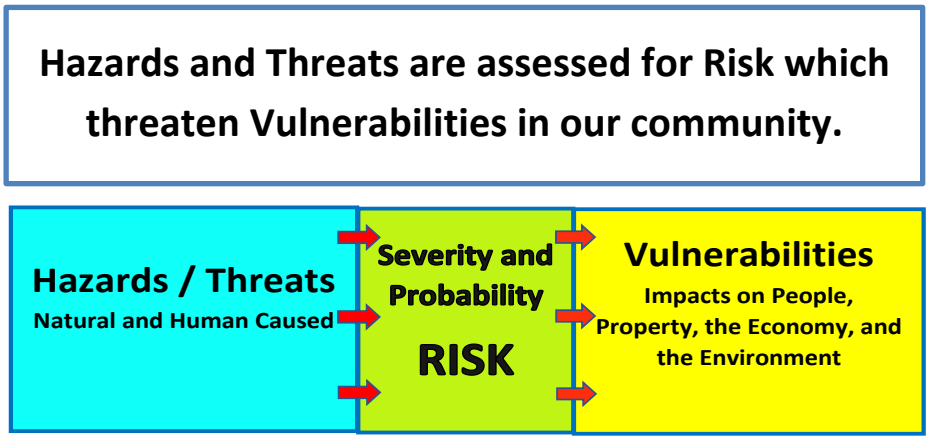
The hazard categories identified for the 2020 Hazard Mitigation Plan (HMP) and used for the risk assessment for the region are defined in the table following. The HMP defines the hazards as distinct hazard categories with various impacts and/or variations of each category profiled (e.g., hail and lightning in severe weather).

Hazard Category	Hazard Impacts or Variations
Flood	Flood, Mud or Debris Flow, Dam/Levee Failure
Severe Weather	Hail, Drought & Extreme Heat, Lightning, Tornado, Wind, Winter Storm
Geologic	Earthquake, Subsidence & Sinkholes, Landfall or Rockfall
Wildfire	Wildfire
Human-caused	Hazardous Materials, Extreme Acts of Violence, Cyber Attack, Pandemic/Epidemic, Major Aircraft Incident

These hazards are fully assessed by jurisdiction (El Paso County and the eight municipalities: Colorado Springs, Calhan, Fountain, Green Mountain Falls, Manitou Springs, Monument, Palmer Lake and Ramah) for risk; by probability and impact on the community. This assessment is from the 2020 PPROEM regional Hazard Mitigation Plan. In addressing the mitigation of these hazard risks it has detailed, assigned, and prioritized hazard mitigation actions, which fall into one or more of the following categories:

- Public Information and Education
- Preventative Measures
- Structural Projects
- Property Protection
- Emergency Services
- Natural Resources Protection

The hazard mitigation actions are tracked for status and completion by PPROEM annually and documented in a progress report.



ASSUMPTIONS

The following assumptions apply to this plan:

- Emergency management activities are accomplished using the National Incident Management System (NIMS)
- Emergency response is best coordinated at the lowest level of government involved in the emergency
- Local authorities maintain operational control and responsibility for emergency management activities within their jurisdiction, unless otherwise superseded by statute, delegation, or agreement
- Mutual Aid is requested when needed and provided as available
- Mitigation activities conducted prior to the occurrence of a disaster are designed to result in a potential reduction in loss of life, injuries, and damage
- Supporting plans and procedures are updated and maintained by responsible parties

Whole Community Approach

The whole community concept is a process by which residents, emergency management representatives, organizational and community leaders, and government officials can understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their resources, capacities, and interests. Engaging in whole community emergency management planning builds a more effective path to community resilience.

In keeping with the whole community approach, this plan was developed with the guidance of representatives from County and City departments and agencies, municipalities, special districts, law enforcement, fire services, emergency management, access and functional needs communities, business and industry, and various other public and private stakeholders, to include people with access and functional needs, the underserved, minority, and second language stakeholders. The effectiveness of emergency response is largely predicated on the preparedness and resiliency of the entire community. Community resiliency consists of three key factors:

1. The ability of first responder agencies to divert from their day-to-day operations to the disaster effectively and efficiently.
2. The strength and inclusivity of the emergency management system and organizations within the region, to include the Emergency Coordination Center (ECC), mass notification systems, emergency public information systems, etc.
3. The disaster preparedness of the region's citizens, businesses, and community organizations.

Focusing on enhancing all three of these components constantly focuses the PPROEM on improving the region's resiliency.

Inclusive Emergency Management Practices

PPROEM is committed to achieving and fostering a whole community emergency management system that is fully inclusive of individuals with disabilities and others with access and functional needs. Through the integration of community-based organizations, service providers, government programs, individuals with disabilities, and others with access and functional needs into the planning process, meaningful partnerships have been developed and leveraged that enable the region to create, support, and sustain an inclusive emergency management system.

In the region, all programs, services, and activities provided to residents in planning for disasters, and during times of emergency, to the maximum extent feasible, will be inclusive of individuals with disabilities and others with access and functional needs. The following are key focus areas for inclusive coordination and support:

- Accessible transportation
- Assistance animal accommodations
- Assistive equipment and services
- Accessible public messaging
- Evacuation assistance

- Restoration of essential services
- Language translation and interpretation services
- Emergency Management Sites ADA compliance

In addition to observing inclusive planning practices, El Paso County, the City of Colorado Springs, and PPROEM are cognizant of Federal and State laws that prohibit discrimination in emergency management programs based on legally protected status and/or disability and govern the service to individuals with disabilities and others with access and functional needs during emergency planning and response efforts, which includes the Americans with Disabilities Act of 1990.

PPROEM ORGANIZATIONAL ROLES AND RESPONSIBILITIES

PPROEM provides support and coordination for the whole community involved in disaster prevention, preparedness, mitigation, response, and recovery actions to develop a more resilient community. PPROEM has defined this in three broad functional areas:

- Information
    - Develop resident emergency preparedness and community outreach for the region: education, training, and involvement.
    - Coordinate and collaborate with communications partners for public messaging, emergency notifications, alerts, and warnings.
    - In the activated Emergency Coordination Center (ECC): provide for event situation status, planning, and documentation.
    - Provide seasonal and year-round emergency and disaster preparedness information through public education, training, and outreach.
    - Coordinate with the Special Communications Unit.
    - Coordinate with the jurisdictional Geographic Information Systems (GIS) staff for developing graphical situational awareness.
- Resources
    - Give assistance that supports the development of disaster effectiveness for municipal, first responder, special district, utility, military, citizen group, non-governmental agencies, departments, and organizations. Examples include:
        - Local Emergency Planning Committee (LEPC) represented from the multiple government organizations and the business community as required by SARA Title III Federal Regulations.

        - Emergency Management Collaborative gathering of all regional emergency management professionals for training, education, and relationship building.
        - Staffing and facilities support to the community for training, exercises, and meetings.
        - Community Emergency Response Team (CERT) of volunteers to provide staffing for emergency events, training, and exercises.
    - In an activated ECC: accept request, fill need, fund cost, track progress, document, and monitor.
- Coordination
    - Develop professional relationships with the whole community of partners: agency leadership, technical experts, political leadership, citizens, community groups, and the practical people in the background who make everything work.
    - Develop unified plans, processes and procedures that incorporate stakeholder input and participation.
    - In the activated Emergency Coordination Center (ECC): employ emergency services, human services, and critical infrastructure expertise to inform ECC coordination, enhance ECC communication, and improve ECC collaboration with first responders, mass care providers, and critical lifeline operators.

CONCEPT OF OPERATIONS

Pikes Peak regional jurisdictions have adopted the National Incident Management System (NIMS) and the Incident Command System (ICS) as an approach for effectively managing emergency operations. These systems provide a rational model to prioritize and manage emergency operations allowing disaster response protocols to remain flexible.

There are five critical mission areas for emergency preparedness: prevention, protection, response, recovery, and mitigation. These mission areas are the general responsibilities of all governments working together. Emergency operations, a byproduct of preparedness activities, are initiated in rapid response to the situation.

Local government is responsible for organizing, training, and equipping local emergency responders and emergency management personnel, providing appropriate emergency facilities, providing suitable warning and communications systems, and for contracting emergency services. The State and Federal governments offer programs to assist with portions of these responsibilities.

El Paso County and the City of Colorado Springs have organized an emergency management program that is integrated (employs governmental resources, non-governmental organizations, organized volunteer groups, and businesses) and comprehensive (addresses prevention, protection, response, recovery, and mitigation) to achieve public safety objectives.

Departments/agencies/organizations included in this plan are expected to develop and keep current standard operating procedures, plans, or orders that describe how emergency response operations are performed. These supporting documents may be employed to assist the ECC in its support and coordination role.

The Plan is based on the concept that emergency functions that must be performed by many departments or agencies operating in parallel to many of their normal day-to-day functions. As much as possible, the same personnel and material resources used for day-to-day activities will be employed during emergency situations.

Legal Authority in Disasters

PIKES PEAK REGIONAL EMERGENCY MANAGEMENT

EVENT OCCURS

City of Colorado Springs

City of Colorado Springs, a home-rule municipality, has a municipal police department and a municipal fire department.
The governing body of any city or town may provide by ordinance for a paid fire department, a paid police department… (C.R.S. 31-30-101)
(1) In relation to the general police power, the governing bodies of municipalities have the following powers: (a) To regulate the police of the municipality, including employing certified peace officers to enforce all laws of the state of Colorado notwithstanding section 16-2.5-201, and pass and enforce all necessary police ordinances; (C.R.S. 31-15-401)
(1) The governing bodies of municipalities have the following powers in relation to building and fire regulations: (l) To erect engine houses and provide fire engines, hose, hose carts, hooks and ladders, and other implements for the extinguishing of fires and provide for the use and management of the same by volunteer fire companies or otherwise; to determine the powers and duties of the members of the fire department in taking charge of property to the extent necessary to bring under control and extinguish any fire; (C.R.S. 31-15-601)

Local Authority Having Jurisdiction (AHJ) handles response

Local Capabilities Exceeded

No

Yes

Local Disaster Declared or State of Emergency Declared

A local **Disaster may be declared** only by the principal executive officer of a political subdivision. (Board of County Commissioners Chair and/or Municipal Mayor) (C.R.S. 24-33.5-709)

Statutory Authority:
Colorado Disaster Emergency Act
(C.R.S. Sec. 24-33.5-701, et. Seq)

Pikes Peak Regional Office of Emergency Management

Pikes Peak Regional Office of Emergency Management serves El Paso County and the City of Colorado Springs, which is a municipality with emergency management personnel. (C.R.S. Sec. 24-33.5-707)

Pikes Peak Regional **OEM shall cooperate with the disaster agencies of municipalities** situated within El Paso County but shall not have jurisdiction within a municipality having its own disaster agency. (C.R.S. Sec. 24033.5-707)

Counties must maintain a disaster agency mandated by: C.R.S. Sec. 24-33.5-707 (2)

"Disaster" means the occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property resulting from any natural cause or cause of human origin, including but not limited to fire, flood, earthquake, wind, storm, wave action, hazardous substance incident, oil spill or other water contamination requiring emergency action to avert danger or damage, volcanic activity, epidemic, air pollution, blight, drought, infestation, explosion, civil disturbance, hostile military or paramilitary action, or a condition of riot, insurrection, or invasion existing in the state or in any county, city, town, or district in the state. [C.R.S. Sec. 24-33.5-703 (3)]

El Paso County Sheriff

WILDFIRE
The Sheriff to act as **Fire Warden** responsible for the coordination of fire suppression efforts in case of prairie, forest, or wildland fires or **wildfires occurring in the unincorporated area of the county outside the boundaries of a fire protection district or that exceed the capabilities of the fire protection district** to control or extinguish. (c) In the case of a prairie, forest, or wildland fire that exceeds the capabilities of the fire protection district to control or extinguish and that requires mutual aid and outside resources, the sheriff shall appoint a local incident management team to provide the command and control infrastructure required to manage the fire. The sheriff shall assume financial responsibility for firefighting efforts on behalf of the county and the authority for the ordering and monitoring of resources. (C.R.S. 30-10-512)
(d) When a **wildfire** exceeds the capability of the county to control or extinguish, the sheriff shall be responsible for seeking the assistance of the state by requesting assistance from the Colorado division of fire prevention and control in the department of public safety. The sheriff and the director of the division of fire prevention and control shall enter into an agreement concerning the transfer of authority and responsibility for fire suppression and the retention of responsibilities under a unified command structure. [C.R.S. 24-33.5-707 (2015)]

(10) The Sheriff of each county shall:
(a) Be the official responsible for coordination of all **search and rescue operations** within the sheriff's jurisdiction;
(b) Make use of the search and rescue capability and resources available within the county and request assistance from the Office of Emergency Management only when and if the sheriff determines such additional assistance is required. (C.R.S. Sec. 24-33.5-707)

The Sheriff has the duty **to keep and preserve the peace.**
Preserve Peace – Command Aid
(C.R.S. 30-10-516)

EMERGENCY MANAGEMENT DEFINED

Emergency Management employs a comprehensive approach to all-hazards planning and focuses on a collaborative effort with a wide range of partners, a "whole community" approach. This shared responsibility becomes a collection of disciplines that together seek to build a more prepared and disaster resilient community. To support this, PPROEM performs a support and coordination role, not a command and control function.

The five mission areas of emergency management included in this plan are prevention, protection, response, recovery, and mitigation.

1. **Prevention** focuses on creating effective plans, training, and exercises to prepare organizations, through proactive planning. The risk of loss of life and injury can be limited through good evacuation plans, environmental planning, and design standards.
2. **Protection** is the way that the whole community safeguards against acts of terrorism, natural disasters, and other threats or hazards.
3. **Response** is the management of resources including personnel, equipment, and supplies and utilize the Incident Command System in an all-hazards approach. The **response phase is a reaction to the occurrence of a significant emergency or catastrophic disaster.** The role of emergency management in response is to support response agencies, and to coordinate resources for that support.
4. **Recovery** activities continue beyond the emergency period and focus on restoring critical functions to stabilize operations and increase capacity to continue to serve their community after a disaster. The goal of the recovery phase is to bring the affected area back to some degree of normalcy as soon as possible.
5. **Mitigation** is the effort to reduce loss of life and property by developing structural and non-structural measures that will mitigate the effects of a disaster.

Preparedness crosses over into the five mission areas of emergency management. It is a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action. These elements are the cornerstones of preparedness and focus on readiness to respond to all-hazards incidents and emergencies. Preparedness also includes comprehensive outreach to build resident, business, and community emergency and disaster resiliency and self-sufficiency.

INCIDENT MANAGEMENT DEFINED

The National Incident Management System (NIMS) guides all levels of government, nongovernmental organizations (NGO), and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from incidents.

Across the whole community NIMS provides stakeholders with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS defines operational systems, including the Incident Command System (ICS), Emergency Operations Center (EOC) structures, and Multiagency Coordination Groups (MAC Groups) that guide how personnel work together during incidents. The PPROEM has chosen to call the EOC the Emergency Coordination Center (ECC) to emphasize support and coordination to the responders the operations resources that mitigate the emergency. NIMS applies to all incidents, from traffic accidents to major disasters. NIMS provides a common framework to integrate these diverse capabilities and achieve common goals.

Elements of NIMS include:

1. Modular Organization
    - ICS and EOC (ECC) organizational structures develop in a modular fashion based on an incident's size, complexity, and hazard environment.
    - Responsibility for establishing and expanding ICS organizations and EOC (ECC) teams ultimately rests with the Incident Commander (or Unified Command) and ECC director.
    - Responsibility for functions that subordinates perform defaults to the next higher supervisory position until the supervisor delegates those responsibilities.
    - As incident complexity increases, organizations expand as the Incident Commander, Unified Command, ECC director, and subordinate supervisors delegate additional functional responsibilities.
2. Unified Command
    - When no one jurisdiction, agency or organization has primary authority and/or the resources to manage an incident on its own, Unified Command may be established.
    - A Unified Command allows these participating organizations to set aside issues such as overlapping and competing authorities, jurisdictional boundaries, and resource ownership to focus on setting clear priorities and objectives for the incident.

    - The Unified Command manages the incident by jointly approved objectives.
3. Span of Control
    - The optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this.
    - The 1:5 ratio is a guideline, and incident personnel use their best judgment to determine the actual distribution of subordinates to supervisors for a given incident.
4. Common Terminology
    - NIMS establishes common terminology that allows diverse incident management and support organizations to work together across a wide variety of functions and hazard scenarios.
    - Terminology for incident organizational elements is standard and consistent.

Action Planning Process

1. Incident Action Plan (IAP) development is the responsibility of Incident Command. The PPROEM, as requested, will assist with the development of the Incident Command IAP. A discipline Subject Matter Expert (SME) reporting directly to the Incident Commander should lead in any IAP development collaboration.
2. The ECC will develop a Situation Report (SitRep) that incorporates the needs of Incident Command (IC) and incorporate the appropriate components of the IC's IAP.

Comprehensive Resource Management

1. Resources include personnel, equipment, teams, supplies, and facilities available or potentially available for assignment or allocation.
2. Maintaining an accurate and up-to-date inventory of resources is an essential component of incident management.

Integrated Communications

1. Integrated communications provide and maintain contact among and between incident resources, enable connectivity between various levels of government, achieve situational awareness, and facilitate information sharing.

2. Planning, both in advance of and during an incident, addresses equipment, systems, and protocols necessary to achieve integrated voice and data communications.

Incident Facilities

1. Depending on the incident size and complexity, the Incident Commander, Unified Command, and/or ECC director establish support facilities for a variety of purposes and direct their identification and location based on the incident.
2. Typical facilities include the Incident Command Post (ICP), incident base, staging areas, camps, mass casualty triage areas, points-of-distribution, and emergency shelters.
3. Pre-designated facilities for incident management include fire stations, police stations, and local government buildings.
4. Depending on the size and complexity of the incident, the ICP may be near the ECC.
5. ADA facility requirements will be adhered to for the PPROEM ECC.

Incident Management Team

1. An Incident Management Team (IMT) provides on-scene incident management support during incidents or events that exceed a jurisdiction's or agency's capability or capacity.
2. The IMT must be empowered through a delegation of authority to function as the authorized agent of the El Paso County Board of County Commissioners or the El Paso County Sheriff's Office, or through the Colorado Springs Office of the Mayor; as allowed through county, state, federal, and agency cooperative agreements.
3. Teams include members of local, state, tribal, and territorial entities; Nongovernmental Organizations (NGO); and private sector organizations.
4. Teams typically encompass various agencies and jurisdictions.
5. Overall functions include:
    - Deploys to manage emergency responses, incidents, or planned events requiring a higher capability or capacity level than the requesting jurisdiction or organization can provide.
    - Assists with incident management activities during all-hazards events, including natural and human-caused events, as well as planned events.
    - Assumes management of the incident for the requesting jurisdiction or agency or supports a local Incident Commander (IC) or Unified Command and its IMT in managing an incident or event.

- Directs tactical resources that the Authority Having Jurisdiction (AHJ) and other supporting organizations provide.
- Coordinates with Emergency Coordination Center (ECC) personnel regarding incident management objectives and support.
- Typically supports incident management activities of a corresponding incident complexity; for example, a Type 2 IMT typically supports a Type 2 incident.

Area Command

1. An Area Command is established to oversee multiple concurrent incidents or a complex incident that requires the establishment of multiple ICS organizations.
2. An Area Command is activated to address competition for resources among multiple ICPs based on the complexity of the incident and incident management span-of-control considerations.
3. Due to the scope of incidents involving Area Commands and the likelihood of cross-jurisdictional operations, Area Commands are frequently established as Unified Area Commands, working under the same principles as a Unified Command.
4. Responsibilities of an Area Command include:
    - Developing broad objectives for the affected area.
    - Coordinating development of incident objectives and strategies for each incident.
    - Allocating or reallocating resources as priorities change.
    - Ensuring that Incident Commanders and/or Unified Commands effectively manage incidents.
    - Ensuring effective communications and data coordination.
    - Ensuring that incident objectives are met and do not conflict with each other or with agency policies.
    - Identifying needs for scarce resources and reporting the needs to Agency Administrators directly or through a MAC Group or an ECC.
    - For incidents that have a recovery dimension, ensuring that short-term recovery is coordinated with the ECC staff to assist in the transition to long-term recovery operations.
    - Area Command is particularly relevant to situations with several ICPs requesting similar scarce resources. Incidents of different types or without similar resource needs are usually handled as separate incidents.

Incident Management Interface

For major emergencies and disasters, the Emergency Coordination Center (ECC) will be activated. It is essential, in an activation, to establish a division of responsibilities between the incident command post and the ECC for the specific emergency operation. Those responsibilities are outlined below:

- The Incident Commander (IC) is generally responsible for field operations to include:
    - Isolating the hazard scene (may be physical, dispersed, or virtual).
    - Directing and controlling the on-scene response to the emergency and managing the committed resources.
    - Warning the area population for the emergency and issuing instructions.
    - Determining and implementing protective measures (evacuation or shelter-in-place) for populations in the immediate area and emergency responders at the scene.
    - Implementing traffic control arrangements in and around the incident scene.
    - Requesting additional resources from the ECC.
- The ECC is generally responsible to:
    - Provide resource support for Incident Command operations during the emergency.
    - Coordinate agencies and organizations that provide resource support.
    - Issue community-wide warning.
    - Issue instructions and provide information to the public.
    - Organize and support large-scale evacuation.
    - Organize and implement shelter and mass arrangements for evacuees.
    - Coordinate traffic control for large-scale evacuations.
    - Request assistance from the State and other external sources.

- **Incident Typing**

Utilizing a numbering system, NIMS/ICS establishes a scale to categorize the size, magnitude, and overall complexity of an incident. On a scale of 1 through 5, with 1 being the most complex, the Office of Emergency Management will utilize these levels when assessing ECC activation, staffing needs, and ECC goals and objectives.

Type 1

- This type of incident is the most complex, requiring national resources to manage safely and effectively, and is expected to go into multiple operational periods.
- This incident requires assistance from multi-jurisdictional, regional, state and/or national resources to effectively manage the operations.
- Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.
- This incident will be a declared emergency or disaster.
- The incident commander may have briefings and ensure the complexity analysis and delegations of authority are updated.
- All command and general staff positions are activated.
- An IAP from Incident Command is required for each operational period.
- A SitRep for the ECC coordinated with the IAP is required for each operational period.
- ICS Branches are established.
- OEM activates and fully staffs the ECC.
- The State EOC is activated.
- A JIC is established.

Type 2

- This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods.
- This incident may be a declared emergency or disaster.
- This incident may require assistance from multi-jurisdictional, regional, state and/or national resources to effectively manage the operations.
- Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).
- Most or all the command and general staff positions are filled.
- The agency administrator may have briefings and ensure the complexity analysis and delegations of authority are updated.
- An IAP from Incident Command is required for each operational period.
- A SitRep for the ECC coordinated with the IAP is required for each operational period.
- Many of the functional units are staffed.
- The ECC will be activated with appropriate staffing.
- The State EOC may be activated.
- A JIC is established.

Type 3

- Capability requirements exceed initial attack and multiple agencies become involved.

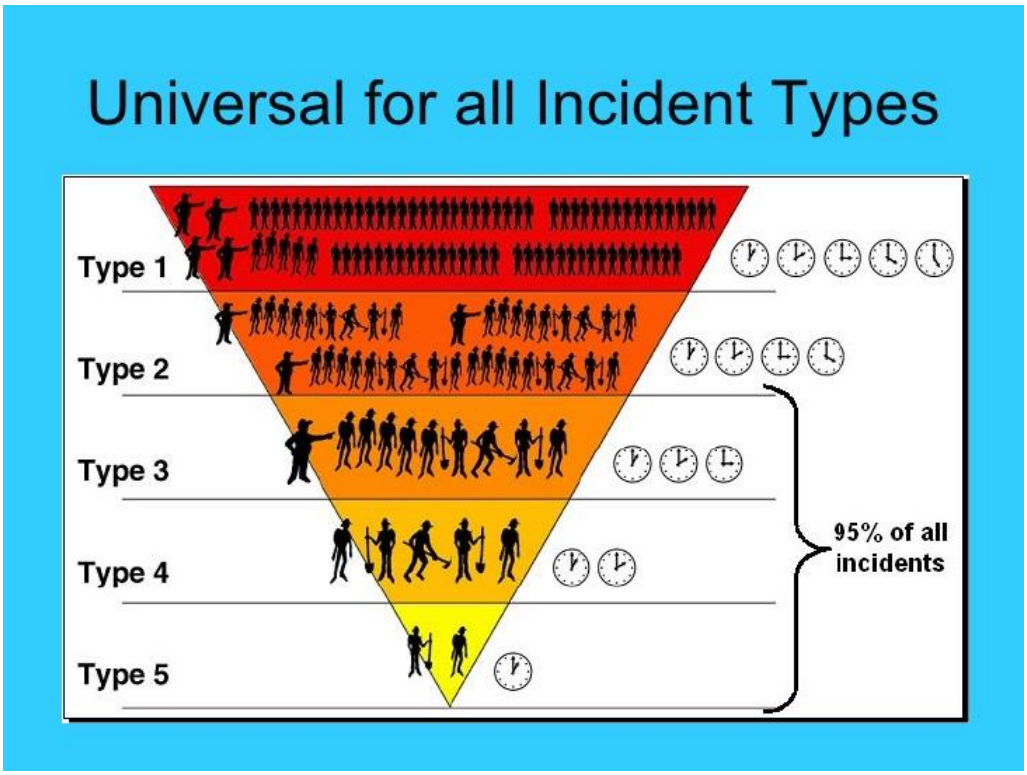
- ICS positions will be added to match the complexity of the incident. Some or all the command and general staff, division or group supervisors and unit leader positions may be activated.
- Incident response is managed by a Type III Incident Management Team or incident command organization through initial actions with a significant number of resources, until containment or control is achieved, or as an expanding incident until the transition to a Type II or Type I incident with another incident management team.
- The incident may extend into multiple operational periods.
- Mutual aid or state assistance may be required.
- The incident commander may have briefings and ensure the complexity analysis and delegations of authority are updated.
- An IAP from Incident Command is required for each operational period.
- A SitRep for the ECC coordinated with the IAP is required for each operational period.
- The ECC may be activated with appropriate staffing.
- A JIC may be established.

Type 4

- Command and general staff functions are activated, only if needed.
- Several resources are required to mitigate the incident.
- The ECC may be activated with appropriate staffing.
- The incident is usually limited to one operational period in the control phase.
- An IAP is not required for Incident Command, but a documented operational briefing will be completed for all incoming resources.
- A SitRep is not required for the ECC, but a documented briefing will be completed for all incoming resources.
- The incident commander may have briefings and ensure the complexity analysis and delegations of authority are updated.
- The role of the incident commander includes operational plans containing objectives and priorities.

Type 5

- One or two single resources with up to six personnel are required to mitigate the incident.
- Command and general staff positions (other than the Incident Commander) generally are not activated.
- The ECC is not activated generally.
- An IAP or an ISP are not required.
- The incident can be contained within the first operational period, often within a few hours after resources arrive on scene.



EMERGENCY MANAGEMENT ORGANIZATION

General

- Most government departments, support agencies, and organizations have emergency functions in addition to their normal, day-to-day duties.
- The emergency functions complement normal functions. Each government department, support agency, and organization is responsible for developing and maintaining its own emergency management procedures.
- The individual responsible for an emergency function is normally responsible for coordinating preparation and maintenance of the portion of their emergency plan addressing that function.

The agencies included in this Plan will:

- Understand their agency's emergency responsibilities identified in the EOP, its supporting annexes, and plans.
- Develop and maintain internal policies, procedures, agreements, and staffing patterns needed to meet their roles and responsibilities identified in the EOP, its supporting annexes, and plans.

- Develop and implement continuity of operations plans (COOP) to ensure that essential government services provided to the public are maintained.
- Consider access and functional needs (AFN) issues so that emergency response and recovery actions support the needs of people with access and functional needs.
- Provide a representative to the Emergency Coordination Center (ECC) to support their assigned Emergency Support Function (ESF).
- Keep the Policy Group and ECC updated with key information relating to the response and recovery of the emergency or disaster situation.
- Provide subject matter expertise that is part of emergency public information in conjunction with the lead Public Information Officer and the ECC.
- Provide personnel to attend ECC Team meetings, trainings, and exercises, as appropriate.
- Collaborate with PPROEM to provide agency and discipline expertise for whole community emergency planning.
- Maintain records for all disaster/emergency-related expenses, for tracking and disaster cost recovery in conjunction with county and city finance polices and in collaboration with the Finance and Budget Offices.

The structure of the emergency organization is based on the following principles:

- Compatibility with the structure of government and private organizations.
- Clear lines of authority and channels of communication.
- Simplified functional structure.
- Incorporation with the emergency organization of all available personnel resources having disaster capabilities.
- Formation of special purpose units to perform those activities peculiar to major emergencies. A major emergency can change the working relationships between government and industry and among government agencies. For example:
    - Consolidation of several departments under a single leader, even though such departments normally work independently.
    - To perform functions not normally required.
    - Personnel assigned to such units may be detached from their regular employment when the units are activated.
    - Formation of multiple agencies or multiple jurisdiction commands to facilitate the response to an emergency.
    - Changes in the emergency organization as designed may be required for an effective response to specific incidents.

EMERGENCY MANAGEMENT PRINCIPLES

The following operational priorities are listed in order of importance. The operational demand that is highest on the list will prevail whenever demands for emergency assistance/requests for resources (personnel or equipment) conflict.

1. **Save Lives**
    - Save and protect human lives.
    - Treat the injured.
    - Manage the deceased.
    - Warn the public to avoid further casualties.
    - Shelter persons-in-place from the effects of the incident.
    - Evacuate people from the effects of the incident.
    - Shelter and care for those evacuated.
    - Save animals – livestock and domestic pets.
2. **Protect Property**
    - Save property from harm/destruction.
    - Take action to prevent further harm/loss.
    - Provide security for property, especially in evacuated areas.
3. **Protect the Environment**
    - Confine hazardous chemical releases to the smallest possible area.
    - Prevent runoff from entering streams, ponds, lakes, rivers, or sewers.
    - Contain the chemical release.
    - Manage and prevent water, debris, and sediment run off.
4. **Stabilize the Economy/Restore the Community**
    - Restore essential services, utilities, and infrastructure.
    - Support the ability of the community to restore businesses.
    - Support the needs of the community to assist families and individuals.

Levels of Government

- **Principle of Local Government Control**
    - The authority having jurisdiction maintains the authority for direction and control prior to, during, and following an emergency or disaster. This authority continues throughout all phases of emergency management or until conditions warrant a change in such authority.
    - The hierarchy of management is dependent upon the type of declared state of emergency. The following list outlines each management level, the tier of management, and its corresponding policies.

- **Incident Level Management**
    - A local incident management system that incorporates the functions, principles, and components of the NIMS will be adopted and utilized.
    - The flexibility and rapidly expandable organizational structure and the use of common and readily understandable terminology make this system particularly useful when coordinating a multi-functional response.
    - This system easily adapts to supporting multiple agencies and/or multiple jurisdictional incidents. The EOP identifies the interface between the on-scene ICS and the ECC.
- **Local Level Management**
    - The local governments (El Paso County and the City of Colorado Springs) within the PPROEM are responsible for the overall coordination of support for emergency operations as it impacts the jurisdiction as a whole.
    - The on-scene Incident Commander is responsible for the command and control of specific activities at the incident site or for the response mission essential functions.
    - Local government is generally responsible for coordination and control of all administrative and off-site functions, outside the needs of the disaster/emergency event.
    - Activation of the ECC may be required when an incident threatens to escalate beyond the capabilities of local resources, including mutual aid assistance.
    - The ECC will coordinate resource requests and provide incident information and support.
- **State Level Management**
    - In an emergency or disaster that overwhelms the resources and capability of a local jurisdiction, the Governor may exercise his/her authority to use the capabilities and resources of state government and/or that of other non-impacted political subdivisions.
    - The management of the State's response is facilitated by the policies and procedures of the Colorado State EOP and other approved emergency management plans and programs.
    - The Colorado Division of Homeland Security and Emergency Management is responsible for implementing the State's response to an emergency or disaster.

- The State's principal emergency management function is not that of an initial responder, but rather that of coordinator for the acquisition, prioritization, and distribution of state, federal, and private resources.
- Based upon the timely identification and verification of a local jurisdiction's emergency request, the Colorado Division of Homeland Security and Emergency Management Director, or the State Coordinating Officer will task the appropriate state departments with providing requested resources.
- The assigned state department will coordinate directly with the requesting local agency(s).
- If the situation requires Federal assistance, the state, via the Governor's request for a Presidential Disaster Declaration, will function as the primary coordination mechanism for requesting federal assistance.

EMERGENCY DIRECTION AND CONTROL

General

State and Federal officials will coordinate their operations through the county or municipal elected or appointed officials, or their designated representatives.

Incident Command Role

- The Incident Commander is responsible for the command and control of all activities at the incident site.
- Response agencies are responsible for their operational plans, tactical plans, and department directives in support of the response for an event. Incident Command will determine which documents to bring to the ECC for support and coordination effectiveness.
- For a wildfire event that has exceeded the capability of the local fire protection district (FPD), the FPD's Chief or designee may request that the El Paso County Sheriff's Office (EPSO) assume responsibility for the incident.
- In a municipality with a Fire Department, that fire department is responsible for all firefighting duties in the jurisdiction.
- In a municipality with a Police Department, that police department is responsible for all law enforcement duties in the jurisdiction.
- For non-wildfire incidents, emergencies or disasters, the authority having jurisdiction (AHJ) will assume command, develop safe zones, determine

resource needs, and make resource requests through dispatch and through the ECC if activation of the ECC has occurred.

- An Area Command, using a Unified Command structure, may be established for a large or complex event in El Paso County. Examples where this is appropriate could be a blizzard situation or widespread flooding in a region of or across the county.

Incident Command is generally thought of as First Responder Leadership: Fire, Law Enforcement, and EMS. That may not always be the case. The Covid-19 pandemic has shown that Incident Command needed to be Public Health led. In a cyber-attack Information Technology and Management may be the Incident Command. Incident Command should be led by the discipline, agency, or department primarily affected or best positioned to resolve the issue, or unified with one or more other disciplines. Incident Command needs the support of operational staff from many disciplines and agencies. Seldom is one discipline or one agency the lone operator. It often takes many people from multiple disciplines to control an emergency or disaster.

Emergency Coordination Center Role

- Coordination and support outside of the Incident Command footprint, related to the disaster/emergency event, to include administrative and off-site functions, but still supports and coordinates with Incident Command.
- Develop and maintain situational awareness, communicating that information to city and county policy group members, incident command, and regional partners; assembling accurate information on the emergency and current resource data to allow local officials to make informed decisions on courses of action.
- Determine and prioritize required actions and coordinate their implementation.
- Provide resource support for emergency operations.
- Address essential government services.
- Support and track large-scale evacuations by organizing and activating mass care operations.
- Provide emergency information to the public.

EMERGENCY MANAGEMENT ROLES AND RESPONSIBILITIES

Federal Responsibilities

- The federal government has responsibilities to respond to national emergencies and to aid states when an emergency or disaster exceeds their resource capability.
- The Department of Homeland Security has the overall responsibility for the coordination of federal emergency/disaster relief programs and supporting local and state government capabilities with resources.
- Other assets the federal government can offer are the Department of Defense (DoD), Department of the Interior, and National Guard Bureau.
- The roles and responsibilities of federal resource providers are outlined in the National Response Framework.

State of Colorado Responsibilities

- The State may provide assets to support an emergency.
- When local (county or municipality) resources are exhausted or unavailable, a request for resources will be sent to the state through the Colorado Department of Public Safety: Colorado Division of Homeland Security and Emergency Management and Colorado Division of Fire Prevention and Control.
- State departments, including the Governor's Disaster Emergency Council, Colorado Division of Homeland Security and Emergency Management, are responsible within their statutory authorities to aid and support local jurisdictions when local resources are exhausted or unavailable.
- Other state departments include the Colorado Department of Public Health and the Environment, Department of Local Affairs, Department of Regulatory Affairs, Colorado Department of Transportation, Colorado State Patrol, and the Colorado National Guard.
- These agencies are responsible for implementing assigned Colorado State Emergency Support Functions when the State EOP is implemented and may be needed for additional support and coordination.
- The operations role, responsibilities, and intra-organizational relationships of state departments are described in detail in the assigned State EOP Emergency Function Annexes.

Pikes Peak Regional Office of Emergency Management

Advisory Committee

- Provide policy level guidance to the regional office of emergency management and personnel engaged in disaster response and recovery efforts.
- The committee is comprised of:
    - El Paso County Sheriff
    - Colorado Springs Fire Chief
    - Colorado Springs Chief of Police
    - Two El Paso County Appointees
    - Colorado Springs City Council Appointee
    - Military Partner – Army
    - Military Partner – Air Force
    - El Paso County Public Health Director
    - Local Government Member

Regional Director

- Make recommendations to the Board of County Commissioners, Mayor and City Council on matters pertaining to a major emergency or disaster or the threat thereof, and ongoing incident response and recovery activities.
- Coordinate efforts related to emergencies.
- Activate the EOP, or portions of the plan, as necessary
- Activate and operate the ECC, as needed.
- Coordinate mutual aid assistance.
- Determine the need for evacuation and relocation and establish sites in coordination with other agencies.
- Provide recommendations to the Board of County Commissioners, Mayor and City Council, and other municipalities in El Paso County relating to emergency or disaster declarations, travel restrictions, curfews, etc.
- Issue formal requests to the Governor's Office through the Colorado Division of Homeland Security and Emergency Management (DHSEM) for the declaration of a State emergency for the purpose of obtaining state and/or federal assistance.
- Prepare emergency or disaster declarations, when necessary.
- Collect, plot, and disseminate information in the ECC.
- Maintain the EOP.
- Lead the PPROEM.
- Schedule and conduct training programs and exercises.
- Maintain liaison with military, special district, municipal, county, state, and federal agencies.

- Coordinate disaster recovery functions.

PPROEM Staff

- Manage, organize, and coordinate emergency and non-emergency activations of the ECC in the event of an emergency.
- Staff the ECC, supplement with El Paso County, Colorado Springs, and partner personnel.
- Prepare and maintain the EOP.
- Recruit, train, retain, and supervise an operative cadre of volunteers for the Special Communications Unit, the Community Emergency Response Team, and the Community Advancing Public Safety team.
- Assist local government, public, and private sector organizations in the development and maintenance of plans, procedures, and checklists.
- Serve as intergovernmental liaison and initiate formal requests for outside assistance from other jurisdictions.
- Maintain a current list of all active Mutual Aid Agreements, Memorandums of Understanding, and Inter-Governmental Agreements.
- Mitigation of man-made and natural hazard emergencies and other disasters.
- Public education related to citizen preparedness.
- Catastrophic planning and response, such as mass evacuation planning.
- Activate Damage Assessment and/or Debris Management Plan(s) as necessary.
- Provide from the regional PPROEM ECC a PPROEM liaison staff member to the event Incident Command Posts, Department Operations Centers, or Emergency Operations Centers (EOC's include municipal [not Colorado Springs] or military installation EOC's).

El Paso County Hazardous Materials Response Team

Assigned and supervised as members of the Pikes Peak Regional Office of Emergency Management.

- Coordinate hazardous materials responses within the unincorporated portions of El Paso County, as the BoCC Designated Emergency Response Authority (DERA) for El Paso County, in support of the local fire districts and small municipalities.[1]
- Conduct and coordinate training for the El Paso County Hazardous Materials Team.

- Coordinate hazardous materials responses with other local, state, and regional fire districts and law enforcement agencies in response to requests for assistance.
- Participate in the Local Emergency Planning Committee (LEPC) for El Paso County– a function which is required by SARA Title III Federal Regulations. The regulations implementing SARA Title III are codified in Title 40 of the Code of Federal Regulations, parts 350 through 372.[2]
- Maintain and distribute Tier II data as required by SARA Title III Regulations.
- Conduct site visits of county Tier II facilities and local industry to plan for safer coordinated response to incidents in those facilities.
- Coordinate El Paso County hazardous materials team participation with local, state, and federal agencies during training exercises.
- Conduct training with local fire districts and other agencies to enhance initial hazmat response capabilities.
- Operate as the PPROEM liaisons to Incident Command Posts, Emergency Operations Centers, and Department Operations Centers during emergencies.
- Staff the PPROEM ECC as assigned.
- Participate in PPROEM planning, exercises, and training, as assigned.

[1]The Colorado Springs Fire Department Haz Mat Response is the DERA for the City of Colorado Springs jurisdiction and the Colorado State Patrol is the DERA for all State Highways, including within any jurisdiction.

[2]The City of Colorado Springs LEPC is administered through the Fire Department Hazardous Materials Unit.

Colorado Springs Fire Department and Police Department PPROEM Liaisons

- Assigned by their departments as liaisons to PPROEM.
- Operate as the PPROEM liaisons to Incident Command Posts, Emergency Operations Centers, and Department Operations Centers during emergencies.
- Staff the PPROEM ECC as assigned.
- Participate in PPROEM planning, exercises, and training, as assigned.

Community Emergency Response Team (CERT)

- Provide community outreach for emergency preparedness education, training, and exercising.
- Staff for special events support as assigned.
- Staff the PPROEM ECC as assigned.
- Staff Event Call Center as assigned.

Special Communications Unit (SCU)

- Managed by and authorized to operate by PPROEM.
- Provide support for alternative emergency radio communications services as requested in the ECC and in the field.
- Support emergency events, special events, and community agencies.
- Coordinate, collaborate, train, and exercise with regional and state amateur radio organizations and independent radio operators.
- Coordinate activities through the PPROEM.

EL PASO COUNTY

Board of County Commissioners (BoCC)

- Provide policy level guidance to county government departments and personnel engaged in disaster response and recovery efforts.
- Operates as part of the Executive Policy Group, with the county administrator and county department directors.
- Determine and authorize the level of commitment of county resources and funds for disaster response and recovery as permitted by law.
- Announce a disaster declaration when, in the opinion of the Board Chair and thereafter the BoCC, a disaster or extraordinary emergency event has occurred, or the threat of such an event is imminent.
- Approve a delegation of authority when management of a disaster is delegated to a state or federal entity.

El Paso County Administrator

- Provide representation as part of the Executive Policy Group, as appropriate.
- Direct and control county departments before, during, and after the disaster or emergency.
- Coordinate emergency aid agreements with other involved jurisdictions as permitted by the Board of County Commissioners or their line of succession as dictated by county policy.
- Determine additional representation from county departments/divisions as part of the Executive Policy Group, as appropriate.

Assessor's Office

- Inventory and prorate all damaged property.
- Provide the resources of the Assessor for a disaster.
- Provide maps, aerial photographs, and GIS data.
- Provide real property classifications.
- Provide property physical inventories.

- Provide property ownership records.

El Paso County Sheriff's Office (EPSO)

- **EPSO Communications Center**
  - Provide communications support for agencies dispatched using voice over radio, phone, paging, messaging, and text messaging.
  - Notify appropriate personnel of emergency and disaster events occurring in El Paso County.
  - Share emergency and disaster information coming in from the public with the Emergency Coordination Center.
  - With direction from field Incident Command, the County Office of Emergency Management ECC, and/or the Patrol Division, activate the emergency notification system for the purposes of warning and/or notifying the public of an emergency or disaster.
  - Work collaboratively with El Paso Teller 911, Colorado Springs Emergency Dispatch, Public Works Dispatch, and other county dispatch centers, for cellular and phone emergency notifications, situational status updates, and initial call taking for citizen emergencies.
- **EPSO Law Enforcement Bureau**
  - Coordinate the Patrol Division operations.
  - Coordinate the Criminal Investigation Division.
  - Implement appropriate on-scene policies, procedures in accordance with NIMS guidelines and principles.
  - Identify actions to be taken to protect people (including those with access and functional needs), property, and the environment.
  - Establish and maintain law and order.
  - Control access to and traffic around, the area affected by any disaster or emergency.
  - Initiate the evacuation of persons who are, or might be, threatened by an imminent disaster or emergency. Coordinate with incident command, the ECC and the Dispatch 911 Center for the activation of the emergency notification system.
  - Enforce quarantines and evacuations as appropriate.
  - Enforce evacuation areas as appropriate.
  - Initiate the evacuation of persons who are, or might be, threatened by an imminent disaster or emergency.
- **EPSO Emergency Services Division**
  - Direct and coordinate the El Paso County Search and Rescue Team.

- Serve as the agency for county wildland firefighting and serve as the lead agency for fire on lands not located within an existing fire protection service agency boundary (Colorado Revised Statutes, C.R.S. 30-10-513, Wildland Fire Authority).
- Coordinate fire aviation resource availability and response.
- Ensure coordination with the Colorado Division of Fire Prevention and Control (CDFPC) for the determination of eligibility for Emergency Fire Funds (EFF) and Wildfire Emergency Response Funds (WERF).
- Serve as agency representative to Type 1 and 2 Incident Management Teams that are brought in to manage wildland fire and law enforcement incidents impacting El Paso County.
- Monitor the continuum of incident complexity to ensure the appropriate delegation of authorities and assumptions of control are implemented and returned, in collaboration with OEM and County Administration, for BoCC President approval and authorization.
- Update and implement the county's Annual Operating Plan (AOP) and the EFF.
- Provide technical assistance for the development and implementation of Community Wildfire Protection Plans (CWPP); in collaboration with all stakeholders: OEM, Fire Districts, municipalities, homeowners associations, and non-governmental organizations.
- Coordinate and monitor fire danger conditions, and the need for fire restrictions and bans.
- Provide agency representation for the development of cooperative fire protection agreements.

- **EPSO Public Information Unit**
  - Coordinate emergency public information with field operations, El Paso County PIO, the ECC, and elements established within the Joint Information System.
  - Provide public information on fire restrictions and bans.
  - Provide public information utilizing social media sites.

Clerk and Recorder's Office

- Assure the safety and preservation of vital records necessary to maintain government continuity.
- Coordinate a system for citizens to replace lost documentation under the authority of the Clerk and Recorder's Office.
- Maintain emergency plans for voter registration and elections.

- Maintain property and marriage records.

Coroner's Office

- Serve as the lead agency for the development and implementation for Fatalities Management, within the Public Health and Medical Services groups.
- Advise the ECC on matters pertaining to the handling, disposition, and identification of fatalities.
- Establish morgue facilities, direct the identification of the dead, and notify next of kin.

Community Services

- **Environmental Division**
    - Coordinate acceptance of hazardous materials through the El Paso County Household Hazardous Waste Facility.
    - Provide for the management of contaminates such as spoiled food, portable restrooms, and trash receptacles.
    - Assist disaster victims with wildlife and noxious weeds issues.
    - Ensure continued environmental compliance with local, state, and federal regulations during emergency operations.
- **Colorado State University Extension Service**
    - Coordinate volunteers for large animal care and emergency animal shelters with the Humane Society of the Pikes Peak Region and law enforcement.
    - Provide advice and guidance to owners/operators of farms, ranches, gardens, and other agricultural facilities regarding the short- and long-term effects of the emergency or disaster.
    - Identify pests or pathogen on plants that are required to be quarantined by U.S. Department of Agriculture Animal and Plant Health Inspection Service.
    - Provide expertise and emergency public information support for horticultural and pest management issues.
    - Provides financial management education resources.
    - Provide guidance on food safety and sanitation resources.
    - Provide guidance on food preservation and food storage.

District Attorney's Office

- Provide representation as appropriate.

- Work with law enforcement and the fire service to assist in an advisory role for investigation when requested.
- Work with law enforcement to determine whether criminal conduct occurred in a specific disaster or emergency.
- Coordinate with local emergency responders to assist with investigations.
- Coordinate with other state and federal officials on investigations and potential filing of criminal charges.

Human Services

- Assist with coordination of a Disaster Assistance Center (DAC). A DAC would also be a center where insurance companies, other non-governmental, and business support would be located.
- Coordinate disaster non-medical mass-care services.
- Collect and provide information on disaster victims with family members.
- Coordinate the bulk distribution of emergency relief items.

Pikes Peak Workforce Center

- Coordinate with Colorado Department of Labor and Employment (CDLE) to execute disaster employment grants.
- Collaborate with the Unemployment Division of CDLE to assist the community with unemployment related questions for those who lost their job.
- Assist businesses in layoff aversion strategies, incumbent worker training and reskilling.

Public Health

- Coordinate public health and medical services, to include behavioral health services.
- Coordinate with South Central Region Healthcare Coalition to ensure continuity of health and medical services.
- Coordinate all county public health services and operations in incident planning, preparedness, response, and recovery.
- Advise the BoCC and Board of Health, on matters relating to public health emergency response.
- Coordinate the inspection of water supplies, wastewater systems, and regulated facilities, evaluating and recommending methods of disposal of contaminated foods and common household waste.
- Provide public health assistance to the affected community once residents can return to their homes.

- Provide public health information and risk communication with other county and municipal agencies.
- Provide appropriate assistance to ensure proper management and disposal of hazardous and radiological materials in addition to solid waste, coordinating with the Colorado Department of Public Health and Environment (CDPHE).
- Conduct epidemiological surveillance and outbreak investigations.
- Coordinate and advising with CDPHE, as appropriate, for public health emergency response initiatives and guidance.
- Coordinate damage assessments for private septic systems and private wells.
- Provide guidance and direction for public health safety issues relating to the handling and disposal of debris generated by fires, floods, tornadoes, and other debris generating incidents.
- Coordinates local response to public health needs, including medical, behavioral, and environmental health issues for all-hazards incidents, and anticipates recovery support needs.
- Assists with the relocation of displaced licensed care facility residents, the care of unaccompanied minors, and family reunification.
- Provides coordination for access and functional need evacuation.
- Ensures the availability of adequate healthcare and protects the existing medical infrastructure.
- Coordinates with the primary ambulance provider for the affected area and non- affected fire departments to provide first aid/medical support to responders.
- Activates the Medical Reserve Corps.
- Coordinates all ECC input to and monitors the EMSystems.
- Coordinates medical practice waivers with the Governor's Expert Emergency Epidemic Response Committee.
- Coordinates with licensed care facilities on their ability to evacuate or care for patients if sheltering in place.
- Prioritizes medical rescues with county-level general support assets.
- Prioritizes distribution of medical supplies.
- Coordinates/operates Points of Distribution (POD) for public health issues (e.g., inoculations).
- Coordinates/operates and provides public health support to bulk potable water and ice Points of Distribution (POD's).
- Oversees water contamination confirmation and treatment procedures.
- Responsible for health-related emergency orders.

- Provides health expertise to the legislative authority.
- Provides public health related information to the Joint Information Center (JIC).
- Coordinates epidemic investigations and solutions.
- Advises shelter managers on food sanitation and illness prevention measures.
- Coordinates medical support for shelters.
- Coordinates all behavioral health support to residents and responders.
- Coordinates death certificate requirements.
- Activates any Strategic National Stockpile assets, as required.
- Activates medical caches.
- Develops public health related debris handling guidance.

Veteran Services

Assist veterans in their request to replace destroyed personal property with the Veterans Administration.

CITY of COLORADO SPRINGS

Mayor

- Approve and commit City resources and funds for disaster or emergency purposes.
- Formally declare a City emergency or disaster, terminate a declaration.
- Commit City resources, personnel, equipment, and financial support for the purpose of resolving the dangers presented by the emergency or disaster.
- Reduce the vulnerability of people and property to the effects of emergencies.
- Order any person to evacuate any premises, vehicle, or other real or personal property located within the City limits for any period up to and including the duration of the emergency.
- Advise City Council on the nature of the incident and recommend legislative actions.
- Lead the dissemination of all public information.
- Maintain overall responsibility for all City operations.

City Council

- Approve emergency financial authorizations, as requested.
- Terminate at any time emergency declarations by a majority vote of the City Council.
- Suspension of City Code provisions by Emergency ordinance.

- Execute legislative actions.
- Coordinate closely with Executive Branch on public communications.

Chief of Staff

- Ensure city departments are capable of efficient and responsive mobilization of resources to protect lives, minimize property loss, and expedite recovery efforts.
- Ensure an Office of Emergency Management serves the City.
- Ensure a Hazard Mitigation Plan is prepared and is based on valid hazards and risk analysis.
- Ensure a local plan is exercised and kept current (the City retains command of an incident unless it is delegated to another authority).
- Chair the Policy Advisory Group.
- Pre-plan post-emergency or disaster recovery functions with assignments to specific departments.

Policy Advisory Group

- Develop policy measures related to emergency management and commitment of Colorado Springs resources.
- Set policy for an emergency or disaster, prepare resolutions, approve emergency divergence from normal City policies, such as emergency purchasing, procurement of supplies, redirection of funds, and other policy-level decisions affecting community members, such as evacuations, curfews, etc., as necessary.
- The Policy Advisory Group includes Colorado Springs senior officials or their designees:
    - Chief of Staff
    - Deputy Chief of Staff
    - Director of Emergency Management
    - Fire Chief
    - Chief of Police
    - Public Works Director
    - City Attorney/Chief Legal Officer
    - Chief Communications Officer
    - Chief Financial Officer
    - Chief Human Resources and Risk Officer
    - Other department directors, as needed

Fire Chief

- Responsible for the discipline, good order, and proper conduct of the Department for the suppression of fire, the provision of emergency medical services, and as the Designated Emergency Response Authority for hazardous materials in the City of Colorado Springs. Enforcement of all laws, ordinances, and regulations for a fire department.
- Provide for the care and condition of the buildings, equipment, apparatus, and all other property of the Fire Department.
- Have supervision and control of all the members and employees assigned to the Department.
- Have control of all persons present at any fire or other emergency, and to that end shall ex officio have and exercise all powers of the Chief of Police .
- Order any person to evacuate any premises, vehicle, or other real or personal property located within the City limits for any period up to and including the duration of the emergency.
- Ensure NIMS compliance within the Fire Department.
- Provide representatives to the ECC to coordinate emergency response functions with those of other agencies represented therein.
- Within the following divisions:
    - **Operations Division**
        - Responsible for all emergency responses throughout the City of Colorado Springs.
        - Responds to all types of building fires, wildland fires, vehicle fires, and trash fires; emergency medical situations such as heart attacks, respiratory distress, and seizures; traffic accidents including those with people trapped in the vehicle; hazardous material releases such as propane, natural gas, and other harmful chemicals; and technical rescues of all types such as water rescue, cave-in, building collapse, rope rescue, and many others.
        - Responsible agency as the Designated Emergency Response Authority (DERA) within the city limits of Colorado Springs for the release of hazardous materials.
    - **Support Services Division**
        - Ensures the operational readiness of emergency response personnel, apparatus, and equipment. This division provides human resources functions, maintains apparatus and equipment,

provides basic and advanced fire and medical training, oversees required certifications, and provides public information related to fires and other incidents. Community and Public Health is managed in Support Services. The Division also maintains facilities and manages the construction of capital projects. Work with the City's medical director, under whom the CSFD's paramedics are certified to provide medical care, as well as quality assurance/quality improvement duties related to the contract.

- **Finance, Planning and Analysis Division**
  - Responsible to develop and monitor the budget, coordinates purchasing, assists with grant applications, ensures compliance with grant requirements, as well as with the ambulance contract, provides data analysis, engages in analysis of operational activities and proposals, and provides strategic planning. This office coordinates all the information technology needs for the department and works with the City IT to implement any necessary upgrades, modifications, and changes.
- **Division of the Fire Marshal**
  - Promotes a safer community through hazard mitigation, fire code development and enforcement, fire incident cause and origin, community education and injury prevention, enforcement of hazardous materials regulations, and the management of fire risk, especially in the wildland/urban interface (WUI). This division engages in fire safety code compliance inspections, issuance of permits for hazardous materials, the development of evacuation and preparedness plans for businesses, safety educational programs for citizens, and residential evaluations and mitigation in the WUI.

Chief of Police

- Responsible for the discipline, good order, and proper conduct of the Department for the enforcement of laws, ordinances, and regulations and for the care and condition of the buildings, equipment, vehicles, and all other property of the Police Department.
- Assignment of all personnel employed by the Police Department.
- Order any person to evacuate any premises, vehicle or other real or personal property located within the City limits for any period up to and including the duration of the emergency.
- Ensure NIMS compliance within the Police Department.

- Provide representatives to the ECC to coordinate emergency response functions with those of other agencies represented therein.
- Within the following bureaus:
    - **The Operations Support Bureau** is broken into three Divisions:
        - **Management Services Division**
        - **Professional Standards Division**
        - **Public Safety Communications Center**

      The officers and civilians who make up these divisions support patrol operations, investigate major crimes and provide support services to the entire department.

    - **Investigative and Special Operations Bureau** is broken into three Divisions:
        - **Investigations Division**
        - **Specialized Enforcement Division**
        - **Metro Vice, Narcotics, and Intelligence Division**

      The officers and civilians who make up these divisions conduct the majority of investigations into crimes against persons, conduct motorcycle traffic enforcement, and handle many serious critical incidents and special events, as well as narcotics and vice investigations for the Pikes Peak region.

    - **The Patrol Bureau**
      Is responsible for carrying out the CSPD's day-to-day mission of responding to calls for service and patrolling the city.
      School Resource Unit
      Are assigned to a local high school to work closely with school administration, parents, and students to provide a safe and productive learning environment.

        - **Community Service Officer Unit (CSO)**
          Consists of non-sworn, unarmed civilian employees, who handle a variety of police-related calls for service. Examples of their duties include initiating police reports, providing traffic control at accident scenes, tagging, and towing abandoned vehicles, as well as many other duties.
        - **DUI Unit**

Are dedicated to the enforcement of DUI laws and the apprehension of impaired drivers who represent a considerable traffic safety risk to the citizens of Colorado Springs.

- **Divisional Property Crimes Detectives**

Are assigned to investigate property crimes that occur within the boundaries of the division. These units commonly investigate burglaries, car break-ins, thefts, as well as a multitude of other property related crimes.

- **Crime Prevention Officers**

Focuses on providing citizens and businesses with tips on how to prevent becoming a victim of a crime.

- **The Homeless Outreach Team (HOT)**

Assists homeless individuals in connecting with homeless services and resources. HOT officers work in partnership with many non-profit, private, and public organizations in the development of strategies for the coordination and care of people experiencing homelessness within the Colorado Springs community.

- **Gang Unit**

Is to protect the public from street gang violence and to provide the Colorado Springs Police Department with intelligence, investigative, and enforcement support in combating street gang activity.

- **Community Response Team**

This city-wide team responds to citizens who are having mental/emotional crises and those suffering with long-term issues.

A CSPD officer is paired with a paramedic from the Colorado Springs Fire Department and a trained mental health provider.

Provides people with immediate, specialized help during an incident.

Furnishes information and referrals for help.

Relieves patrol officers of calls the team is better suited to handle.

Community Advancing Public Safety (CAPS)

Engages volunteers in a public safety partnership with the City's Police and Fire Departments, and the Pikes Peak Regional Office of Emergency Management.

EL PASO COUNTY and the CITY OF COLORADO SPRINGS DEPARTMENTS

Department Directors and Managers

- Ensure NIMS compliance based on the PPROEM training guidance.
- Ensure departmental understanding of all emergency plans including the PPROEM Emergency Operations Plan (EOP), Continuity of Operations Plans (COOP), Continuity of Government Plans (COG), and other department specific plans and procedures.
- Develop, maintain, and implement COOP's in the event of a disruption in normal department functions.
- Identify functions to be performed during an incident and assign responsibility for performing those functions to departmental personnel.
- Provide representative(s) to the ECC, based on the situation and functions activated, to support emergency response.
- Ensure that the ECC is kept informed during an incident, by reporting events and activities in a timely fashion.
- Maintain complete and accurate records of all incident costs and expenditures to include personnel qualification, time, overtime, activities performed, vehicle mileage, and emergency disbursements.
- Provide current resource lists and on-call personnel lists on a timely basis to assist in providing resources and personnel for large-scale incidents.

Supporting Departments/Agencies

- Supporting agencies are responsible for providing resources and other support during an incident.
- Operations conducted during an incident will be coordinated through the ECC.
- As participants in the EOP, supporting agencies are expected to:
    - Provide copies of department/agency COOP(s), as available, and activate the plans as needed.
    - Provide a discipline representative to the ECC, as requested.
    - Operate using the ICS established in NIMS.
    - Participate in mitigation and preparedness activities.
    - Identify, train, and assign personnel to maintain contact with and prepare to execute missions in support of the EOP during periods of activation.
    - Coordinate activities and maintain communication with the ECC, if activated, during all emergency operations.
    - Provide an agency representative to the ECC upon request.

- Provide information and coordinate any public announcement, statement, or press release through the ECC and/or Joint Information Center (JIC), if activated.
- Provide program assistance and expertise as appropriate, and in coordination with other agencies.
- Establish emergency operations supplies including food, water, blankets, electrical generators, communications, etc., to provide continued operations and shelter employees, as necessary.
- Provide all requested information prior to, during, and following any incident to the ECC.
- Several nongovernmental agencies, which provide aid to meet essential needs during an incident, exist within the region. Some organizations with existing MOUs, MOAs, and MAAs have been assigned supporting roles to specific emergency support functions.

County and City Attorney's Offices

- Function as the principal legal advisor to El Paso County and Colorado Springs City governments.
- Provide interpretation of federal, state, and local laws and regulations to ensure that El Paso County and Colorado Springs are operating within the law during all phases of disaster planning, response, and recovery.
- Provide legal guidance for disaster policies implemented to support response and recovery operations.

Facilities Management

- Coordinate logistics for response and recovery efforts for county and city owned facilities.
- Provide a discipline representative to the ECC, as requested.
- Coordinate office/conference room space for external emergency response team, i.e. IMT, FEMA, Small Business Administration, etc.
- Coordinate environmental assessments and remediation efforts for county and city owned facilities impacted by the incident.
- Coordinate FEMA reimbursement costs for damages sustained to county and city owned facilities with the Finance and IT Department.
- Coordinate the utilization of personnel under its management for emergency response and recovery efforts needing trades expertise, i.e. mechanical, electrical, plumbing, etc.

Finance, Grants, and Procurement

- Provide emergency procedures for purchasing supplies and/or equipment necessary for response and recovery operations in the disaster or emergency.
- Maintain detailed financial records of all incident costs accrued during an emergency or disaster.
- Coordinate the preparation of reports for state and federal reimbursements for the state and FEMA.
- Provide county and city financial information to state and federal governments for emergency and recovery disaster relief, and future reimbursement.
- Coordinate with the elected officials, appointed officials, and department heads on disaster fiscal policy, records, and expenditures.
- Staff the ECC Resource Section during an event, as requested by PPROEM.
- Maintain and make available to the ECC approved vendor lists.
- Collect damage assessment data of county and city owned property for the purposes of coordinating insurance claims and reporting for FEMA and state documentation.
- Provide guidance regarding fund usage during emergencies as needed.
- Identify county and city funding limits recommending state and/or federal assistance.

Human Resources Management

- Coordinate with Public Information Office to provide messaging regarding the emergency impacts to county and city workers.
- Recruit and hire temporary workers for emergency related employment.
- Provide direction and guidance for the development and implementation of disaster employment related policies.
- Coordinate workers compensation claims with third party administrator, county departments and injured employees. (El Paso County)
- Manage city workers compensation and liabilities claims through the Risk Management department. (Colorado Springs)

Information Technology

- Assure that county and city information technology capabilities are maintained during an emergency or disaster and restoring service if the networks are damaged.
- Provide GIS support to the Emergency Coordination Center (ECC), and other county and city departments.
- Assist in maintaining the uninterrupted continuous operation of county, city, and provider communications systems.

Park Operations

- Provide coordination in collaboration with all county departments for disasters impacting El Paso County or Colorado Springs park lands.
- Determine damage assessments for El Paso County or Colorado Springs park lands.
- Coordinate Parks volunteers through the Community Outreach Division.
- Coordinate the use of equipment, facilities, and other resources under the management of Parks Operations.
- Provide facilities for emergency sheltering of livestock and large animals at the county fairgrounds.
- Provide county fairgrounds facilities for the emergency sheltering of people or animals.
- Collaborate with law enforcement and emergency management people for the closure of County parks or Colorado Springs facilities.

Planning and Community Development (In collaboration with the Regional Building Department)

- Determine the extent and type of building damage, including any use restrictions and whether services can be restored.
- Monitor rebuilding in the recovery phase in conjunction with Transportation, Engineering, and CSFD Fire Prevention Bureau, coordinating with utility providers for the safe reconnection of utility services.
- Provide guidance and direction regarding disaster and post-disaster temporary land use issues:
    - Land use codes.
    - Land development.
    - Building permitting.
    - Temporary housing.
    - Debris drop-off sites.
    - Temporary/expedited administrative permitting process.
- Provide guidance and direction for the transition from temporary land use issues to long term recovery.

Public Information and Communications Offices

- Assist incident PIO lead to get the latest information from the scene to those within the ECC (other departments working the incident) so they can adjust their services as needed.
- Provide a discipline representative to the ECC, as requested.
- Coordinate with ECC in support of Policy Group in the development of accurate, consistent, and approved messaging.

- Provide a central place from which to distribute public information by establishing and coordinating a joint information center for county, city and other agency departments working the incident.
- Disseminate emergent and pertinent details to the public on evacuations, closures, process, etc., through public communications channels.
- Disseminate non-emergency safety, precautionary, and preparedness messaging to the community.

Public Works and Transportation

- Serve as the lead agency for the development and implementation of Transportation and Public Works functions.
- Provide emergency repair recommendations and identifying permanent repairs, as needed to county and city owned property within the right-of-way.
- Provide emergency traffic control equipment and traffic control, including the establishment of emergency traffic routes.
- Provide heavy equipment for disaster response and recovery operations or procures heavy equipment from private or other sources.
- Determine the type and level of Road and Bridge assistance to be provided.
- Communicate to county and city employees regarding impacts to county and city government, closures, or special work instructions.
- Respond to media requests and providing them with pertinent information for Public Works and Transportation specific issues. Work closely with county and city PIO's.
- Provide logistical and maintenance support for county and city owned equipment utilized during emergencies or disasters.
- Provide Mountain Metropolitan Transit buses or other passenger vehicles to support evacuation or other transport efforts, or for emergency in-the-field shelter.
- Coordinate debris management following a disaster or emergency.
- Provide engineering support in assessing damage.

REGIONAL AGENCIES and ORGANIZATIONS

- **Colleges and Universities**
    - Develop emergency plans, exercise plans, and provide for collaborative interaction with Public Health, PPROEM, and first responder fire, EMS, and law enforcement agencies.
    - Provide use of facilities for disaster response and recovery operations.

- **Emergency Medical Services Organizations**
    - Provide all regularly assigned functions relating to emergency medical services to minimize the loss of life due to the disaster or emergencies, as contracted.
    - Coordinate and communicate with local and regional hospitals on the status of patient bed- count and overall emergency medical service capability.
    - Provide emergency medical transportation to hospitals or other designated treatment facilities.
    - Coordinate with El Paso County and fire agency having jurisdiction, on the identification and establishment of safe and effective alternate care sites.
    - Coordinate with the South Central Healthcare Coalition.
    - Provide emergency triage sites.
    - Coordinate with El Paso County Public Health for staffing alternate care sites.
    - Provide a discipline representative to the ECC, as requested.
    - Provide transportation between facilities or outside of the area.
- **Fire Districts and Municipal Fire Departments**
    - Provide all regularly assigned functions relating to fire control and prevention to minimize the loss of life and property due to the disaster, emergency, or incident situation.
    - Establish an Incident Command Post; or provide a representative to an already established Incident Command Post or to an Area Command Post; or providing representation for a Unified Command Post in an incident, emergency, or disaster situation.
    - Assist with the identification, establishment, and support of shelters to be utilized by citizens in cases that large numbers will be displaced due to catastrophic incidents.
    - Provide a discipline representative to the ECC, as requested.
    - Provide decontamination efforts in collaboration with the El Paso County Hazardous Materials Team.
    - Conduct the response to, and containment of, hazardous materials incidents in collaboration with the El Paso County Hazardous Materials Team or the Colorado Springs Fire Department.
    - Provide search and rescue operations in collaboration with the Search and Rescue Team with the El Paso County Sheriff's Office.
    - Request the activation of the county ECC if warranted.

- **Hospitals**
    - Establish hospital incident command.
    - Maintain communications with external agencies through county dispatch centers and local or county emergency managers.
    - Update bed availability when queried, keeping divert status current, providing updated information to all EMS responders and transport agencies.
    - Provide treatment of all patients at the hospital.
    - Provide decontamination for patients.
    - Provide hospital representative to the ECC if requested.
- **Military Organizations and Installations**

    This includes the five military bases (Air Force Academy, Cheyenne Mountain AFB, Fort Carson, Peterson AFB, and Schriever AFB). It also includes the Colorado National Guard, which is under the State Government, until activated by the President as a federal asset.

    - Manage internal population and resources on the bases.
    - Coordinate activity that affects local jurisdictions: human services, emergency services, and shared infrastructure.
    - Provide support to civilian authority, may.
    - Provide qualified staff as liaisons to the ECC and to the Joint Information Center (JIC).
- **Municipal Emergency Management Offices**
    - Pursuant to C.R.S. 24-33.5-707(9), prepare and keep current a local disaster emergency plan that serves the municipality.
    - Coordinate local emergency operations plans with PPROEM.
    - Create situational awareness by coordinating warnings and notifications that result in the activation of municipal emergency operations centers with county Emergency Management and appropriate neighboring jurisdictions.
    - Coordinate resource requests through the PPROEM Emergency Coordination Center.
    - Consider access and functional needs issues so that emergency response and recovery actions support the needs of people with access and functional needs.
    - Consistent with state and local mutual aid agreements, provide mutual aid.

    - Provide qualified staff as liaisons to the ECC and to the Joint Information Center (JIC).
- **Municipal Police Departments**
    - Responsible for the discipline, good order, and proper conduct of the Department for the enforcement of laws, ordinances, and regulations and for the care and condition of the buildings, equipment, vehicles, and all other property of the Police Department.
    - Assignment of all personnel employed by the Police Department.
    - Ensure NIMS compliance within the Police Department.
    - Provide representatives to the ECC to coordinate emergency response functions with those of other agencies represented therein.
- **Schools (K-12)**
    - Develop school and district emergency plans, exercising plans and providing for collaborative interaction with Public Health, OEM, and first responder fire, EMS, and law enforcement agencies.
    - Provide public transportation assistance through their bus fleets.
    - Participate in local emergency Joint Information Systems and Emergency Coordination center activations as requested.
    - Provide use of school facilities for disaster response and recovery operations.
    - Enhance non-emergency public messaging through school communications channels.
- **South Central Healthcare Coalition**
    - Systematically enhances regional medical response capabilities needed to prevent, respond, and recover from any event that significantly impacts health and medical resource.
    - Provide strong interagency collaboration and communication.
    - Identifies capability-based needs and priorities.
    - Provide efficient and effective use of existing resources by promoting emergency preparedness, disaster planning, and conducting training and exercises.
    - Coordinates support among regional medical response system partners within the coalition's geographic boundaries.

AFFILIATED ORGANIZATIONS

- **The American Red Cross**

- Serve as a support agency in the developing and implementing mass care & human services.
- Manage emergency or disaster shelter operations, to include feeding and coordinating with local partners for co-located pet sheltering.
- Coordinating with community partners to provide fixed and/or mobile feeding of shelter clients and other affected community members, as requested.
- Provide specially trained liaisons to work at designated Command Posts, the ECC, or other locations to support Mass Care & Human Services activities.
- Provide PPROEM Emergency Management situational information on Red Cross disaster mass care actions and response activities taking place within the region.
- Maintain an updated list of available mass care facilities with which the Red Cross has shelter agreements with.
- Provide 24-hour emergency phone coverage and initiate response to the disaster or emergency within 2 hours of notification.
- Assist evacuated populations with emergency first aid, replacement of lost prescriptions, and eyeglasses.
- Provide follow-up casework with evacuees who need assistance with recovery, to include limited financial support on a case by case basis.
- Provide trained personnel to assist with short term emergency disaster mental health and spiritual care services.
- Assist with family reunification and emergency welfare inquiries.
- Assist with bulk distribution of emergency supplies.
- Assist El Paso County public Health with mass prophylaxis.
- Assist the JIC and El Paso County Public Health with public information dissemination.
- Staff a multi-agency resource center.
- Assist with damage assessment verification (required for Red Cross financial assistance).
- Animals of known owners will be sheltered in the companion animal shelter, only. All stray companion animals will be taken to the Humane Society of the Pikes Peak Region.

- **Humane Society of the Pikes Peak Region and Community Animal Response Team (CART)**

- Provide specially trained liaisons to work at designated Command Posts, ECCs, or other locations to support Human Services to include Agriculture & Animal Services activities.
- The Community Animal Response Team (CART) will provide for security, accountability, and oversight of the shelters. Animal owners are responsible for the care of the animals.
- CART will be a backup for care if an owner does not reasonably care for their animals. CART will contact owners.
- Large animal strays will be taken to the large animal shelter and will be cared for by the CART.
- CART will provide food for animals if needed and will ensure sufficient water is provided for animals.
- CART will provide for basic first aid and emergency care to stabilize an animal. The owner is ultimately responsible for any emergency care of their animal.
- Companion animal shelters will be co-located with the Red Cross shelter, to the extent possible.
- The Red Cross will provide for logistics support of CART members in the co-located companion animal shelter. The ECC will provide for logistics support to the large animal CART.
- Animals of known owners will be sheltered in the companion animal shelter, only. All stray companion animals will be taken to the Humane Society of the Pikes Peak Region.
- Coordinate with and support Animal Law Enforcement (ALE).

- **The Independence Center**
  - Develop on-going Community Advisory Group consisting of people with varying access and functional needs who advise the Independence Center Emergency Program Coordinator on issues pertaining to emergency preparedness.
  - Integrate/coordinating people with access and functional needs into emergency planning at the local and state level.
  - Provide preparedness training and workbook specific to people with access and functional needs and their families.
  - Organize/host El Paso County Access and Functional Needs Working Group.
  - Set standards for community projects. This includes accessible communications and sheltering during disasters.

    - Integrate people with access and functional needs into mock disaster planning and exercises as actors.
    - Plan for and coordinate with organizations that assist the whole community during disaster situations (Red Cross, South Central Region VOAD).
- **Salvation Army**
    - Provide meal delivery for first responders and displaced citizens in small and mass care incidents.
    - Assist with spontaneous and offered food/beverage donations related to meal service or mass care operations.
    - Provide emotional and spiritual care when requested and appropriate.
    - Provide financial assistance if available in the short, immediate, and long-term phases of recovery.
- **South Central Region Voluntary Organizations Active in Disaster (SCRVOAD)**
    - Coordinate VOAD member agencies for the provision of disaster volunteer services.
    - Inform VOAD member agencies of disaster situation and possible resource needs.
    - Manage donations in a disaster.
    - Provide a representative to the ECC, as requested.
    - Coordinate disaster volunteer information with the state Donations & Volunteer Coordination Team (DVCT).
    - Coordinate with all government agencies, especially county OEM and municipal OEMs, for deploying volunteer services.
- **State Donations & Volunteer Coordination Team (DVCT)**
    - Facilitate and support the coordination of unsolicited donations made from the public and private sector during and after disasters.
    - Assist with the coordinate of spontaneous unaffiliated volunteers.
    - Promote increased coordination between the ECC, VOAD member agencies engaged in donations, and volunteer coordination and private sector partners.
    - Provide public messaging support.
    - Work closely with local donations and volunteer agencies working through the SCRVOAD and the PPROEM.
- **United Way 2-1-1**

- Operate its 2-1-1 call center to support citizen information sharing following a disaster, coordinating with the activated joint information center leadership.
- Provide staff/volunteers to operate a call center at the ECC or other location, as defined in the City of Colorado Springs - United Way MOU.
- Develop, maintain, and distribute a Relief and Recovery Assistance Guide for the purposes of connecting those affected by disasters with information on available programs and services.
- Establish communications with the PPROEM ECC to coordinate essential public messaging information.
- Send a liaison to the ECC to coordinate information utilized by the 2-1-1 call centers.

EMERGENCY COORDINATION CENTER (ECC)

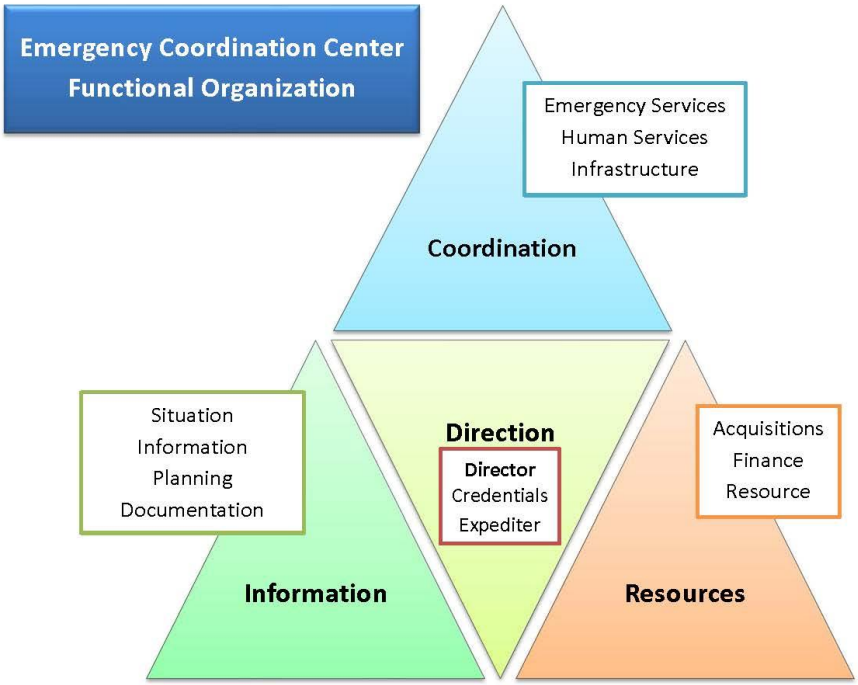
ECC ACTIVATION

- PPROEM will develop and maintain situational awareness prior to and during an event.
- The ECC will be activated in support of field operations. Incidents may be emergencies, disasters, or planned events.
- The ECC may be activated and staffed depending on the impact or anticipated impact of a disaster or event.
- The activation will be implemented by a Pikes Peak Regional Office of Emergency Management (PPROEM) staff member: on-call duty officer, director, deputy director, deputy chief, or another staff member.
    - If activated PPROEM staff will support and coordinate with the incident command. In some instances, the ECC may be virtually activated with staff members working remotely.
    - Staffing of ECC positions will be determined by the PPROEM ECC director.
    - Staffing patterns are designed to be flexible depending on the severity of the event and the type of organization is needed.
- The following individuals, or their designees, have the authority for the activation of the PPROEM ECC:
    - Emergency Management Director
    - PPROEM Staff Members
    - El Paso County Administrator, or Assistant Administrator
    - Board of County Commissioners, El Paso County
    - Sheriff, El Paso County
    - Public Health Director, El Paso County
    - Colorado Springs Chief of Staff, or Deputy Chief of Staff
    - Colorado Springs Mayor
    - Colorado Springs Fire Chief
    - Colorado Springs Police Chief
- The following individuals, or their designees, can request the PPROEM ECC be activated:
    - Incident Commander or Unified Command
    - Local Municipal Mayors and City Managers
    - Municipal, Military Base, and Utilities Emergency Managers
    - Local Fire and Police Chiefs, or designees

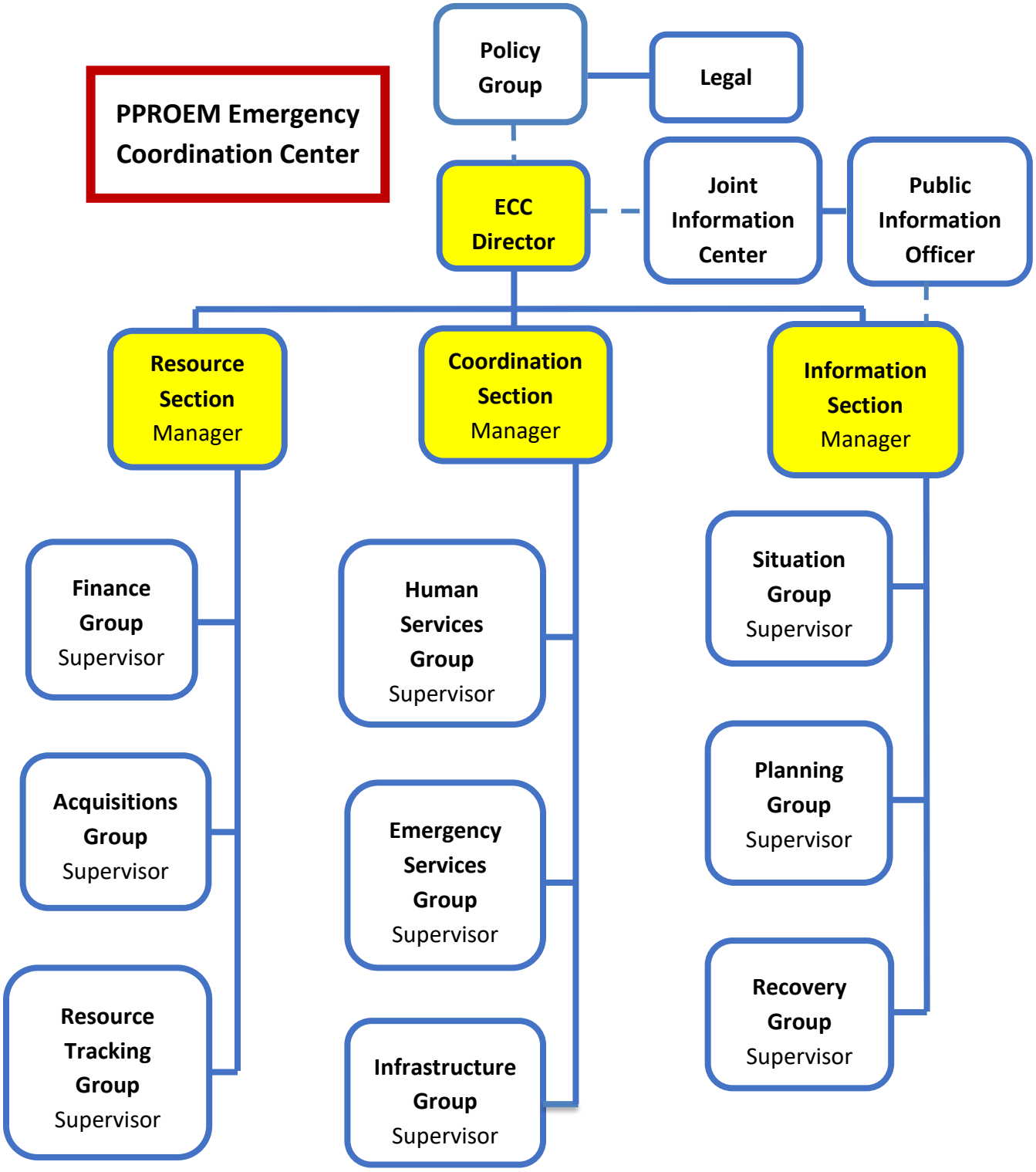
- El Paso County and Colorado Springs Department Heads

ECC STRUCTURE

- The organizational structure of the ECC is based on NIMS principles and is flexible and easily expandable to meet the needs of the region and operates as a function-based organization.
- The organization provides for communication between the municipal, county, state, and other agencies.
- ECC provides senior elected official(s) and the policy group(s) with a centralized location to analyze critical incident information, facilitate the decision-making process, as well as direct and control the response activities.
- The ECC should be activated and appropriately staffed to support field agencies and to carry out additional functions that are needed. The ECC will function in accordance with this EOP, the ECC Policies, and other established ECC procedures.
- The ECC should incorporate procedures for integrating resources from a variety of local and state entities, volunteer and private agencies, and the federal government.
- The ECC serves as the principal point for initiating and coordinating local government's resources, and for coordinating and facilitating the activities of private and volunteer organizations, in the delivery of emergency assistance to affected areas.
- **Direction** manages the ECC.
- An ECC provides three primary functions:
  - **Coordination**
  - **Resources**
  - **Information**


Emergency Coordination Center
Functional Organization
Emergency Services
Human Services
Infrastructure
Coordination
Situation
Information
Planning
Documentation
Information
Direction
Director
Credentials
Expediter
Acquisitions
Finance
Resource
Resources

ECC STAFFING



- Personnel assigned to the ECC are expected to have decision-making authority and have the necessary skills to coordinate their respective organization's response and recovery activities.
- Personnel assigned to the ECC should have the ability to acquire and allocate resources associated within their area of expertise.
- Designated ECC staff should be allowed the time to participate in ECC trainings and exercises.
- ECC activation director will identify the needs for staffing and will contact appropriate persons for reporting to the ECC for activated positions.
- The ECC will be primarily staffed with PPROEM personnel as the director and section managers. In addition, appropriate persons will be requested to staff the ECC representing county, city, or municipal governments, as well as representatives of partner non-governmental and non-profit agencies. In most cases this would include finance and procurement representatives to staff in the Resource Section. The Director will assess other ECC staffing needs, to include the responding and affected agency liaisons (facilities, fire, police, public works, utilities, military, schools, colleges, and others.) taking positions in the ECC to staff in the Coordination Section. The Coordination Section may also need staffing from government and partner agencies for mass care and healthcare issues.
- The need for a department operations center, or an incident management team facility may be provided alongside the ECC in the same facility. This would be a joint County, City and requestor discussion and decision. The facility can generally accommodate this need.

FUNCTIONAL CROSSWALK

- The following outlines the PPROEM ECC structure to other EOC types:

EMERGENCY SUPPORT FUNCTIONS	
PPROEM ECC Functional Section: Group	**Emergency Support Function (ESF)**
Coordination Section: Infrastructure Group	ESF 1: Transportation
Coordination Section: Emergency Services Group	ESF 2: Communications
Coordination Section: Infrastructure Group	ESF 3: Public Works and Engineering
Coordination Section: Emergency Services Group	ESF 4: Firefighting
Direction Section	ESF 5: Emergency Management
Coordination Section: Human Services Group	ESF 6: Mass Care
Resource Section (*All Groups*)	ESF 7: Logistics
Coordination Section: Human Services Group	ESF 8: Public and Medical Services

Coordination Section: Emergency Services Group	ESF 9: Search and Rescue
Coordination Section: Emergency Services Group	ESF 10: Hazardous Materials
Coordination Section: Infrastructure Group	ESF 11: Agriculture and Natural Resources
Coordination Section: Infrastructure Group	ESF 12: Energy and Utility Services
Coordination Section: Emergency Services Group	ESF 13: Public Safety and Security
Coordination Section: Infrastructure Group	ESF 14: Business and Infrastructure
Information Section: Public Information Group	ESF 15: External Affairs

INCIDENT COMMAND	
PPROEM ECC Section: Group	**Command Staff | General Staff**
Direction Section	Incident Commander
Direction Section: Safety	Safety Officer
Coordination Section: Emergency Services Group	Liaison Officer
Information Section: Public Information Group	Public Information Officer
Coordination Section (*All Groups*)	Operations Section
Resource Section: Acquisitions Group Resource Section: Resource Tracking Group	Logistics Section
Resources Section: Finance Group	Finance Section
Information Section: Planning Group	Planning Section

EMERGENCY COORDINATION CENTER ROLES AND RESPONSIBILITIES

DIRECTION of the ECC

- The Director is the organizational leader for the ECC for an incident.
- The Director is globally responsible for all operations of the ECC during an incident.
- Assures ECC procedures are implemented and used correctly.
- Assigns ECC staff positions.
- Establishes and re-evaluates ECC staffing for effectiveness.
- Assigns Safety personnel for ECC Safety directions and monitoring.
- Communicates with senior leadership, the policy group, and the elected officials.
- Seeks disaster declarations and authorizations for large expenditures as needed.
- Makes sure important functions such as damage assessments, incident intelligence, and other functions are occurring.
- Sends out internal notifications.
- Monitors ECC staff for effectiveness and fatigue.

COORDINATION SECTION

Coordinates with and supports the incident through direct support of Incident Command along with providing other secondary incident support to community and partner agencies.

Emergency Services Group

- **Law Enforcement**
  - Coordinating and providing support to local authorities for non-investigative/non-criminal law enforcement, public safety, security capabilities, conducting evacuations and providing security for evacuated areas, and resources during potential or actual incidents of significance.
  - Support incident management requirements including force and critical infrastructure protection, security planning and technical assistance, technology support, and public safety in both pre-incident and post-incident situations.
  - Coordinates law enforcement related operations, as directed by the Incident Commander or their designee.
- **Fire Service**

    - Coordinates firefighting support activities (fire protection, mitigation, detection, and suppression of fires within the jurisdiction).
    - Outlines provisions for personnel, , and supplies in support of agencies involved in evacuations and firefighting operations.
    - Provides for and assists in the coordination and utilization of interagency fire fighting resources to combat wildland fire emergencies.
- **Emergency Medical Service**
  Coordinates and supports mass casualty operations and patient transport.
- **Search and Rescue**
    - Coordination of all Search and Rescue related support operations, as directed by the Incident Commander or their designee.
    - Prioritizes rescue operations requiring county-level general support assets.
    - Coordinates and provides pre- and post-event search planning.
    - Coordinates resources to conduct post incident "safe and well" checks of community resident's sheltering-in-place.
    - Coordinates with CSFD to conduct urban search and rescue.
    - Coordinates with State for USAR for Colorado Task Force 1 (COTF-1), when required.
    - Coordinates with El Paso County Search and Rescue (EPCSAR) on snow-cat and small support vehicle (SUSV) operation and management; may include coordination for transport of critical medical supplies, equipment, or personnel.
- **Hazardous Materials**
    - Coordinates all hazardous materials related support operations, as directed by the Incident Commander or their designee.
    - Defines the appropriate response and recovery actions to prepare for, prevent, minimize, or mitigate a threat to public health and welfare or the environment caused by actual or potential hazardous materials incidents.
    - Supports research and outreach to state and federal agencies, shippers, suppliers, and manufacturers of products involved in hazardous materials discharge incidents to support prevention, protection, response, recovery, and mitigation activities.
- **Dispatch Organizations**

    - Includes all technical aspects of communications required in support of the ECC and all agencies in response to an incident.
    - Provides the dissemination of emergency warnings, information, and guidance to the public.
    - Facilitates the requirements and resources needed to provide backup capability for all means of communications.
    - Describes and manages the procedures to activate the Emergency Alert System.
    - Provides for assurance that individuals with access and functional needs such as the deaf and elderly are properly able to receive emergency alerts in a form which they can understand, to include American Sign Language (ASL).
- **Credentials**
    - Confirm people accessing the ECC are approved to be there.
    - Upon approval by the ECC Director, they produce credentials for ECC staff, and escort visitors into the ECC for one-time visits.
    - Limit access to the ECC to personnel approved by the ECC Director.
    - Enforce use of sign-in/sign-out forms by all ECC staff members.
    - Utilize ID computer and printer to create credentials for individuals approved by the ECC Director.
    - Upon approval by the ECC Director, escort individuals who need temporary access to ECC staff locations.

Human Services Group

Provides overall coordination of shelter, feeding, disaster welfare information, distribution of emergency relief items, and other human services activities to support the unmet needs of the community in response to and recovery from a disaster.

- **Public Health**
    - Health Promotion and Disease Prevention to increase access to care and health literacy for Medicaid clients; early childhood obesity prevention; improve parenting skills; youth suicide prevention, youth tobacco prevention; and communicable disease prevention and investigation.
    - Health Services provides clinical services to vulnerable and high-risk populations for women's and men's reproductive health, pregnancy testing and referral; child and adult immunizations;

and nutritional education and food assistance through the Women, Infants and Children (WIC) program.
    - Environmental Health works in the community to examine the safety of on-site wastewater systems, conduct inspections of all retail food establishments and body art shops, conducts school safety inspections, and prepares and responds to emergencies through the Public Health Emergency Preparedness program.
- **Behavioral Health**
    - Provides crisis counseling and behavioral services to individuals and groups impacted by the incident.
    - Behavioral health professionals will be mobilized to offer home and community-based services.
    - Substance abuse counselors may be mobilized to provide a source of education and outreach regarding unhealthy coping mechanisms which may include alcohol or drug use as a response to stress.
    - Crisis counseling is a time-limited program designed to assist victims and survivors of a disaster.
- **Mass Care Agencies**
    - Promotes the delivery of services and the implementation of programs to assist individuals, households, and families impacted by potential or actual emergencies or disasters.
    - Includes economic assistance and other services for individuals impacted by the incident.
    - Involves the coordination of non-medical, mass-care services, to include sheltering of victims, organizing feeding operations, providing emergency first aid at designated sites, collecting and providing information on victims to family members, and coordinating bulk distribution of emergency relief items.
    - Providing support during an emergency for companion animals by providing the emergency rescue, collection, removal, care, disposal, or sheltering of domestic/agricultural animals.
    - Promotes the delivery of eligibility services and the implementation of programs to assist individuals, households, and families impacted by potential or actual emergencies or disasters.

- Includes economic assistance and other services for individuals impacted by the incident through existing assistance programs and the coordination of services with community agencies.

Infrastructure Group

- **Public Works and Engineering Departments**
  - Structured to provide public works and engineering-related support for the changing requirements of incident management, to include preparedness, prevention, response, recovery, and mitigation actions.
  - Coordinates with local utilities to maintain situational awareness of extent of damage and progress of repair.
  - Identifies and coordinates the repair of County/City owned infrastructure.
  - Provides emergency repairs for life safety issues.
  - Coordinates overall debris management operations.
  - Clears roads.
  - Identifies and establishes resource orders for non-transportation Public Works equipment.
  - Provides temporary power generation systems.
  - Coordinates with state dam engineer.
  - Coordinates all engineering related requirements.
  - Maintains designated major streets and avenues, highways, and other routes of travel.
  - Assists with heavy rescue.
  - Inspects damaged buildings.
  - Provides additional needs as required.
- **Energy and Utilities Services**
  - Provide for the coordination and response of public and private utilities personnel and resources during an incident of significance.
  - Collects, evaluates, and shares information on energy system damage, along with estimations on the impact of energy system outages within affected areas.
  - Provide emergency information, education, and conservation guidance concerning energy and utilities.
  - Provide assistance to energy and water asset owners and operators as needed.

    - Coordinate with local emergency responders, ICP, and the ECC concerning:
        - Supporting food, water, and commodities distribution.
        - Disruption and restoration of utility services.
        - Safety, engineering, and environmental expertise.
        - Utilities infrastructure security requirements.
- **Transportation Services**
    - Provide transportation support to assist incident management.
    - Functions include:
        - Processing and coordinating requests for transportation support.
        - Reporting damage to transportation infrastructure.
        - Coordinating alternate transportation services (air, surface, and rail).
        - Coordinating the restoration and recovery of the transportation infrastructure.
- **Information Technology Departments**
    - Outlines actions to provide the required temporary telecommunications and restoration of the telecommunications infrastructure for the jurisdictional government operations.
    - Supports participating agencies and departments in the procurement and coordination of telecommunications services from the telecommunications and information technology industry during an incident response.
- **Agriculture and Natural Resources Agencies**
    - Provides for coordination of response, mitigation and recovery efforts related to the food and water supply, and natural, historic, or cultural resources.
    - Responsible for overall coordination of all agriculture/animal related operations, as directed by the Incident Commander, ECC, or their designee.
    - Coordinates with USDA and state for agriculture damage assessment.
    - Coordinates hay drops (by aircraft or vehicle).
    - Coordinates with local businesses, ranchers, etc. for hay donations.

- Coordinates establishment/maintenance of water points/support for large animals.
- Coordinates veterinary support to animal operations.
- Coordinates large and small animal sheltering.
- Coordinates with CART for large animal rescue.
- Coordinates with Pikes Peak Humane Society for small animal rescue.
- Provides guidance on impacted endangered species.
- Coordinates with waste management businesses to determine acceptance conditions/standards for debris disposal at their sites.
- Critical infrastructure and key resource restoration.

INFORMATION SECTION

Develops the large picture view of the status of hazards, resources, and future needs for the event. Communicates information to the ECC staff, responders, key officials, and decision makers, as well as coordinating public messaging.

Planning Group

- Facilitates information flow in the pre-incident prevention phase to place assets on alert or to preposition assets.
- Responsible for support and planning functions; includes those functions critical to support and facilitate multi-agency planning and coordination or operations.
- Prepare plans for the next operational period.
- Responsible for maintaining situational awareness/incident intelligence for the ECC.
- Works with the Director to determine update/briefing schedule. Collects incident intelligence by conducting regular ECC updates/briefings.
- Compiles intelligence, displaying the most relevant information in the ECC.
- Directly informs appropriate ECC staff of important developments impacting them.
- These representatives disseminate information within the ECC that can be used to develop courses of action and manage emergency operations.
- May assist Incident Command with their IAP development.

Situation Group

Develops situational awareness from multiple sources to include incident command, PPROEM liaisons, first responder reports, media, weather services, rapid needs assessment teams, dispatch, direct agency contacts.

Public information and External Affairs

- Responsible for overall coordination of all Public Information related to operations, as directed by the Incident Commander, ECC Director, Policy Group, or their designee(s).
- Coordinates actions necessary to provide the required external affairs support to local incident management elements.
- Coordinate communications to various audiences; applies to all participating agencies.
- Incident communications actions are consistent with the template established in the NIMS.
- Coordinates alert and notification efforts.
- Liaison between the ECC and the Joint Information Center (JIC).
- Identify the need to activate the JIC in collaboration with the ECC and Policy Group.
- Identify location of JIC and coordinate with other jurisdictions/agencies for JIC staffing.
- Coordinate with JIC to identify media staging areas and PIO support for those locations.

Documentation

Compiles, organizes, and directs the collection of all appropriate documents for the incident, archiving information.

Recovery Group (As the incident moves from response to recovery)

- Begins as the incident develops and will often have overlapping effects on response operations.
- **Short term recovery** includes the following Recovery Support Functions (RSFs):
    - Expense Tracking – Focuses on the tracking of expenses incurred during the response to the incident.
    - Public Information – Coordinates between field operations and the county Public Information Office.
    - Damage Assessment – Identifies the scope and impacts to the community.

    - Emergency Debris Management – Focuses on emergency protective measures to provide for immediate life safety.
    - Mass Care – Revolves around meeting basic human needs.
    - Animal Needs – Considers both large and small animal needs.
    - Public Health – Determines public health risks, impacts and mitigation measures.
    - Behavioral Health – Provides crisis behavioral health support.
    - Donations & Volunteer Coordination – Coordinates national, regional, and local volunteer agencies to support donations and volunteer management.
    - Disaster Assistance/Recovery Center – Coordinated with state and/or FEMA officials to provide a location for disaster victims to sign up for eligible disaster assistance.
- **Long-term Recovery** Phase:
    - The goal of the recovery phase extends beyond simply repairing damaged structures. It also includes the continuation or restoration of services critical to supporting the physical, emotional, and financial well-being of impacted community members. Most importantly, recovery also includes the restoration and strengthening of key systems and resource assets that are critical to the economic stability, vitality, and long-term sustainability of the communities themselves. Taken together, the following elements of recovery contribute to rebuilding resilient communities equipped with the physical, social, cultural, economic, and natural infrastructure required to meet future needs.
        - Health (including behavioral health) and human services capabilities.
        - Public and private disability support and service systems.
        - Educational systems.
        - Community social networks.
        - Natural and cultural resources.
        - Affordable and accessible housing.
        - Infrastructure systems.
        - Local and regional economic drivers.

RESOURCE SECTION

Identify, procure, inventory, and coordinate distribution of critical resources, in coordination with other local, state, and federal governments, private industry, and volunteer organizations, to effectively respond to and recover from the effects of a disaster.

The primary purpose is to provide for incident command and for supporting agencies and their functions overall logistics support, resource management, and staging area coordination during the response, recovery, and operations of the event.

This section includes:

Acquisitions Group

- Provides resource acquisition support to the incident and affected populations.
- Resource support consists of emergency relief supplies, facility space, office equipment, office supplies, contracting services, transportation services, security services, and personnel required to support immediate response activities.
- Identifies suppliers for requested resources taking into consideration existing vendors, working with Procurement to approve new and or alternate vendors as needed.
- Produces a price estimate for a resource request, making sure the city's and county's policies and procurement processes are followed.
- Works with Procurement to develop new contracts or methods for obtaining resources that are not covered under existing contracts, agreements, or processes.
- Each agency participating in this EOP is responsible for complying with the resource ordering process implemented through the ECC.
- Coordinates transportation, timing, and delivery of resources with the Coordination Section.
- Acquire resources with the following tools:
    - Logistics Resource List.
    - Pueblo Interagency Resource Ordering Protocol.
    - Colorado WebEOC Resource Status, Ordering, and Tracking.
    - 213RR Resource Requests Protocol.
    - ECC Resource Team and ECC Resource Mobilization policies and procedures.
    - State Resource Mobilization Guide.
    - Contracts and Agreements (IGA's, MOU's, MOA's, MAA's, and Automatic Aid Agreements).

- Include the mechanisms and processes to obtain resources needed to support emergency operations involving people with access and functional needs.
- Coordinates for personnel to operate bulk distribution points.

Finance Group

- Manage the financial aspect of the incident.
- Validate budget authority.
- Establish financial triggers for per-request and incident aggregate resource costs.
- Maintain running estimates of costs associated with the incident.
- Regularly update the Director on the estimated incident cost.
- Monitor resource request pricing, and act as the second approval step in the resource request process.
- Develop budget for long term incidents and recovery stages.

Resource Tracking Group

Tracks resources while deployed; documents when, where, and how long each resource is deployed to the incident. Identifies when and how the resource is consumed or demobilized.

EMERGENCY COORDINATION CENTER ADMINISTRATION

Situation Reporting

- The Situation Report (SitRep) is a periodic written update prepared to analyze, document, and share incident conditions and activities to inform members of the ECC, Policy Group, and other stakeholders. The Information Section Manager in the ECC is responsible for preparing the Situation Report or designating someone to prepare the report.
- The time interval between successive Situation Reports is determined by the ECC Information Section Manager and will vary based on the circumstances of the incident:
- In the initial phases of the incident there may be verbal briefings before written situation reporting begins.
- The first written Situation Report should summarize any previous verbal briefings.

- Reports may be issued hourly or every several hours in early phases of an incident.
- Situation reporting may occur daily for an incident lasting a week or more, or weekly for an incident lasting weeks or months (e.g., an infectious disease emergency).
- The frequency of situation reports may change over the course of an incident response.
- The target time interval for the next report should be determined and recorded in each Situation Report at the time it is issued.
- The Situation Report should be a straightforward narrative, suitable for electronic delivery.
- The narrative should use a professional tone in the third person, favoring position titles over proper names.
- The Situation Report should be:
    - Clear - use plain language, avoiding jargon, technical terminology, and acronyms.
    - Concise - avoiding filler language.
    - Confirmed - report facts, avoid speculative information.
    - Current - report on timely information, avoid including the same information in successive reports unless it is necessary for context.

Information Analysis

- A Situation Report should provide information in context to provide readers with meaning that allows them to make decisions about further incident management priorities and policy decisions.
- Collect current information from ECC representatives and rely on those with subject matter expertise to frame information with meaning.
- Indicate trends between reports, e.g., whether a measured condition is increasing or decreasing.
- Provide updates on open issues from previous reports.
- Indicate when an issue is resolved in one situation report and remove it from further reports.

Activity Logs

- The ICP and the ECC maintain accurate logs recording key activities, including:
    - Activation or deactivation of emergency facilities

- Emergency notifications to other local governments, State, and Federal agencies.
- Significant changes in emergency situations.
- Major commitments of resources or requests for additional resources from external sources.
- Issuance of protective action recommendations to the public.

Financial Reports

- The ECC is responsible for establishing the administrative controls necessary to manage the expenditures of funds and to provide reasonable accountability and justification for expenditures made to support emergency operations.
- This shall be done in accordance with established jurisdictional fiscal policies and standard accounting procedures.

Incident Costs

All departments and agencies shall maintain records summarizing the use of personnel, equipment, and supplies during the response to day-to-day incidents to obtain an estimate of annual emergency response costs.

Emergency Costs

- For major emergencies or disasters, all departments and agencies participating in emergency response shall maintain detailed records of costs for emergency operations to include:
    - Personnel costs, especially overtime costs.
    - Equipment operations costs.
    - Costs for leased or rented equipment.
    - Costs of specialized supplies expended for emergency operations.
    - Cost of lost or damaged equipment during the incident.
- These records maybe used to recover costs from the responsible party, insurers, or as a basis for requesting assistance for certain allowable response and recovery costs from the State and/or Federal government.

Preservation of Records

- To continue normal government operations following an emergency or disaster, vital records must be protected.
- These include legal documents as well as property and tax records.

- The principle causes of damage to records are fire and water; therefore, essential records should be protected accordingly.
- If records are damaged during an emergency, the ECC will coordinate to determine a process to preserve and restore them.

Communications

- **General**
    - Emergency communications are intended to be of limited duration.
    - These include information and reports, surveillance of threatening conditions, and 24-hour radio, telephone, and internet capability.
    - If emergency preparedness communications become overwhelmed or destroyed, other available systems will be utilized as necessary to augment communications, assist with lifesaving operations, and disseminate operational guidance.
    - Individual agencies will retain operational control of their communications systems and equipment during emergency operations.
    - As the incident progresses, there is a gradual transition from emergency back to normal communications. Emergency support is removed once normal communications have been fully restored.
- **Emergency Coordination Center Communications**
    - Communication will be coordinated between the ECC and all responding supporting agencies through various forms of communications devices, channels, and methods.
    - If the ECC is activated, all incident related information, updates, resource requests, etc. should be shared in WebEOC in addition to any other chosen communication methods.
    - ECC serves as the hub of information for the incident and will communicate necessary information and response actions to the field.
    - Emergency management communications between the ECC, county departments, municipal departments, and jurisdictional EOCs, and incident command posts within the region are conducted using a mix of systems and technologies.
- **Joint Information System**

- For large incidents involving multiple organizations, a Joint Information System (JIS) may be implemented based on the Communications/JIC/JIS Plan.
- A JIS is an information network of Public Information Officers (PIO) and support staff working together to deliver accurate and timely information to the public.
- The JIS integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely and complete information during crisis or incident operations.
- The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies; and controlling inaccurate information that could undermine the incident response and recovery efforts.

GLOSSARY

All-Hazards: Describing an incident, natural or human caused, that warrants action to protect life, property, environment, public health, or safety, and minimize disruptions of government, social, or economic activities.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: Consists of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed. See General Staff.

Communications/Dispatch Center: Agency or interagency dispatcher centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. Center can serve as a primary coordination and support element of the multi-agency coordination system (MACS) for an incident until other elements of MACS are formally established.

Coordination Section: The ECC Section responsible to support and coordinate with tactical incident operations and incident command's implementation of the Incident Action Plan.

Core Capabilities: Distinct critical elements necessary to achieve the National Preparedness Goal.

Delegation of Authority: A statement provided to the Incident Commander by the agency executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

Department Operations Center (DOC): An emergency operations/coordination center (EOC or ECC) specific to a single department or agency. Its focus is on internal agency incident management and response. DOCs are often linked to and, in most cases, are physically represented in a combined agency ECC by authorized agent(s) for the department or agency.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

Direction Section: The ECC Section responsible for the direction and supervision of the ECC, directly supervising the three ECC Sections and their section managers: Information, Coordination and Resources Sections.

Director: The Incident Command System title for individuals responsible for supervision of a Branch. In the PPROEM ECC it is the person who leads the ECC.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: Term used by incident command for functional areas of operation. See Group.

Emergency: Any incident, whether natural or human caused, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Response Personnel: Includes federal, state, territorial, tribal, regional, and local governments, private-sector organizations, critical infrastructure owners and operators, nongovernmental organizations, and all other organizations and individuals who assume an emergency management role. These personnel are also known as emergency responders.

Emergency Coordination Center (ECC): The place (physical or virtual) where the coordination of information and resources to support incident management (on-scene operations) activities normally take place. An ECC may be a temporary facility or may be in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. ECCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., federal, state, regional, tribal, city, county), or some combination thereof. ECC's must be adaptable, flexible, and scalable; the same principles that apply to the Incident Command System.

Emergency Operations Plan: The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the public.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Federal: Of or pertaining to the Federal Government of the United States of America.

Finance Group: Group responsible for all financial considerations surrounding an incident.

Function: Refers to the four major activities in the ECC Sections: Direction, Information, Coordination and Resources. The term function is also used when describing the group activity involved in a Section. These group functions can be fire, law enforcement, search and rescue, utilities, transportation, mass care, etc. (The ESF's)

General Staff: Consists of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed. See Command Staff.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function within a Section.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted event or activity.

Incident: An occurrence or event, natural or human caused, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war- related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objective reflecting the overall strategy for managing an incident at incident command. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command: Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that

reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are generally grouped in five types. Types I and II are national teams, Type III are State or regional, Type IV are discipline or large jurisdiction-specific, while Type V are ad hoc incident command organizations typically used by smaller jurisdictions.

Incident Objectives: Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives

Incident Support Plan (ISP): An oral or written plan containing general objective reflecting the ECC support of and coordination with the incident command overall strategy for managing an incident. It may include the identification of support and coordination resources and assignments. It may also include attachments that provide direction and important information for support and coordination of the incident during one or more operational periods.

Information Section: the ECC section that is responsible for incident planning, situation reporting, information gathering, and documentation.

Initial Actions: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Interoperability: The ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability is also defined as the emergency communications system that should be the same or linked to the same system that the jurisdiction uses for nonemergency procedures and should effectively interface with

national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of authority.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander (IC); advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., federal, state, tribal, and local boundary lines) or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area.

Key Resources: Any publicly or privately controlled resources essential to the minimal operations of the economy and government.

Liaison: A form of communication or position representing an agency, function, or jurisdiction for establishing and maintaining mutual understanding and cooperation.

Local Government: A county, municipality, city, town, township, local public authority, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity.

Managers: Individuals assigned specific Section managerial responsibilities (three sections: Information, Coordination and Resources). A Group within a section may become a section when the specifics of an incident need a higher level of responsibility and authority. (adaptable, flexible, and scalable)

Mitigation: The capabilities necessary to reduce loss of life and property by lessening the impact of disasters.

Mobilization: The process and procedures used by all organizations - federal, state, tribal, and local- for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multi-agency Coordination System(s) (MACS): Multi-agency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multi-agency coordination systems include facilities, equipment, personnel, procedures, and communications. Two of the most used elements are emergency coordination centers and MAC Groups. These systems assist agencies and organizations supporting and responding to an incident.

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under **Unified Command**.

Mutual Aid and Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

National Incident Management System (NIMS): Provides a systematic, proactive approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework (NRF): Guides how the Nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, states, the federal government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. And it describes special circumstances where the federal government exercises a larger role, including incidents where federal interests are involved and catastrophic incidents where a state would require significant support. It allows first responders, decision makers, and supporting entities to provide a unified national response.

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Operational Period: The time scheduled for executing a given set of operation actions. Operational periods can be of various lengths, although usually they last 12-24 hours.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private-sector organizations, and nongovernmental organizations.

Personnel Accountability: The ability to account for ECC assigned personnel; and their individual roles and responsibilities in the ECC. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established ECC guidelines and processes.

Plain Language: Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purposes of NIMS, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during an incident involving more than a single agency.

Planned Event: A planned, nonemergency activity (e.g., sporting event, concert, parade, etc.).

Planning Meeting: This meeting is held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the ECC objectives.

Planning Section: This Section is responsible for the collection, evaluation, and dissemination of operational information related to the incident; and for the preparation and documentation of the ECC objectives. This Section also maintains information on the current and forecasted situation of the incident.

Preparedness: Actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk. Within NIMS, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualifications, licensure, and certification; and equipment certification.

Preparedness Organizations: The groups that provide coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, and Critical Infrastructure Sector Coordinating Councils).

Prevention: The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. For the purposes of the prevention framework called for in PPD-8, the term "prevention" refers to preventing imminent threats.

Private Sector: Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protocols: Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures, and systems for communicating timely, accurate, accessible information on the incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Public Information Officer (PIO): A member of the ECC and the Joint Information Center (JIC) responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Recovery Coordination Center (RCC): When the Emergency Coordination Center (ECC) moves from the response phase of an emergency it may move into a recovery phase. The ECC then becomes the Recovery Coordination Center, with Recovery Support Functions (RSF).

Resource Section: Efficient emergency management and incident support requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes resource mobilization protocols.

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency coordination center.

Response: The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Safety Officer: A member of the Direction staff responsible for monitoring ECC operations and advising the Director on all matters relating to operational safety, including the health and safety of ECC personnel.

Section: The organizational level having responsibility for a major functional area of ECC management (Direction, Coordination, Resources, Information).

Situation Report: Document that often contains confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of resources for which a manager or supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)

Staging Area: Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or several interrelated functions in a uniform manner.

Status Report: Relays information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general plan or direction selected to accomplish incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

Supervisor: The Incident Command System title for an individual responsible for an ECC Group.

Supporting Agency: An agency that provides support and/or resource assistance to another agency.

Tactics: Deploying and directing resources on an incident to accomplish the objectives designated by the strategy.

Task: A standardized action to support a specific mission or operational need; to accomplish the completion of a tactic.

Technical Assistance: Support provided to state, tribal, and local jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as PPE assessments).

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or

key resources; is a violation of the criminal laws of the United States or of any state or other subdivision of the United States in which it occurs; and is intended to intimidate or coerce the civilian population, or influence or affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: An indication of possible violence, harm, or danger.

Tracking and Reporting Resources: A standardized, integrated process conducted throughout the duration of an incident. This process provides incident managers with a clear picture of where resources are located; helps staff prepare to receive resources; protects the safety of personnel and security of supplies and equipment; and enables the coordination of movement of personnel, equipment, and supplies.

Type: An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications.

Typing Resources: Resources are organized by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

Unified Approach: A major objective of preparedness efforts is to ensure mission integration and interoperability when responding to emerging crises that cross functional and jurisdictional lines, as well as between public and private organizations.

Unified Area Command: Command system established when incidents under an Area Command are multi-jurisdictional. See Area Command.

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction, or when incidents cross political jurisdictions, or when incidents cross functional disciplines. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and agreed upon objectives.

Unity of Command: Principle of management stating that everyone involved in incident operations will be assigned to only one supervisor.

ACRONYMS

AAR After Action Report
AC Area Command
ALE Animal Law Enforcement
ARC American Red Cross
ARES Amateur Radio Emergency Services
BoCC Board of County Commissioners
CAPS Community Advancing Public Safety
CERT Community Emergency Response Team
COG/COOP Continuity of Government/Continuity of Operations
CONOPS Concept of Operations
COVOADS Colorado Volunteer Organizations Active in Disasters
CPG 101 Comprehensive Preparedness Guide 101
CSP Colorado State Patrol
CDFPC Colorado Division of Fire Prevention and Control
CDHSEM Colorado Division of Homeland Security/Emergency Management
DAC Disaster Assistance Center
DOC Department Operations Center
DOLA Department of Local Affairs
DORA Department of Regulatory Affairs
DSR Damage Survey Report
EAS Emergency Alert System
ECC Emergency Coordination Center
EMAC Emergency Management Assistance Compact
EMAP Emergency Management Accreditation Program
EMI Emergency Management Institute
EMS Emergency Medical System
EOC Emergency Operations Center
EOP Emergency Operations Plan
EPCPH El Paso County Public Health
EPI Epidemiology
EPSO El Paso County Sheriff's Office
ESF Emergency Support Functions
FEMA Federal Emergency Management Agency
FPD Fire Protection District
HazMat Hazardous Materials
HMP Hazard Mitigation Plan
HSEEP Homeland Security Exercise Evaluation Program
HSPD Homeland Security Presidential Directive
HSPPR Humane Society of the Pikes Peak Region
IC Incident Commander

ICP Incident Command Post
ICS Incident Command System
IGA Inter-Governmental Agreement
IMT Incident Management Team
IP Improvement Plan
IPAWS Integrated Public Alert & Warning System
JIC Joint Information Center
JIS Joint Information System
MAA Mutual Aid Agreement
MOA Memorandum of Agreement
MOU Memorandum of Understanding
NIMS National Incident Management System
NRF National Response Framework
OEM Office of Emergency Management
PIO Public Information Officer
POC Point of Contact
PPE Personal Protective Equipment
PPROEM Pikes Peak Regional Office of Emergency Management
SAR Search and Rescue
SCHCC South Central Health Care Coalition
SCR South Central Region
SCRVOAD South Central Region Volunteer Organizations Active in Disasters
SCU Special Communications Unit
SME Subject Matter Expert
SNS Strategic National Stockpile
SOP Standard Operating Procedures
UC Unified Command

ANNEXES / APPENDICES / ATTACHMENTS

Archived within PPROEM and associated agencies.