

ROUTT COUNTY BASE EMERGENCY OPERATIONS PLAN



ROUTT
COUNTY

EMERGENCY OPERATIONS

June 18, 2019

PREPARED BY
ROUTT COUNTY
OFFICE OF EMERGENCY MANAGEMENT

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APPROVED AS TO FORM
ROUTT COUNTY ATTORNEY’S OFFICE

Date: _____ By: _____

RECORD OF CHANGES

Number	Title	Description	Pages Affected	Date

STATE OF COLORADO)
) ss
COUNTY OF ROUTT)

RESOLUTION NO. 2019-_____

**A RESOLUTION ADOPTING THE REVISED ROUTT COUNTY
BASE EMERGENCY OPERATIONS PLAN**

WHEREAS, the Board of County Commissioners of Routt County, Colorado (the “Board”) last approved the Routt County Base Emergency Operations Plan on July 19, 2016; and

WHEREAS, the Board desires to revise the Routt County Base Emergency Operations Plan to reflect updates to the plan and changes to Colorado Revised Statutes; and

WHEREAS, pursuant to the requirements of C.R.S. § 24-33.5-707(2), each county shall maintain an emergency management agency which has jurisdiction over and serves the entire county; and

WHEREAS, pursuant to the requirements of C.R.S. § 24-33.5-707(4), at a minimum, the composition of the emergency management agency shall be a director or coordinator appointed and governed by the chief executive officer or governing body of the appointing jurisdiction. The director or coordinator shall be responsible for the planning, coordination, and execution of the local pre- and post-disaster services; and

WHEREAS, pursuant to the requirements of C.R.S. § 24-33.5-707(8), each county emergency management agency shall prepare and keep current a locally defined emergency management plan for its area, including provisions for the preparation, prevention, mitigation, response, and recovery from emergencies and disasters; and

WHEREAS, the Board desires to appoint the Routt County Director of Emergency Operations to carry out the responsibilities under C.R.S. § 24-33.5-707(4) and to delegate to the Director of Emergency Operations the authority to implement and administer the Routt County Base Emergency Operations Plan.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF ROUTT COUNTY, COLORADO:

1. The Board hereby approves and adopts the Routt County Base Emergency Operations Plan (“Routt County Base EOP”) dated June 18, 2019. The Routt County Emergency Operations Plan (EOP) consists of the Base Plan and supporting annex documents, which when combined are referred to as the Routt County EOP. A copy of the Routt County Base EOP is attached hereto as Exhibit A.

2. The Board finds that adoption of the Routt County Base EOP is in the best interests of the health, safety and welfare of the citizens of and visitors to Routt County.

3. The Board hereby designates the Director of Emergency Operations as director under the Routt County Base EOP and delegates to the Director of Emergency Operations the authority for planning and coordination of local disaster services, including management of emergency and disaster planning and response for Routt County, activation, deactivation, and management of the Emergency Operations Center, procurement of response capabilities, and implementation of resources.

4. The Board recognizes the value of coordinated efforts of the elected offices and county departments in support of emergency and disaster operations under the direction of the Director of Emergency Operations. The Board directs the Director of Emergency Operations to coordinate emergency and disaster operations with all Routt County departments, municipal government representatives, and other private and public sectors represented in the All-Hazards Multiagency Coordination (MAC) Group and the Emergency Operations Center, in a manner that is acceptable to these organizations and the Board.

5. The Director of Emergency Operations is authorized to make non-substantive changes to the Routt County Base EOP as necessary. Any major changes proposed by the Director of Emergency Operations shall be reviewed by the Board and any changes approved by the Board shall be adopted by resolution.

6. All previously adopted or approved emergency operations plans are hereby repealed and replaced with the Routt County Base EOP adopted herein.

ADOPTED this _____ day of _____, 2019.

**BY THE BOARD OF COUNTY COMMISSIONERS, ROUTT COUNTY,
COLORADO.**

M. Elizabeth Melton, Chair

Vote:	Beth Melton	(Aye) (Nay) (Absent)
	Douglas B. Monger	(Aye) (Nay) (Absent)
	Tim Corrigan	(Aye) (Nay) (Absent)

ATTEST:

Kim Bonner
Routt County Clerk and Recorder

EMERGENCY SUPPORT FUNCTION ANNEXES TO THE BASE PLAN

**EMERGENCY SUPPORT
FUNCTION (ESF)**

- | | |
|----|--|
| 1 | Transportation |
| 2 | Communications |
| 3 | Public Works and Engineering |
| 4 | Firefighting |
| 5 | Information and Planning |
| 6 | Mass Care, Emergency Assistance, Temporary Housing, and Human Services |
| 7 | Logistics Management and Resource Support |
| 8 | Public Health and Medical Services |
| 9 | Search and Rescue |
| 10 | Oil and Hazardous Materials Response |
| 11 | Agriculture and Natural Resources |
| 12 | Energy |
| 13 | Public Safety and Security |
| 14 | Long-Term Community Recovery |
| 15 | External Affairs |
| | Other ESFs as defined by the jurisdiction |

NOTE: ESF Annexes are currently in work.

PROMULGATION

- A. The Routt County Emergency Operations Plan (EOP) consists of the Base Plan and 15 Emergency Support Function (ESF) Annex documents, which when combined are herein referred to as the Routt County EOP. The Routt County EOP was developed in accordance with the requirements for local emergency planning established under the Colorado Disaster Emergency Act, C.R.S. 24-33.5-701 *et seq.*, the Federal Emergency Management Agency (FEMA) Comprehensive Preparedness Guide (CPG 101, Version 2.0), the National Response Framework (NRF), and the National Incident Management System (NIMS). It strives to meet the requirements of state and federal guidelines for local emergency management plans and programs. The Routt County EOP establishes the structure for a coordinated response to all categories of hazards that can be expected to occur within Routt County.
- B. The Routt County EOP recognizes and respects the statutory authority of the Routt County government and elected offices identified in C.R.S. Title 30. The Routt County EOP is written from the perspective that all emergencies and disasters begin and end at the local government level.
- C. The Routt County EOP provides a basis for coordinated planning and management of the types of emergencies and disaster events most likely to occur in Routt County and those emergencies and disaster events of county-wide interest. All elected offices and county departments tasked in this plan are responsible for developing and maintaining the standard operating procedures and training necessary for implementing the assigned duties and functions of the Routt County EOP.
- D. The Routt County EOP does not address emergency planning and management that is the responsibility of municipal governments and special districts. However, Routt County Office of Emergency Management (OEM) will coordinate and integrate planning of the Routt County EOP with municipal governments, special districts, and other non-governmental entities and agencies. Routt County OEM will have emergency plans on file for:
 - Incorporated areas (unless they adopt the Routt County EOP);
 - Xcel Energy Power Plant (Hayden Station);
 - School Districts;
 - Yampa Valley Regional Airport (YVRA); and
 - UCHHealth Yampa Valley Medical Center.
- E. Other organizations are incorporated in this EOP through the All-Hazards Multiagency Coordination (MAC) Group. This group meets quarterly, or more frequently if required, and has the following purposes:
 1. Support disaster or major emergency response operations, either as a group or virtually, through the provision of guidance, direction, capabilities, limitations, or requirements, to the Emergency Operations Center (EOC) (when activated) or the Emergency Operations Director;
 2. Participate in the hazard and capability analysis and planning process for Routt County in order to accurately assess requirements and capabilities, posture the county to be adequately prepared for disaster response operations, and ensure emergency action plans efficiently and effectively support the community in meeting their needs following disasters and major emergencies.

- F. The Routt County EOP may be activated when an emergency situation requires multiple agencies, jurisdictions, departments, or offices to coordinate and synchronize response and recovery operations following an emergency or disaster, or when an incident escalates beyond the capabilities of Routt County and it is necessary to seek regional, state, or federal assistance.
- G. Elected offices and individual county department plans and annexes are to be appendices to this document as they are developed. The Routt County EOP is not intended to replace office or department standard operating procedures (SOPs), or to interfere in the execution of any statutory authority of constitutional offices under the C.R.S. Additionally, Routt County departments and other agency representatives are expected to serve as part of the All-Hazards MAC Group and in the ESFs when the EOC is activated in order to provide the necessary expertise and coordination for emergency response and recovery operations.
- H. Routt County OEM will develop training and exercise programs to familiarize county offices, departments, personnel, emergency response agencies, other governments and special districts, volunteer organizations, and appropriate non-governmental organizations with the provisions of the Routt County EOP. Routt County OEM will adopt the necessary support structures and processes as indicated in the NIMS to ensure an effective and well-coordinated response and management system is utilized that capitalizes on the capabilities of the whole community of emergency responders.

APPROVAL AND IMPLEMENTATION

- A. The Routt County Board of County Commissioners (BCC), through **Resolution Number {#}** on June 18, 2019, identified the Director of Emergency Operations for Routt County to carry out the responsibilities mandated in C.R.S. 24-33.5-707 (4). The BCC, by the adoption of the Routt County EOP, herein designates the position of Emergency Operations Director to have the full authority to conduct the responsibilities and duties of Routt County OEM.
- B. The BCC recognizes that effective response to emergencies and disasters depends on prior planning, training, and immediate action. The BCC authorizes the Emergency Operations Director to act in the pre-disaster declaration time frame until such official declaration can be made by the County Manager’s Office or the BCC. The pre-declaration emergency authority of the Emergency Operations Director consists of:
 - Activating the EOC and EOP;
 - Convening the All-Hazards MAC Group;
 - Disseminating Public Alert and Warning messages via RouttCountyAlerts.com, the Integrated Public Alert and Warning System (IPAWS), or any other means of public dissemination as necessary;
 - Opening evacuation centers and shelters; and
 - Ordering and mobilizing resources, requesting mutual aid, and approving emergency spending to effectively respond to the emergency or disaster. Pre-declaration spending is limited to \$10,000 per single purchase and \$100,000 total for all purchases for a single event without pre-approval from the County Manager’s Office or the BCC. Emergency spending processes are included in the Emergency Spending section of the Routt County Purchasing Manual.

- C. The Emergency Operations Director will, as soon as practical, make full notification to the County Manager’s Office and BCC of such actions taken during the pre-disaster declaration period. If the \$100,000 limit is reached prior to a disaster declaration then the Emergency Operations Director will request additional spending authority from the County Manager’s Office or the BCC.
- D. If a local disaster declaration is required and approved by the County Manager’s Office or BCC, additional direction and guidance will be provided to the Emergency Operations Director by the BCC or County Manager’s Office on emergency spending limits and processes.

PURPOSE

- A. The purpose of the Routt County EOP is to provide guidelines and principles for managing and coordinating the overall response and recovery activities before, during, and after major emergencies or disasters that occur throughout Routt County. The Routt County EOP provides a framework for coordination with local, state, and federal government agencies as well as non-government organizations.
- B. Specifically, the Routt County EOP:
 - Identifies the roles, responsibilities, and actions of Routt County OEM, elected offices, county departments, and whole community partners in preparing, responding, and recovering from major emergencies or disasters;
 - Defines and identifies the responsibilities of the ESFs;
 - Identifies emergency declaration authorities and process;
 - Establishes the framework for all emergency plans developed and used by offices and departments, municipal governments, and special districts; and
 - Ensures coordinated planning, response, and recovery activities for major emergencies and disasters by county, state, and federal agencies as well as non-government organizations involved in emergency response and relief efforts.

SCOPE

- A. The Routt County EOP uses an all-hazards approach that addresses a full range of complex and constantly changing emergency response requirements. The Routt County EOP recognizes and incorporates the various jurisdictional and functional authorities of local government agencies and non-governmental organizations. This plan is applicable to all agencies and organizations that may be requested to provide assistance or conduct operations in the context of actual or potential incidents within the county. Incorporated areas within Routt County are encouraged to reference the Routt County EOP in their own emergency action/response plans, if applicable, or may adopt the Routt County EOP in its entirety. The Routt County EOP focuses on those activities that are directly related to an evolving incident or potential incident.
- B. Routt County OEM will focus its planning and preparedness efforts on those hazards most likely encountered within Routt County, as identified in the Routt County Hazard Mitigation Plan (HMP). The current HMP is dated 2010 but is currently being updated as of the preparation of this EOP. The updated Routt County HMP is expected to be completed through state approval of

the plan by December 2019. Another key part of the HMP is identifying critical infrastructure, which needs to be maintained during or restored as soon as possible following an emergency or disaster due to its impact on emergency response operations and continuity of government.

- C. Through the All-Hazards MAC Group, Routt County OEM will maintain an assessment of response capabilities provided by all emergency responding and management organizations, as well as private sector organizations that may be able to provide response capabilities and resources during times of emergency. This EOP will account for these capabilities and how they will be requested, coordinated, and employed.

SITUATION OVERVIEW

Routt County Profile

- A. Routt County is located on the Western Slope of the Rocky Mountains in northwestern Colorado. Routt County covers approximately 2,368 square miles. Twenty-seven percent (27%) of this land is public land and 73% is privately owned. Routt County has four incorporated areas: Steamboat Springs, Hayden, Oak Creek, and Yampa. Other communities in the county include Clark, Hahn’s Peak, Milner, Phippsburg, and Toponas. Surface elevation ranges from 6,400 feet above mean sea level at the western portion of the County along the Yampa River valley to the 12,180-foot summit of Mount Zirkel and other peaks along the Continental Divide at the eastern border of the County.
- B. Routt County has a high altitude, low humidity climate that fluctuates seasonally due to its varied topography. Summer months are typically warm and dry and subzero temperatures are common in winter. The majority of snowfall occurs during November, December, and March and can total more than 400 inches annually. Weather and climate each play distinct roles in the economic and environmental vitality of Routt County. Day-to-day weather events can impact recreational opportunities, road safety, livestock health, crop management, water treatment, fish habitat, and construction scheduling. Seasonal and longer term climate parameters control the success of the ski industry, the ability to sustain non-irrigated and irrigated crops from one year to the next, the evolution of the river channel, the vulnerability of forest to ecological stresses, and the management of wildland fire danger.
- C. The Routt County Road and Bridge department maintains a total of 849 miles of county roads. The various municipalities maintain approximately 100 additional traveled roadway miles. U.S. Highway 40 and State Highway 131 are the state highways that run through the county. These highways provide the primary transportation routes for hazardous materials transiting through the county, especially if there are closures on major highways in the vicinity, such as Interstate 70, and these highways in Routt County are the primary detour routes.
- D. As of 2017, Routt County’s population is ranked 24th out of Colorado’s 64 counties with a population at 25,178. The total Routt County population increased 7% from 2000 to 2017. The table below shows the planning area population data from 2013 through 2017:

Table – Routt County Population (2013-2017)					
	2013	2014	2015	2016	2017
Steamboat Springs	11,829	12,347	12,497	12,693	12,950
Hayden	1,817	1,854	1,870	1,892	1,925
Oak Creek	883	893	903	908	927
Yampa	431	440	442	448	458
Unincorporated Areas*	8,323	8,482	8,595	8,726	8,918
County Total	12,663	24,016	24,307	24,667	25,178
Source: Colorado Department of Local Affairs; Note: * includes unincorporated communities.					

Table 1

Most of the population lives in the incorporated areas of the county. In 2010, 65% of the planning area’s residents lived in the incorporated areas, increasing to approximately 79% of the population in 2017. The county population can double in the winter months due to the location of Steamboat Springs Ski Resort. During the summer months, the tourism industry thrives with outdoor recreational activities and cultural events and significantly increases the population. Much of the County population is located in and around the City of Steamboat Springs and incorporated Towns of Hayden, Oak Creek and Yampa. Steamboat Springs is the county seat.

- E. From 2015 to 2016, employment in Routt County grew at a rate of 1.66%, from 14,060 employees to 14,294 employees. The most common employment sectors for those who live in Routt County are Accommodation & Food Service, Healthcare & Social Assistance, and Construction.
- F. As the population of Routt County grows, more housing areas are being developed in the Wildland Urban Interface (WUI), increasing the susceptibility to wildland fires. While few residential areas are located within a flood plain, the strain to develop more affordable housing coupled with the possibility of a rapid snow melt continue to make seasonal flooding a serious hazard, particularly along the Yampa and Elk rivers. Winter storms can affect the entire county, but have the greatest impact in the more rural areas where roads are less maintained and supporting infrastructure is less readily available.
- G. The Yampa Valley Regional Airport, located in the Town of Hayden, provides the major transportation hub to the area. The University of Colorado Health Yampa Valley Medical Center, Steamboat Emergency Center, Steamboat Springs Fire Rescue Department, Oak Creek Fire Protection District, West Routt Fire Protection District, North Routt Fire Protection District, and Yampa Fire Protection District all provide emergency services in the county. Comprehensive health care services are available at the University of Colorado Health Yampa Valley Medical Center in Steamboat Springs.

- H. Steamboat Springs is a high occupancy resort community. The opportunity for high concentrations of people at commercial recreational facilities, back country recreationist, ski areas, and highway travel corridors creates scenarios where mass casualty incidents would exceed the capability and capacity of Routt County public safety agencies, UCHealth Yampa Valley Medical Center (YVMC), and the Routt County Coroner’s office.
- I. Routt County is reliant on several jurisdictions for additional support for several hazards. During the wildfire season Routt County often requests support from federal, state, and neighboring counties for wildfire suppression resources. These agreements are reviewed annually and discussed in the Annual Operating Plan (AOP). Routt County has very limited hazardous material response capabilities and is reliant on Craig Fire Rescue and Colorado State Patrol for support.
- J. Routt County includes a population with Access and Functional Needs (AFN). While located throughout the county, the greatest concentration of the AFN population is within Steamboat Springs. People with disabilities are more likely to have difficulty responding to a hazard event than the general population. According to the 2017 U.S. Census estimates, 4.0% of the population *under 65* in the planning area lives with some form of disability. Elderly persons are more likely to lack the physical and economic resources necessary for response to hazard events and are more likely to suffer health-related consequences making recovery slower. They are more likely to be vision, hearing, or mobility impaired, and more likely to experience mental impairment or dementia. Elderly residents living in their own homes may have more difficulty evacuating their homes and could be stranded in dangerous situations. This population group is more likely to need special medical attention, which may not be readily available during natural disasters due to isolation caused by the event. Children under 14 are particularly vulnerable to disaster events because of their young age and dependence on others for basic necessities. 15% of the county population is age 65 or older and 18.2% is children 18 years or younger. The planning area has a 5.9% foreign-born population. Other than English, the most commonly spoken language in the planning area is Spanish. The census estimates 7.0% of the residents speak a language other than English at home.

CAPABILITY ASSESSMENT

HAZARD	EXISTING CAPABILITY	DEPENDENCY
Wildfire	Incident Command Public Alert and Warning Firefighting Evacuation Sheltering	Federal and state agencies for mutual aid; American Red Cross for shelter management; State OEM for recovery center and technical support.
Weather/Power Failure	Incident Command Public Alert and Warning Evacuation Sheltering	American Red Cross for shelter management; Public Works; Utility Companies.

<p>Flooding/Dam Failure</p>	<p>Incident Command Public Alert and Warning Evacuation Sheltering Mass Casualty Incident</p>	<p>County/Regional/Federal mutual aid; American Red Cross for sheltering; State OEM for recovery center and technical support.</p>
<p>Hazardous Materials</p>	<p>Incident Command Limited Haz-Mat Response Evacuation</p>	<p>Colorado State Patrol; Craig Fire Rescue Haz-Mat Team; Regional mutual aid; federal agencies.</p>
<p>Emerging Human Illness</p>	<p>Incident Command Mass Care Mass Prophylaxis Epidemiological Surveillance</p>	<p>County/Regional mutual aid; State OEM; federal agencies.</p>
<p>Terrorism/Explosive Device/Active Threat</p>	<p>Incident Command Scene Security Combined Emergency Response Team (CERT)</p>	<p>Jefferson County Bomb Squad; Colorado State Patrol; County/Regional mutual aid; State OEM; federal agencies.</p>

Table 2

PLANNING ASSUMPTIONS

- A. The Routt County EOP is based on the following planning assumptions and considerations:
1. Incidents are managed at the lowest possible geographic, organizational, and jurisdictional level.
 2. Incident management activities will be initiated and conducted using the principles contained in NIMS.
 3. The combined expertise and capabilities of government at all levels, the private sector, and nongovernmental organizations will be required to prevent, mitigate, prepare for, respond to, and recover from incidents or disasters.
 4. The whole community of emergency responders and managers, and capabilities that they can provide, will be included in planning and response efforts through the All-Hazards MAC Group and representation in the appropriate ESF in the EOC.
 5. The All-Hazards MAC Group will convene at least quarterly to address change in capabilities and to review, discuss, and recommend changes to the EOP Base Plan and the appendices.
 6. Incident response require significant information sharing across multiple jurisdictions and between public and private sectors;
 7. Incident response requires extensive consequence management to respond to unanticipated second and third order effects;

8. Incidents may impact critical infrastructure throughout the county and overwhelm capabilities of local governments and private sector infrastructure owners and operators;
 9. Incident response will attract a sizeable influx of independent and spontaneous volunteers and supplies;
 10. Incidents may disproportionately affect segments of the population that are least capable of supporting themselves during an emergency;
 11. Major incidents will require prolonged incident management operations and support activities
- B. Top priorities for incident management are to:
1. Save lives and protect the health and safety of responders, recovery workers, and the public.
 2. Prevent an imminent incident, including acts of terrorism, from occurring.
 3. Protect and restore critical infrastructure and key resources.
 4. Conduct law enforcement investigations to resolve the incident, apprehend perpetrators of the incident, and collect and preserve evidence for prosecution.
 5. Protect property and mitigate damages and impacts to individuals, communities, and the environment.
 6. Facilitate recovery of individuals, families, businesses, governments, and the environment.
- C. Departments, agencies, and organizations may be required to deploy to incidents or disasters on short notice to provide timely and effective mutual aid or intergovernmental assistance. Routt County government is unable to provide all services required during response and recovery operations and will rely on Mutual Aid Agreements (MAAs), Memorandums of Understanding (MOUs), Memorandums of Agreement (MOA), Intergovernmental Agreements (IGAs), and other similar cost-sharing and resource provision agreements in order to provide the most effective response possible.
- D. For incidents or disasters that are Presidentially-declared, state and federal support is delivered in accordance with relevant provisions of the Stafford Act.

CONCEPT OF OPERATIONS

- A. General
1. The Routt County EOP is built around the participation of the whole community of agencies and organizations with capabilities that could be applied during and following major emergencies or disasters. The EOC provides a location where representatives of the All-Hazards MAC Group and other personnel from various government agencies and the public and private sectors organize into ESFs where they can apply their area of expertise into a well-coordinated decision making process. The EOC will serve as a clearinghouse for response and recovery operations and for deployment of resources within the county, including municipalities within the county.

2. Whole community includes representatives from the AFN population, or organizations that serve this segment of the population. At a minimum, Routt County OEM includes representatives from Horizons Specialized Services, Integrated Community, Routt County Council on Aging, Northwest Colorado Center for Independence, and United Way for all planning efforts and EOC activations. Routt County OEM will effectively accommodate the AFN population during all response and recovery operations. Working with these organizations, as well as the American Red Cross for required shelters, Routt County OEM will better ensure adequate support for the AFN population for emergency communication and notification, transportation, and sheltering.
3. The Emergency Operations Director is primarily responsible for determining the activation level of the EOC; however, the Routt County Sheriff or Undersheriff can also activate the EOC if the Emergency Operations Director is unavailable. The primary activation notification method for all EOC participants is Routt County's internal notification system, currently a component of the Routt County Public Alert and Warning System. Additional phone calls will be made as necessary.

B. Public Alert and Warning

1. The primary means of informing the public of impending or occurring major emergencies or disasters and the action they should take is RouttCountyAlerts.com, a key part of the Routt County Public Alert and Warning System. Routt County is also licensed to utilize the Integrated Public Alert and Warning System (IPAWS) for major disasters when it is critical to reach as many people as possible within an affected area regardless of whether they are registered with RouttCountyAlerts.com. The Routt County Public Alert and Warning Plan, Appendix D to this EOP, provides additional public communication means and the procedures to release emergency notifications.
2. In emergency situations posing an immediate threat to life or personal safety, any public safety official in Routt County or Incident Commander (if assigned) can request the Routt County Communications Center (RCC) to issue an emergency alert or warning by the most effective means available. Normally, emergency message release approval resides with the Emergency Operations Director, the RCC Manager, or the Routt County Manager's Office. However, for local emergencies requiring immediate action by the public to best ensure their safety, a fire department or law enforcement supervisor trained in the Routt County Alerts process and tools may coordinate directly with RCC for the release of the required message while the Routt County authorities mentioned above are being notified. RCC will not delay in the release of these messages if approved by the trained fire or law enforcement supervisor.
3. The RCC developed a system within RouttCountyAlerts.com to alert representatives from those organizations supporting the AFN population regardless of the location of the incident. In this way, these representatives can alert their clients via their organizational notification systems. The RCC also implemented the ability to receive texts to 9-1-1 to facilitate communication with the AFN community, those in distress that don't want to compromise their location, or where cell coverage is poor but texts may still go out.

C. Incident Command

1. Most emergencies in Routt County begin and end with the deployment of first responders, typically Fire/EMS (Emergency Medical Services) or law enforcement personnel. The primary responding unit will establish Incident Command and manage response operations with personnel assigned to the responding unit. Occasionally, additional units are required and the Incident Commander (IC) may request support from other fire districts, municipal law enforcement, or Routt County departments, through the RCC (Dispatch). The Emergency Operations Director monitors requests made through Dispatch to make preliminary assessments of additional support requirements. The vast majority of emergency response operations are adequately managed through a single responding unit or with support from other first responders, organizations, and departments within Routt County. When Dispatch’s ability to manage emergency calls throughout the county is negatively impacted by the level of effort required for any single incident, Dispatch will notify the Emergency Operations Director and transition incident support, specifically ordering of additional resources, to the Emergency Operations Director or the EOC.

D. Incident Support

1. Occasionally, an emergency is of such scale or complexity that additional resources and coordination with those resources are required. Examples (non-inclusive) of these emergencies include:
 - Large wildland fires that exceed the capabilities of Routt County, such as those requiring aviation assets or a significant number of engines and ground crews;
 - Significant hazardous material releases;
 - Large-scale flooding;
 - Any emergency requiring evacuation and sheltering of people or animals;
 - Winter storms with significant power outages for large sections of the population for extended time periods.
2. Once it is determined, usually through communication with the IC, that an incident has the potential for requiring extensive additional support, the Emergency Operations Director and IC will perform a hazard assessment. This assessment will determine:
 - Extent and severity of the hazard and the Routt County response capabilities available;
 - What additional public emergency notifications are required, to include the affected population, specific actions to take, and where to get additional information;
 - The appropriate level of activation of the EOC and which ESFs are required to be represented in the EOC;
 - Initial IC objectives, priorities, and requirements;

- Additional resources required immediately; and
 - Whether a local disaster declaration *may* be necessary.
3. Once operational, the EOC assumes the responsibilities of ordering and tracking additional required resources. The RCC Center, which includes the Public Safety Answering Point (PSAP) and is included in ESF 2 of the EOC, will transition resource ordering responsibilities to the EOC. The Emergency Operations Director, who may also place orders for resources beyond the scope of Dispatch, will also transition these responsibilities to the EOC. The Resource Manager position of the EOC is primarily responsible for the ordering and tracking of resources.

E. Evacuation and Sheltering

1. The below organizations have shelter agreements with the American Red Cross and are available for use in Routt County when needed:
 - South Routt County High School (SOROCO)
 - Steamboat Springs High School (SSHS)
 - Steamboat Springs Middle School (SSMS)
 - The Haven (assisted care facility in Hayden, CO)
2. Routt County OEM continues to seek other sheltering capabilities, to include the faith-based organizations with appropriate facilities and the Colorado Mountain College (CMC). Each of these shelters will be managed by trained personnel from the American Red Cross, when available, or a local shelter management team. Routt County is building a Community Emergency Response Team (CERT) capability, and shelter management will be a primary mission for these personnel.
3. RouttCountyAlerts.com and IPAWS will be primary alerting mechanisms for the public, as well as social media, radio, and face-to-face contact as necessary. A key part of all sheltering operations is the check-in process, ensuring that necessary personal information is securely obtained (and safe-guarded) to facilitate proper and efficient unification or re-entry once safe to do so. When possible, Routt County will utilize the Evacuation software resident on the Salamander accountability and credentialing system.
4. It is the intent that all shelters will be Americans with Disabilities Act (ADA) compliant. However, when in extremis during the early phases of response operations all shelters may not be ADA compliant. As the situation allows, shelters that are not ADA compliant will be closed and its occupants transferred to facilities that are ADA compliant.
5. Routt County OEM will employ several options for the transportation of people to or from evacuation centers, including each of the three school districts (South Routt, Hayden, and Steamboat Springs), Steamboat Springs Transit (SST), and Northwest Colorado Center for Independence (NCCI), which has a limited AFN transportation capability.

6. The Routt County Colorado State University (CSU) Extension Office, in conjunction with the Routt County Sheriff's Office (RCSO), will develop and maintain an animal evacuation and sheltering plan to accompany the evacuation and sheltering plan developed by Routt County OEM. It is critical to be able to accommodate pets and service animals as failure to do so may prevent people from leaving their homes and thus expose themselves to a considerable threat to their safety.
7. Each evacuation center will include the capability to gather information from the shelter occupants regarding other unmet needs that they have. This information will also be made available via social media, the Routt County OEM website, newspaper (Steamboat Pilot & Today), local radio, and physical information sharing locations.

F. Local Disaster Declaration

1. If required, the Emergency Operations Director will direct the EOC to perform a Rapid Needs Assessment to determine the extent of the hazard or threat and the capabilities of Routt County to respond to the hazard or threat. The results of the Rapid Needs Assessment will enable the Emergency Operations Director to make an informed recommendation to the BCC on whether a local disaster declaration is warranted. Only the BCC can make a local disaster declaration. If the BCC is unavailable to make a timely decision then the County Manager's Office can make the decision and inform the BCC at the earliest opportunity.
2. While a local disaster declaration is not required to activate the EOC or the EOP – both of these can be activated by the Emergency Operations Director or the Routt County Sheriff – an approved local disaster declaration automatically activates both the EOC and EOP. The EOC is responsible for tracking all resources and costs associated with the disaster response and recovery efforts as specified in the EOC Activation and Operations Guide and Routt County Resource Mobilization Plan. All requests for State assistance should go through the Routt County OEM to the State Emergency Operations Center (SEOC). Appendix C is a local disaster declaration template.

G. Incident Command Post (ICP) and EOC Interface

1. EOC operations are in support of the IC. The EOC Manager will coordinate the activities of the activated ESFs in order to achieve the IC objectives. The Emergency Operations Director will normally be at the ICP working directly with the IC to make sure that situation updates and IC requirements are accurately communicated to the EOC, as well as anticipate future requirements. When the Emergency Operations Director is at the ICP he will appoint an individual to serve as EOC Manager when the EOC is activated. Furthermore, the Emergency Operations Director will keep the IC informed as to the status of requested resources. The Emergency Operations Director will also help locate additional personnel when required to adequately staff the ICP.

H. Extended Response and Recovery Operations

1. The EOC is intended to provide an effective way to communicate and coordinate response and recovery operations. It is also the intent to minimize the activation time of the EOC so that the ESF representatives can get back to their normal duties as soon as possible and minimize the disruption to their normal business activities. As ESF participation requirements are reduced to a point that the representatives can provide

any continued support virtually or as a part of their normal business functions they will be deactivated by the Emergency Operations Director. At the point where remaining response activities and recovery operations could be effectively managed without a continuous presence at the EOC then the EOC will be deactivated.

I. Training and Exercises

1. Routt County OEM will conduct at least two exercises a year, normally a discussion-based exercise in the spring and a functional or full-scale exercise in late fall of each year. Each exercise will be planned and executed per the Homeland Security Exercise and Evaluation Program (HSEEP) and will include representatives from the whole community of emergency responders and managers. The Initial Planning Meeting for each exercise will determine the most appropriate scenario – based upon most likely hazards as indicated in the Routt County Hazard Mitigation Plan – and collect organizational training objectives from all exercise participants. Each exercise will also include an After-Action Report and Improvement Plan (AAR/IP) for capturing lessons learned, best practices, and corrective actions.

J. Local Agreements

1. Routt County utilizes various partnerships and agreements to provide the required resource in the most efficient manner possible. Existing agreements include:
 - Hazardous Material Response. Agreements with Craig Fire Rescue and Colorado State Patrol to provide hazardous material response capability to Routt County and municipalities within Routt County.
 - Wildland Fire Suppression with Fire Protection Districts. Agreement between Routt County and local Fire Protection Districts (FPDs) to provide suppression on wildfires that occur within Routt County, to include outside a FPD’s boundaries, with specified costs that are reimbursable by the county.
 - Colorado Emergency Fire Fund (EFF). Wildland fire suppression capability provided by the State of Colorado.
 - Annual Operating Plan (AOP). Specifies how different agencies, to include county, state, and federal departments, will conduct wildland fire suppression operations within Routt County.
 - Mountain Area Mutual Aid (MAMA). Currently a verbal mutual aid agreement between fire departments in the region to provide fire suppression as needed.
 - Emergency Shelters. Existing agreements between facilities capable of providing emergency shelters and the American Red Cross, coordinated by Routt County OEM.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Board of County Commissioners

1. The BCC are the elected executives serving as the governing board. While having a key role in the four dimensions of the governmental process – mission, policy, administration, and management – the BCC focuses its efforts on mission and policy while the County Manager’s Office is focused on administration and management.
2. During or following a major emergency or disaster the BCC has the following responsibilities:
 - Approve the expenditure of Routt County resources for emergency or disaster response purposes once the limits of the Routt County Emergency Operations Director are reached, or once the cap of 25% of Routt County’s contingency fund is depleted;
 - Make formal local emergency declaration, or make formal request for Governor’s emergency declaration;
 - Issue official orders or proclamations regarding population protection or temporary social restrictions, such as evacuation orders, establishment of curfew, and expenditures;
 - Commit and provide direction to Routt County government activities in support of relief efforts;
 - Issue directives as required to county departments and personnel regarding changes in normal duties and work schedules, temporary assignments, and employment of temporary workers;
 - Approve formal requests for outside assistance from other local, state, or federal jurisdictions; and
 - Meet with All-Hazards MAC Group as needed to establish response priorities and objectives, establish necessary policies and directives, and determine county-wide resourcing capabilities.

B. Routt County Manager’s Office

1. The Routt County Manager’s Office is accountable for administration and management of operations and delivery of services. During or following a major emergency or disaster the County Manager’s Office has the following responsibilities:
 - Ensures the BCC responsibilities stated above are fulfilled in the absence of the BCC;
 - Advise the BCC as soon as practical of the nature and status of the emergency or disaster;
 - Recommends to the BCC a local emergency declaration when required;
 - Commit emergency funds to support emergency response and recovery efforts;

- Mobilize and commit county resources (personnel and equipment) for the purpose of stabilizing, resolving, and recovering from the dangers presented by the emergency or disaster;
- Maintain overall responsibility for all county operations;
- Coordinate the dissemination of all public information regarding Routt County government operations;
- Be available for regular status briefings at the EOC and provide guidance and direction as required;
- Chair the All-Hazards MAC Group; and
- Coordinate post emergency or disaster recovery functions with assignments to specific offices and departments.

C. Routt County Attorney

1. Provide legal counsel and assistance to BCC and to other county officials before, during, and after disaster and emergency incidents in the county;
2. Draft or review emergency contracts, memoranda of understanding, and intergovernmental agreements;
3. Prepare other legal documents (disaster declarations, resolutions, or regulations to facilitate emergency response operations).

D. Routt County Office of Emergency Management

1. The Routt County OEM is led by the Emergency Operations Director. The Emergency Operations Director will lead all emergency response efforts within the limits specified in this plan. The Emergency Operations Director and OEM responsibilities include:
 - Serve as Designated Emergency Response Authority (DERA) for hazardous material incidents within unincorporated Routt County not in a Fire Protection District;
 - Activate and manage the EOC and this plan;
 - Disseminate emergency public messaging as specified in the Routt County Public Alert and Warning Plan;
 - Coordinate the attainment and delivery of resources required to support the IC's objectives;
 - Authorize the procurement of necessary resources within the prescribed limits specified in this plan;
 - Coordinate the completion of a Rapid Needs Assessment in order to assess damages to critical infrastructure, public impact, and response capabilities to inform a local disaster declaration;
 - Prepare Situation Reports for Routt County leadership, as well as leadership of municipalities within Routt County also affected by the emergency or disaster;

- Activate pertinent MAAs, or prepare new agreements, with other agencies or departments within or outside of Routt County to provide response capabilities unable to be sourced within Routt County government;
- Establish communication with the Colorado Department of Homeland Security and Emergency Management (DHSEM) for the provision of status reports and requesting assistance as necessary;
- Open emergency shelters as required; coordinate the provision of shelter management teams with the American Red Cross, a Routt County CERT, other trained personnel;
- Provide guidance and direction to EOC staff, including that required for resource management, damage assessment, intergovernmental coordination, hazard mitigation, and other emergency management functions as needed;
- Serve as liaison between the IC and EOC, ensuring EOC is aware of IC’s priorities and objectives and that the IC is aware of the status of resources requested.

E. Routt County Department Heads

1. Routt County Department Heads may be reassigned by the County Manager’s Office to provide support to OEM, usually as requested by the Emergency Operations Director, without activation of the EOC. Once the EOC is activated, most Routt County departments are represented in the appropriate ESF within the EOC. Routt County departments will serve as ESF leads whenever possible. Responsibilities of each ESF are included in Table 3.
2. The EOC, to include all the ESFs, is comprised of a management section (EOC Manager as advised by BCC and County Manager’s Office), an advisory section (Joint Information Center (JIC), Legal, Liaisons, and Safety Officer), and a general staff. The general staff includes an EOC Operations Section, EOC Planning Section, EOC Resource Management Section, and EOC Finance Section. Each ESF is categorized into the most appropriate general staff section, depicted in Figure 1. However, effective EOC operations require sections and ESFs to conduct extensive coordination among sections and ESFs.
3. Some Routt County departments do not have a regular role in the EOC but will support emergency management operations as required, either at the EOC or alternate location. These departments and their emergency management support operations are below.

F. Routt County Assessor

1. Contribute personnel, records, and other resources to support the damage assessment function (participation on EOC damage assessment team).

G. Routt County Clerk and Recorder

1. Provide for safe keeping of vital records.

H. Routt County Planning

1. Participation in long-term disaster recovery and hazard mitigation planning and flood plain administration to ensure the compatibility of community redevelopment plans and hazard mitigation measures with the comprehensive county land use plan and other community development plans.

I. Routt County Department of Human Resources

1. Ensure compliance with applicable labor laws and county policy by EOC participants and other Routt County employees working extended hours and possibly performing duties outside their job descriptions.

J. Emergency Operations Center Organization

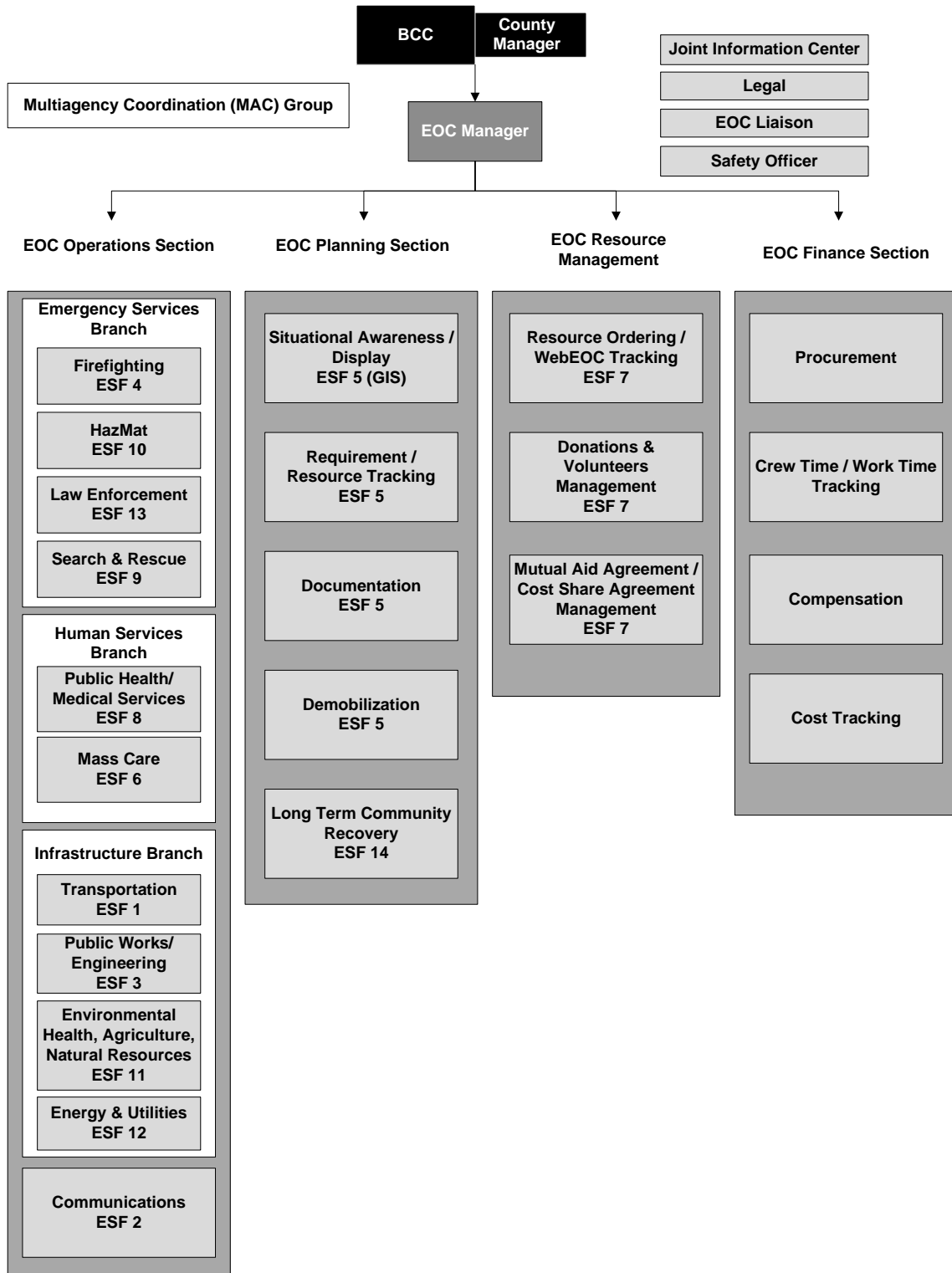


Figure 1

<u>ESF</u>	<u>Primary Agencies</u>	<u>Responsibilities</u>
<p>ESF-1: Transportation <i>Lead: Routt County Public Works</i></p>	<p>Yampa Valley Regional Airport</p> <p>Steamboat Springs/Bob Adams Airfield</p> <p>Colorado Department of Transportation</p> <p>Colorado State Patrol</p> <p>Hayden Public Works</p> <p>Hayden School District</p> <p>Northwest Colorado Center for Independence</p> <p>Oak Creek Public Works</p> <p>South Routt School District</p> <p>Steamboat Springs Public Works</p> <p>Steamboat Springs School District</p> <p>Steamboat Springs Streets Superintendent</p> <p>Steamboat Springs Transit</p>	<ul style="list-style-type: none"> • Aviation/airspace management and control • Provision of aviation facilities support (Civil Air Patrol search and rescue, rapid transportation, aerial observation) • Coordination of airport support • Provide transportation plan and transportation safety • Support movement restrictions • Conduct transportation system damage and impact assessment • Facilitate the provision of transportation resources in support of emergency response and recovery efforts • Coordinate alternative ground transportation services with special districts, resorts, private transport agencies, and neighboring transportation infrastructure • Support removal of debris, clearance of public right-of-ways, and planning for street/route recovery operations, with priority assigned to critical emergency services life line • Provide personnel and heavy equipment in support of response and recovery operations • Support restoration/recovery of transportation infrastructure • Provision of airport support to include Airport Rescue Firefighting (ARFF) for medical flights (if requested)
<p>ESF-2: Communications <i>Lead: Routt County Communications</i></p>	<p>Routt County Information Technology (IT) Department</p> <p>CenturyLink</p> <p>Cell service providers</p>	<ul style="list-style-type: none"> • Coordination with telecommunications and information technology industries • Restoration and repair of telecommunications infrastructure • Protection, restoration, and sustainment of cyber and information technology resources • Oversight of communications within the incident management and response structure

<u>ESF</u>	<u>Primary Agencies</u>	<u>Responsibilities</u>
		<ul style="list-style-type: none"> • Provision of communications staff support for field command posts • Maintain first responder communications networks • Conduct Public Alert and Warning messaging as necessary • Provide resource ordering support until EOC is established
<p>ESF-3: Public Works and Engineering <i>Lead: Routt County Public Works</i></p>	<p>Colorado Department of Transportation Hayden Public Works Mt. Werner Water Oak Creek Public Works Routt County Regional Building Department Steamboat II Metro Water District Steamboat Springs City Manager Steamboat Springs Public Works Yampa Public Works</p>	<ul style="list-style-type: none"> • Conduct damage assessment and restoration of public facilities, services, utilities, and other critical infrastructure • Provide engineering services and construction management • Provide personnel for structure and facility inspections to determine safety of individual structures (businesses, residences, and public buildings), and to identify needed repairs (or implement condemnation procedures when necessary) • Participate on county damage assessment teams and local-state damage assessment teams, as needed
<p>ESF-4: Firefighting <i>Lead: TBD</i></p>	<p>Oak Creek FPD North Routt FPD West Routt FPD Yampa FPD Steamboat Springs Fire Rescue Routt County Sheriff's Office</p>	<ul style="list-style-type: none"> • Provide support to firefighting activities, to include wildland, rural, and urban, focusing on capability assessment, external resource requests, and information analysis and management • Provide support to urban search and rescue operations, focusing on focusing on capability assessment, external resource requests, and information analysis and management • Provide support to rescue and extraction of trapped or injured individuals, focusing on external resource requests, capability assessment, and information analysis and management

<u>ESF</u>	<u>Primary Agencies</u>	<u>Responsibilities</u>
<p>ESF-5: Information and Planning <i>Lead: Routt County IT/GIS</i></p>	<p>Routt County Information Technology (IT)/GIS Steamboat Springs Planning Steamboat Springs IT/GIS Ski Corps</p>	<ul style="list-style-type: none"> • Collect, analyze, process, and disseminate information about a potential or actual incident • Conduct planning for future operations • Provide information services and telecommunications support to EOC • Provide technical support and resources for information management activities • Provide county maps, aerial photography, and survey control information • Develop Situational Awareness brief and Incident Support Plan for each operational period
<p>ESF-6: Mass Care <i>Lead: Routt County Department of Human Services (DHS)</i></p>	<p>American Red Cross Heritage Integrated Communities Northwest Colorado Center for Independence Routt County Department of Veterans Affairs Routt County United Way</p>	<ul style="list-style-type: none"> • Complete assessment of needs for mass care services following disaster, to include emergency supplies of food, water, and supplies • Coordinate and develop distribution system for emergency supplies, to include the establishment and management of points of distribution (PODs) • Assist in the coordination of overall efforts of volunteer organizations and individual volunteers, in coordination with the Colorado Volunteer Organizations Active in Disasters (COVOADS) • Provide resources for stress/crisis counseling for disaster survivors and disaster relief workers • Assist the American Red Cross, Salvation Army, and other volunteer organizations in the provision of emergency shelters, temporary housing, and other assistance to displaced citizens • Maintain listings of available shelters and capacity at each shelter
<p>ESF-7: Logistics Management and Resource Support <i>Lead: Routt County Purchasing</i></p>	<p>Routt County Accounting/Finance Routt County Attorney</p>	<ul style="list-style-type: none"> • Conduct comprehensive incident logistics planning, management, and sustainment capability • Provide resource support (facility space, office equipment and supplies, contracting services, etc.)

<u>ESF</u>	<u>Primary Agencies</u>	<u>Responsibilities</u>
		<ul style="list-style-type: none"> • Facilitate procurement of emergency-related supplies and materials and administration of vendor contracts for emergency services and equipment • Establish and maintain an incident-related financial recording keeping system • Support Resource Tracking Unit for resource tracking, record keeping, and documentation of disaster-related costs and financial commitments • Establishes and maintains an incident-related financial record keeping system
<p>ESF-8: Public Health and Medical Services</p> <p><i>Lead: Northwest Colorado Health</i></p> <p><i>Routt County Emergency Medical Services (EMS) Council Chair</i></p>	<p>Northwest Colorado Center for Independence</p> <p>Routt County Coroner</p> <p>Routt County Environmental Health</p> <p>Routt County Public Health</p> <p>Routt County Search & Rescue</p> <p>Steamboat Emergency 24/7</p> <p>UCHealth Yampa Valley Medical Center</p>	<ul style="list-style-type: none"> • Assess overall health and medical resource needs • Maintain medical status information, using EMResource to the greatest extent possible • Provide emergency medical triage, treatment, and transport • Coordinate with all medical centers and support their needs for secondary and inter-facility transports • Provide environmental health services and technical support, including identification of chemical hazards, sources of contamination, or unsanitary conditions that present health hazards to the public • Provision of temporary morgue and mortuary services • Identification, verification, autopsies, and disposition of deceased persons • Protection of personal effects of deceased persons • Notification of relatives of deceased persons
<p>ESF-9: Search & Rescue</p> <p><i>Lead: Routt County Search and Rescue</i></p>	<p>North Routt FPD</p> <p>Oak Creek FPD</p> <p>Steamboat Springs Fire Rescue</p> <p>West Routt FPD</p>	<ul style="list-style-type: none"> • Provide support to search and rescue activities, focusing on capability assessment, external resource requests, and information analysis and management • Provide life-saving assistance as requested by Incident Command

<u>ESF</u>	<u>Primary Agencies</u>	<u>Responsibilities</u>
	Yampa FPD Ski Corps	<ul style="list-style-type: none"> • Conduct mountain and water search and rescue operations as requested by Incident Command
ESF-10: Oil and Hazardous Material Response <i>Lead: Routt County Sheriff's Office</i>	Colorado State Patrol Moffat County Level A Haz-Mat Team North Routt FPD Oak Creek FPD Routt County Environmental Health Steamboat Springs FPD West Routt FPD Yampa FPD	<ul style="list-style-type: none"> • Coordinate oil and hazardous materials (chemical, biological, radiological, etc.) response • Conduct environmental short- and long-term cleanup
ESF-11: Environmental Health, Agriculture, and Natural Resources <i>Lead: Colorado State University (CSU) Extension Office</i> <i>Routt County Environmental Health</i>	Catamount Dam Colorado Division of Water Resources Mt. Werner Water District Routt County Environmental Health Routt County Sheriff's Office, Animal Control Steamboat Springs Water Resources Manager Upper Yampa Water Conservancy	<ul style="list-style-type: none"> • Comply with Colorado Agriculture Emergency Operating Plan • Conduct animal and plant disease and pest response • Coordinate food safety and security activities • Provide natural and cultural resources and historic properties protection and restoration • Provide for safety and well-being of household pets
ESF-12: Energy <i>Lead: Yampa Valley Electric Association (YVEA)</i>	Atmos Energy Oak Creek Public Works Upper Yampa Water Conservancy Xcel Energy – Hayden Power Plant	<ul style="list-style-type: none"> • Conduct energy infrastructure assessment, repair, and restoration • Conduct energy industry utilities coordination • Provide energy forecast

<u>ESF</u>	<u>Primary Agencies</u>	<u>Responsibilities</u>
<p>ESF-13: Public Safety and Security <i>Lead: Routt County Sheriff's Office</i></p>	<p>Hayden Police Department Oak Creek Police Department Steamboat Springs Police Department</p>	<ul style="list-style-type: none"> • Implement public warning measures • Conduct assessment of emergency conditions and provide determination of required levels of immediate assistance • Order and manage evacuation procedures as coordinated with Incident Command • Provide facility (to include shelters, ICP, EOC) and resource security • Conduct security planning and provide technical resource assistance • Provide for public safety and security support • Provision of law enforcement, evacuation, traffic control, and access control within the disaster area(s) and in other areas of the county • Provide security at ICP, EOC, emergency shelters, temporary morgues, and in evacuated and disaster-impacted areas • Coordination of wildland fire suppression in unincorporated areas of Routt County, or when suppression requirements exceed the capability of Routt County Fire Protection Districts (FPDs) and external resources are required • Establish measures for animal control, including the coordination of animal relief measures, the assurance of their care, and the search for their owners
<p>ESF-15: External Affairs <i>Lead: Routt County Public Information Officer</i></p>	<p>Northwest Colorado Health PIO Steamboat Springs PIO</p>	<ul style="list-style-type: none"> • Provide emergency public information and protective action guidance • Develop media and community relations • Support the needs of the Joint Information Center (JIC) as established by Incident Command or EOC
<p>EOC Administration</p>	<p>Routt County Office of Emergency Management</p>	<ul style="list-style-type: none"> • Coordinate set up of EOC facility, to include workstations, power, printers, maps/charts, electronic wall displays (television monitors, projectors/screens), and connectivity • Obtain necessary administrative supplies

<u>ESF</u>	<u>Primary Agencies</u>	<u>Responsibilities</u>
		<ul style="list-style-type: none"> • Establish and post evacuation procedures • Coordinate parking requirements • Coordinate food and beverage availability
EOC Operations Section <i>Lead: Fire Chief or Law Enforcement Officer</i>	ESF 4 ESF 9 ESF 10 ESF 13	<ul style="list-style-type: none"> • Communicate and coordinate with IC regarding tactics and required resources • Identify local capabilities available and existing mutual aid agreements, memorandums of understanding, memorandums of agreement, and cost share agreements. • Anticipate future requirements per IC objectives.
EOC Planning Section <i>Lead: TBD</i>	ESF 5 ESF 14	<ul style="list-style-type: none"> • Publish Incident Support Plans • Establish shift schedules • Establish daily meeting schedule • Publish results of daily meetings • Manage information requirements • Maintain status boards • Lead hotwash
EOC Liaison		<ul style="list-style-type: none"> • Provide functional expertise, capability assessments, and response recommendations to EOC for represented agency
EOC Resource Management <i>Lead: TBD</i>	ESF 7	<ul style="list-style-type: none"> • Following transition of resource ordering from Dispatch and in coordination with IC, place orders for additional resources required • Identify and track resources ordered directly by IC, either through Dispatch prior to EOC activation or local resources requested directly by IC • Track status of resources ordered, including source, shipment day/time, expected arrival time, report/delivery location, actual time of arrival, employment day/time, demobilization day/time • Track resource costs, considering any mutual aid agreements

<u>ESF</u>	<u>Primary Agencies</u>	<u>Responsibilities</u>
<p>Situational Awareness Unit <i>Lead: TBD</i></p>	<p>Routt County GIS Steamboat Springs GIS</p>	<ul style="list-style-type: none"> • Maintain geographic displays of impacted area • Provide supporting data as necessary, such as residences in a flood zone, extent of power outages, road closures, etc.
<p>EOC Finance Section <i>Lead: TBD</i></p>	<p>ESF 7</p>	<ul style="list-style-type: none"> • Determine what contracts are necessary for purchases and develop contracts as necessary. • Ensure copies of all executed MAAs, MOUs, MOAs, and cost share agreements are available. • Collect and maintain Crew Time Reports (CTRs) and Equipment Time Sheets (ETs) from all participants. • Maintain total cost of incident, total and payable by Routt County.

Table 3

DIRECTION, CONTROL, AND COORDINATION

A. Tactical and Operational Control

1. The IC retains all tactical and operational control of resources deployed in support of response and recovery operations. The Emergency Operations Director will meet with the IC, or discuss over telephone or radio, and determine the nature and complexity of the emergency and whether EOC activation is required. If required, the Emergency Operations Director will activate the EOC and necessary ESFs via Routt County’s internal notification system.
2. The IC will inform the EOC or Emergency Operations Director of additional resources required, identify a staging area for the resources to report to, and provide a description of the services required. All deployed resources will receive instructions from the IC or the ICP staff. The ICP will also ensure accountability of all resources assigned to the incident, to include demobilization instructions. The ICP will approve and sign all crew time reports and equipment shift tickets, and provide these documents to the EOC for financial accounting purposes.
3. The IC and his/her staff will establish tactical objectives and priorities for each operational period. The EOC Planning Section will develop incident support priorities based upon the IC objectives. All ESFs in the EOC will be involved in the EOC analysis and prioritization process. Each ESF will determine what capabilities they could deploy in support of the IC’s tactical objectives and EOC planning objectives as well as determine critical capability gaps.

4. The IC will determine when deployed resources are no longer required and will demobilize them appropriately. The EOC will ensure all required documentation (crew time reports, equipment shift tickets, and check-out sheets) is completed and turned in to the appropriate desk in the EOC. The IC is required to sign all crew time reports, equipment shift tickets, and check-out sheets.
- B.** Municipalities and organizations within Routt County may establish their own EOCs and maintain management responsibilities for their own resources. However, if the Routt County EOC is activated and operational, EOCs will work together primarily through the ESFs. The IC and is/her staff should coordinate directly with the Routt County EOC if activated.

INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

- A.** Information collection, analysis, and dissemination is a responsibility of every section and ESF within the EOC. Information is posted to WebEOC and Incident Command System (ICS) wall charts for maximum visibility. However, information may require more direct dissemination methods as well, such as phone calls or face-to-face, when key stakeholders or decision-makers are not present and action is required.
- B.** Essential Information. Essential information must be disseminated as soon as it becomes available since it usually requires more immediate action by EOC personnel. A non-inclusive list includes:
- Fatalities
 - Hospital capacity
 - Evacuation areas and population
 - Evacuation routes
 - Shelter population, capacity, and shortfalls
 - Status of commodity distribution points
 - Status of critical infrastructure – supply lines, bridges, power systems, wastewater treatment, water distribution, water supply, and hospitals
 - Food and water availability and safety

Additional essential information requirements may be identified during or following an event and communicated to the EOC via the EOC Manager.

- C.** The Situation Awareness Unit, led by Routt County GIS and part of the EOC Planning Section, will facilitate optimum display and dissemination of this information.
- D.** The following chart identifies the essential information, the primary information recipients (those that will take action), the primary providers (collectors), and how the information will be disseminated:

Information Required	Primary Information Recipient(s)	Information Provider(s)	Primary Dissemination Mechanism(s)
Fatalities	Emergency Operations Director, ESF-8, PIO	First Responders, Coroner, UCHHealth/YVMC	Radio, Rapid Needs Assessment, EMResource, ICS-209
Hospital Capacity	Emergency Operations Director, EOC Operations and Planning Sections	ESF 8, UCHHealth YVMC	Phone, EMResource, Rapid Needs Assessment, ICS-209, WebEOC
Evacuation Areas and Population	Emergency Operations Director, RCC (notification), Situation Unit (display), ESF 1 (routes), ESF 6 (shelters), ESF 13 (security)	First Responders, ICP, GIS	Radio, phone call, Rapid Needs Assessment, ICS-209, WebEOC, RouttCountyAlerts.com
Evacuation Routes	ESF 1, ESF 13, ESF 2 (RCC), PIO	ICP, ESF 13	Radio, phone, ICS-209, RouttCountyAlerts.com
Shelter population, capacity, and shortfalls	Emergency Operations Director, ESF 6	Shelter Management teams	Phone, ICS-209, WebEOC
Status of commodity distribution points	Emergency Operations Director, ESF 6, PIO	Distribution center management	Phone
Status of critical infrastructure	Emergency Operations Director, ESF 1, ESF 2, ESF 3, ESF 4, ESF 5, ESF 8, ESF 11, ESF 12, ESF 14	System owners/operators	Phone, Rapid Needs Assessment
Food and water availability and safety	Emergency Operations Director, EOC Planning Section, EOC Resource Management	Local resource provider partners (grocery stores, distributors, restaurants), Routt County Environmental Health	Phone

Table 4

COMMUNICATIONS

- A. The full communications plan is currently in work and will be included as Appendix E when completed. The RCC includes dispatch services for all first responders within Routt County, to include municipal police, fire rescue departments, and fire protection districts. Colorado State Patrol maintains its own dispatch services in Moffat County. During the early phases of any incident the RCC will request and coordinate additional resources as determined by the IC. Once the EOC is activated and operational, resource ordering and management will transition to the EOC Planning and Resource Management Sections.
- B. The RCC maintains an MAA with Craig Regional Communications Center in neighboring Moffatt County and an Intergovernmental Agreement (IGA) with Grand County – should either county experience problems or degradation with their 9-1-1 systems then the other county can assume 9-1-1 responsibilities until full 9-1-1 services are restored. The IGA provides additional services between Routt and Grand Counties, such as call overflow.
- C. The RCC also manages the Routt County Public Alert and Warning System which includes RouttCountyAlerts.com and IPAWS.
- D. The RCC maintains a mobile communications and command vehicle to provide dispatch services if required due to problems with the Communications Center, or to augment the ICP or EOC if needed due to operating in remote areas with insufficient power or connectivity to fully support response operations. The Emergency Operations Director and Communications Center Manager have the authority to deploy the mobile communications and command vehicle as needed.
- E. Routt County Information Technology (IT) maintains connectivity – landline and mobile phone and internet – for the EOC.
- F. The Government Emergency Telecommunications Service or GETS Card may be used for priority communications during an emergency event. GETS is a program of the Department of Homeland Security, Office of Emergency Communications that prioritizes calls over wireline networks. To get priority access over cellular communication networks, we can use the Wireless Priority Service (WPS) program. GETS and WPS can be used in combination. The GETS program is in effect all the time – it is not contingent on a major disaster or attack taking place. Routt County OEM issues the GETS cards to key stakeholders and maintains a stockpile of 20 GETS cards which will be made available during an emergency.

ADMINISTRATION, FINANCE, AND LOGISTICS

- A. A major function of the Finance and Administration Section of the EOC is overseeing and tracking the various MAAs, MOUs, and Cost Share Agreements, collectively identified as “Agreements.” These agreements provide information on resources made available during times of emergency by different government agencies at the local, state, and federal level, and the processes used for requesting these resources and reimbursing the respective providers.
- B. Additional agreements, particularly cost share agreements, may be entered into by Routt County throughout the response and recovery phases following large emergencies and disasters. All agreements entered into will be reviewed by the County Attorney and presented to the BCC for approval and signature.

- C. Routt County Accounting will determine procedures to use for proper accounting of time spent on emergency management by county employees instead of their normal duties. EOC participants that are not Routt County employees will coordinate their work hours and accounting with their parent organization. The use of overtime is not generally authorized – requests will be made when necessary from the Emergency Operations Director to the Routt County Department Heads (for individual cases) or to the County Manager’s Office for all EOC participants.
- D. While the Planning and Resource Management Sections are responsible for ordering and tracking resources, the Finance and Administration Section in the EOC, and ultimately the Routt County Accounting Office, are responsible for managing all financial matters for the emergency response. As such, all cost share agreements, invoices, crew time reports, and equipment shift tickets, will be maintained initially by the Finance and Administration Section of the EOC and made available to Routt County Accounting when the EOC is deactivated. Similarly, the Routt County Purchasing Office, also represented in the Finance and Administration Section of the EOC, will maintain copies of all contracts entered into by the EOC or Emergency Operations Director for emergency resources. Expendable items purchased for use in the EOC will be maintained by the Routt County OEM for future activations of the EOC. Non-expendable or capital purchases will be transferred to the most applicable department as determined by the County Manager’s Office once these purchases are no longer required for response or recovery operations.

PLAN DEVELOPMENT AND MAINTENANCE

- A. Routt County OEM is responsible for maintaining, updating, and disseminating the EOP. The EOP Base Plan requires approval by the BCC every two years. The annexes or appendices do not require BCC approval but should be made available for review whenever the Base Plan is submitted to the BCC for approval.
- B. While Routt County OEM actually produces the EOP Base Plan, it does so through extensive coordination with its whole community partners. The most common method to achieve this coordination is the All-Hazards MAC Group. Routt County OEM convenes the All-Hazards MAC Group at least quarterly with a specific agenda provided for each meeting. Additional All-Hazards MAC Group meetings will be convened as required.
- C. Annexes and appendices are more specific to a particular function or hazard. Routt County will create appendices for each of the ESFs. Routt County OEM will develop a common template to be used and each ESF lead as identified in EOP Base Plan will coordinate with other members of the ESF to complete their respective appendix. While there is no time limit for appendix reviews, it is recommended that they are reviewed concurrently with the Base Plan. ESF appendices should also be reviewed, and modified as necessary, following any event or exercise in which the EOP was activated, an AAR was conducted, and an Improvement Plan developed. Similar to the Base Plan development and implementation, the All-Hazards MAC Group will be utilized to review each ESF appendix and develop necessary changes.

AUTHORITIES AND REFERENCES

- A. This EOP is written to be compliant with the following regulations.
- a. Routt County
 - Routt County Emergency Management Program Resolution
 - b. State of Colorado
 - Colorado Disaster Emergency Act (CRS 24-33.5-700 *et seq.*)
 - Colorado Emergency Operations Plan
 - c. Federal
 - Comprehensive Preparedness Guide 101 Version 2.0
 - Americans with Disabilities Act of 1990 as amended by the Americans with Disabilities Act Amendments Act of 2008, Public Law 110-325
 - Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, 42 U.S.C. 5121, *et seq.*, as amended
 - Post-Katrina Emergency Management Reform Act of 2006, Public Law 109-295
 - National Planning Framework (NFR) (2016)
 - Homeland Security Presidential Directive 5, Management of Domestic Incidents, Feb 28, 2003
 - PETS Evacuation and Transportation Standards Act of 2006, Public Law 109-308
 - Presidential Directive Policy 8, National Preparedness Goal, Dec 17, 2003
 - Plan Language Guidance 2006 / 2009
 - Directive 8, Annex I, National Planning, February 2008
 - Code of Federal Regulations, Title 44, Chapter 1, Federal Emergency Management Agency, October 1, 2009
 - Homeland Security Presidential Directive 7, Critical Infrastructure Identification, Prioritization, and Protection, December 17, 2003
 - Disaster Mitigation Act of 2000, Public Law 106-390
 - National Security Presidential Directive 51/ Homeland Security Presidential Directive 20, National Continuity Policy, May 4, 2007
 - Architectural Barriers Act of 1968, 41 U.S.C. 4151 *et seq.*
 - Civil Rights Act of 1964, Title VI, Public Law 88-352
 - Rehabilitation Act of 1973, Public Law 93-112
 - Superfund Amendments and Reauthorization Act of 1986, Public Law 99-149, as amended

- Consolidated Appropriations Act, 2008, Public Law 110-161
- Fair Housing Act as amended in 1988, 42 U.S.C. 3601
- Executive Order 13347, Individuals with Disabilities in Emergency Preparedness, July 26, 2004
- Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, August 11, 2000