

Boulder

Emergency Operations Plan



2009

EXECUTIVE SUMMARY

Please note: If there is an emergency, and you have not had time to read through the plan previously, read this overview and the Concept of Operations Section. Then use the ESF table to find the Annexes of the plan that pertain specifically to your role. The plan is designed, to the maximum extent possible, to conform to the “normal” duties and responsibilities of the organizations involved. If you are assigned to the Boulder Emergency Operations Center (BEOC) you should also read ESF 5.

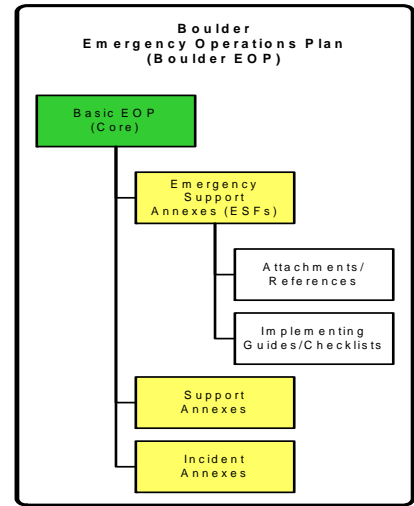
The Boulder Office of Emergency Management is a cooperative agreement between the City of Boulder and Boulder County. It is the intent of this plan and the Boulder Office of Emergency Management (BOEM) to have an inclusive, rather than exclusive, relationship with the other municipalities, towns and special districts located in Boulder County. It is understood that all of the jurisdictions located within Boulder County have the authority to create their own plans and to not participate in this plan. It is also understood that should any jurisdiction within Boulder County need the support that this plan could provide, that resources will be made available under normal mutual aid protocols.

The Boulder Emergency Operations Plan (Boulder EOP) describes the structure and guidelines for managing a major emergency or disaster affecting Boulder. This plan is part of a larger system of inter-related plans at the local, state and federal levels. They are founded upon the National Response Framework (NRF) and the principles of the National Incident Management System (NIMS). The inter-related nature of the plans and incident management are designed to allow maximum coordination and cooperation between responders from all levels of government.

The process, as described by law and regulations, is that the incident is “owned” by the local government. In other words, the local authorities are in-charge and the State and Federal resources are in support of the local government. In accordance with this principle, the local and mutual aid resources are expended first, and if the resources are insufficient in any way, the City Manager of the City of Boulder or Chair of the Boulder County Board of County Commissioners (BOCC) requests assistance from the State. This assistance may be provided peer-to-peer from state agencies, or overall under the direction of the Governor, through the State Multi-Agency Coordination Center (MACC) (sometimes referred to as the Emergency Operations Center or EOC). In the event of a major emergency or disaster, Federal assistance is requested by the Governor to the President, through the Department of Homeland Security, specifically the Federal Emergency Management Agency (FEMA). FEMA coordinates the response and resources from the Federal government.

The EOP is designed in segments (illustrated below). The core document or Basic Plan (sometimes also referred to as the Basic Emergency Operations Plan - BEOP) describes the overall structure, assignment of responsibilities and general guidance for the overall emergency management program. The program includes activities related to mitigating the threat(s), preparing for the inevitable incident, response and recovery from an incident.

The primary details of the EOP are found in the Emergency Support Function (ESF) Annexes and associated Implementing Procedures. These are function specific guidelines for the coordination of the delivery of specific services. These Annexes are written by the affected organizations and are to include agreements on policies and procedures for responding to specific requests. This concept is implemented by the affected organizations inside the EOC, which is organized by function, to facilitate face-to-face coordination. A summary of the responsibilities can be found within the Basic Plan.

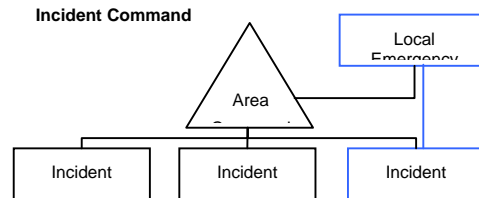


A vital component of the entire response and recovery program is public information. This is addressed in the ESF 15, External Affairs Annex. The process includes keeping the public informed through a coordinated system so that the key officials all speak with one voice, delivering a consistent and clear message to the people.

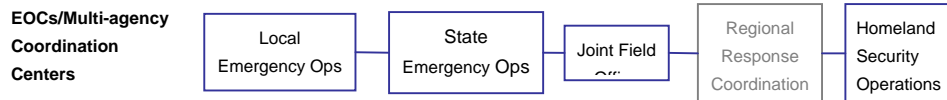
The following diagram illustrates the overall organizational system including the local, state and federal coordinating elements:

Organizational

The national structure for incident management establishes a clear progression of coordination and communication from the local level to regional and national headquarters. As illustrated in figure 3, the local incident command structures (namely the IPC(s) and Area Command) are responsible for directing on-scene emergency management and maintaining command and control of



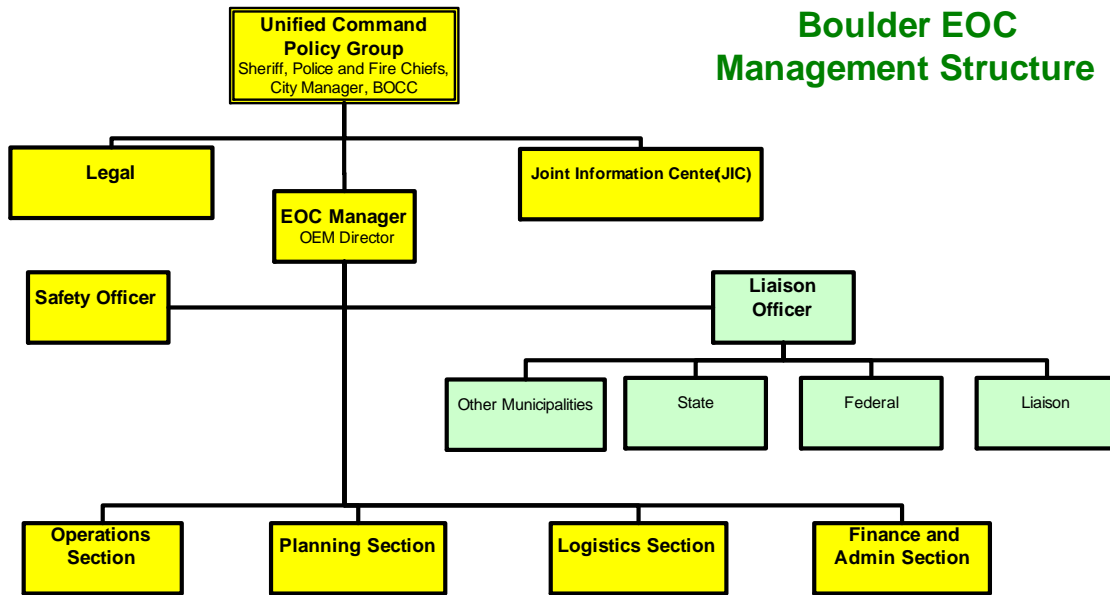
The support and coordination components consist of multi-agency coordination centers/emergency operations centers (EOCs) and multi-agency coordination entities. Multi-agency coordination centers/EOCs provide central



Multi-agency coordination entities aid in establishing priorities among the incident and associated resources allocations, resolving policy conflicts, and providing strategic guidance to support incident



Inside the EOC, the Incident Command structure is implemented utilizing the following simplified structure: (additional details on how the EOC operates are found in ESF 5, Emergency Management Annex)



The decision to activate the BEOC is made by the Boulder County Sheriff, Boulder County Commissioner(s), Boulder Police Chief, Boulder Fire Chief, the Boulder City Manager, or the Boulder Director of the Office of Emergency Management. Activation is based on an analysis of a widespread emergency or disaster that affects, or could impact, all or part of Boulder County or any of its political subdivisions. If the decision to activate the EOC is not made by the BOEM Director, he/she will be notified as soon as possible.

Other officials in Boulder County may request the activation of the BEOC to support critical incident response and recovery. They include any Incident Commander or Commanders in a Unified Command, elected officials of political subdivisions, fire and police chiefs of political subdivisions, chiefs of fire authorities and districts and officials of the University of Colorado. A request to activate will be approved upon the concurrence of Boulder County Sheriff, Boulder Police Chief, Boulder Fire Chief, or the Boulder Director of the Office of Emergency Management.

The personnel assigned to the EOC are expected to have decision-making authority to negotiate and coordinate their respective organization's response and recovery activities with the other organizations in order to accomplish common goals and objectives. Having key personnel co-located in the EOC for the duration of the emergency expedites decisions and promotes face-to-face coordination. Redundant systems are available within the EOC to provide communications between the EOC representatives and their respective field personnel and office staff, as well as higher levels of government.

Most incidents that occur in the City of Boulder and Boulder County are handled by field incident command and there is no need for the BEOC to be activated. There are other incidents where an EOC activation is appropriate, even though there is no incident command system in the field. Significant events will likely require both field incident command and EOC activation.

Any activation of the BEOC will be supported by the necessary emergency support functions (ESF) required to respond to the incident. Some of the ESFs not initially activated may be added later, as the nature and scope of the incident is better understood.

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AUTHORIZATION

To: All Boulder County Departments
All City of Boulder Departments
All Participating Organizations, Agencies and Jurisdictions

Date: _____

Attached is the Boulder Emergency Operations Plan. It has been written and approved for use for use in responding to major incidents and disasters within Boulder County. All organizations participating in emergency management activities (mitigation, preparedness, response and/or recovery) are to follow the concepts and coordination systems specified in this plan and the accompanying Emergency Support Functional Annexes.

The plan has been written in consultation with the participating organizations listed. It has been designed to serve to coordinate the activities of various organizations who may not interact on a daily basis, while recognizing the normal mission of the organization. Nothing in this plan is intended to interfere with the delivery of the organization’s primary services; although during a crisis, resources may have to be temporarily redirected for the public good. As necessary, a local disaster declaration will be issued to address those issues.

While this plan serves as a policy level and guidance document, it is recognized that each incident is unique and may require some variations in implementation.

Signed this the _____ day of _____, 2009.

City of Boulder

Boulder County

By: _____

By: _____

Title: _____

Title: _____

ADMINISTRATIVE HANDLING INSTRUCTIONS

This Plan should be safeguarded, handled, transmitted, and stored in accordance with appropriate security directives from the Boulder Office of Emergency Management. Portions of the complete plan are suitable for public distribution. There are portions, including the attachments and implementing procedures associated with this plan, that contain sensitive information which may be withheld from the public because disclosure would cause a foreseeable harm to an interest protected by one or more Freedom of Information Act (FOIA) exemptions.

Authorities

This Plan was prepared by ResponseForce1 under contract to the Boulder Office of Emergency Management, acting on behalf of the City of Boulder and Boulder County governments.

Planning Contact Information

For all information pertaining to this plan, contact:

Boulder Office of Emergency Management
Boulder County Sheriff's Communications Center
3280 Airport Road
Boulder, CO 80301-2226
Phone: (303) 441-3653

SECTION 1

BASIC EMERGENCY OPERATIONS PLAN

I. Introduction

The Boulder Emergency Operations Plan (EOP) has been developed in accordance with the requirements for local emergency planning established under the State of Colorado Disaster Emergency Act of 1992 and is aligned with the National Response Framework (NRF) and National Incident Management System (NIMS). It meets the requirements of other State and Federal guidelines for local emergency management plans and programs. The Boulder EOP establishes the structure for a coordinated response to various types of natural, technological, and manmade emergencies, disasters or terrorist attacks.

The Boulder EOP provides a basis for the coordinated planning and management of the types of emergencies and disaster events most likely to occur in Boulder County. All participating agencies, departments and enterprises 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 Boulder EOP. Individual departmental plans or annexes are to be attached to this document as they are developed. The Boulder EOP is not meant to replace department or agency standard operating procedures. It is to be used when a situation calls for multiple departments and agencies to integrate into a single command structure, or when an incident escalates beyond the capabilities of the County and it is necessary to go outside the County for additional resources.

The Boulder Office of Emergency Management (BOEM) is responsible for required periodic updates and revisions to this document. The BOEM will develop training and exercise programs to familiarize City and County personnel, emergency officials, volunteer organizations, and other appropriate private sector organizations with the provisions of the Boulder EOP. It is also responsible for the dissemination of emergency planning and response information to the citizens of Boulder County. All participating agencies, departments and enterprises are responsible for understanding their roles within the Boulder EOP.

II. Purpose

1. Identify the roles, responsibilities and actions required of participating agencies, departments and enterprises in preparing for and responding to emergencies and disasters;
2. Ensure a coordinated response by City, County State and Federal governments in managing emergencies or disasters, saving lives, preventing injuries, protecting property and protecting the environment;

3. Provide a framework of policies, objectives and approaches for coordinating, integrating and administering the EOPs and related programs of City, County, State and Federal governments;
4. Provide for the integration and coordination of volunteer agencies and private organizations involved in emergency response and relief efforts;
5. Establish the framework for all plans developed and used by participating agencies, departments and enterprises;
6. Establish the governing plan for all emergency plans within Boulder County.

III. Legal Authority

A. Federal

1. Robert T. Stafford Disaster Relief and Emergency Assistance Act and Amendments (Volume VI Public Law 93-288 as amended by Public Law 100-707)
2. National Response Framework
3. Homeland Security Act and Information Sharing Act of 2002
4. Homeland Security Presidential Directive 5, Management of Domestic Incidents
5. Homeland Security Presidential Directive 8, National Preparedness
6. National Incident Management System (NIMS)
7. Standards of Good Practice: National Fire Protection Agency 1600, Disaster/Emergency Management and Business Continuity Programs and the Emergency Management Standard by the Emergency Management Accreditation Program (EMAP)

B. State

1. Colorado Disaster Emergency Act of 1992 (24-32-2107, et. seq., C.R.S. 1992), Colorado Revised Statutes, 1988 as amended)
2. Colorado State Emergency Operations Plan

C. Local

1. Joint Agreement Establishing Office of Emergency Management between the County of Boulder, Colorado and the City of Boulder, Colorado, 1993. (Agreement revised February, 2005.)

IV. Special Definitions

The following terms are used throughout this document and have the following special meanings:

1. Federal departments and agencies - These executive departments are enumerated in 5 United States Code 101, together with the Department of Homeland Security; independent establishments as defined by 5 United States Code Section 104(1); government corporations as defined by 5 United States Code Section 103(1); and the United States Postal Service.
2. State - or the purposes of this Plan, when "the State" is referenced, it refers to the State of Colorado.
3. Federal definition - The federal definition includes any state of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands and any possession of the United States.
4. Local government - "Local government" means any statutory or home rule city and county, county, city, or town, and any political subdivision of the state, including, without limitation, any authority, special district, or school district.
5. Non-governmental organization - These organizations, entities that associate based on the interests of their members, individuals or institutions, that are not created by a government, but may work cooperatively with government.
6. Private sector - This sector includes organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations.
7. Incident of Significance - This type of incident is an actual or potentially high-impact event that requires a coordinated and effective response by an appropriate combination of county/city, mutual aid and/or private sector entities in order to save lives and minimize damage. The Emergency Management Director will determine when an incident of significance has occurred or is likely to occur and will take an active role in incident coordination and mitigation. An incident of significance may not require activation of the EOC. The incident may require assistance from mutual aid partners, State and/or Federal resources.
8. Major disaster - As defined by the Robert T. Stafford Disaster Relief and Emergency Assistance Act a "Major disaster means any natural catastrophe (including any hurricane, tornado, storm, high water, wind driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby." For Boulder County, a major disaster will

be defined as a catastrophic incident that requires a response or mitigating action to supplement local resources in protecting lives and property as determined by the Emergency Management Director.

9. Disaster - As defined by Colorado Revised Statutes 24-32-2103 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, or hostile military or paramilitary action, or a condition of riot, insurrection, or invasion existing in the state or in any country, city, town, or district in the state." For Boulder County, a disaster will be an event or incident that involves severe damage or large loss of life and requires a response or mitigating action to supplement local resources in protecting lives and property as determined by the Emergency Management Director.
10. Emergency - The Robert T. Stafford Disaster Relief and Emergency Assistance Act defines an emergency as "any other occasion or instance for which the President determines that Federal assistance is needed to supplement local, State and tribal efforts 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." For Boulder County, an emergency is defined as an event or incident that requires a response or mitigating action to supplement local resources in protecting lives and property as determined by the Emergency Management Director. Emergencies are usually handled with local and mutual aid resources.
11. Catastrophic incident - A catastrophic incident is any natural or manmade incident, including terrorism, which results in extraordinary levels of mass casualties, damage or disruption severely affecting the population, infrastructure, environment, economy, national morale and/or government functions. A catastrophic event could result in sustained impacts over a prolonged period of time; almost immediately exceeds resources normally available to local, State, tribal and private sector authorities; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened. All catastrophic incidents are incidents of national significance.
12. Planned Event - A planned event is one in which the basic structure is understood well in advance, allowing for pre-planning of resources and a response framework. Examples may include political rallies, demonstrations, sporting events and significant community activities. Such processes may involve efforts at all levels of government and between government and private sector and nongovernmental organizations to identify threats, determine vulnerabilities and identify required resources.
13. Preparedness - Preparedness includes the range of deliberate, critical tasks and activities necessary to build, sustain and improve the operational capability to prevent, protect against, respond to and recover from domestic incidents.

Preparedness is a continuous process involving efforts at all levels of government and between government and private sector and nongovernmental organizations to identify threats, determine vulnerabilities and identify required resources. In the context of the National Response Framework, preparedness is operationally focused on actions taken in response to a threat or incident.

14. Prevention - Prevention involves actions taken to avoid an incident or to intervene in order to stop an incident from occurring. For the purposes of the Plan, this includes applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing; and law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending perpetrators.
15. Response - Response activities address the short-term, direct effects of an incident. These activities include immediate actions to preserve life, property and the environment; to meet basic human needs; and to maintain the social, economic and political structure of the affected community. Response also includes the execution of emergency operations plans and incident mitigation activities designed to limit loss of life, personal injury, property damage and other unfavorable outcomes.
16. Recovery - Recovery involves actions and implementation of programs necessary to help individuals, communities and the environment directly impacted by an incident to return to normal where feasible. These actions assist victims and their families, restore institutions to regain economic stability and confidence, rebuild or replace destroyed property, address environmental contamination, and reconstitute government operations and services. Recovery actions often extend long after the incident itself. Recovery programs may include hazard mitigation components designed to avoid damage from future incidents.
17. Mitigation - Mitigation activities are designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during or after an incident. Mitigation measures are often developed in accordance with lessons learned from prior incidents. The National Response Framework distinguishes between hazard mitigation and incident mitigation. Hazard mitigation includes any cost-effective measure which will reduce the potential for damage to a facility from a disaster event. Measures may include wildfire mitigation, zoning and building codes, floodplain property acquisitions, home elevations or relocations and analysis of hazard-related data. Incident mitigation involves actions taken during an incident designed to minimize impacts or contain the damages to property or the environment. The BOEM is responsible for countywide mitigation efforts.

V. Scope

The Boulder EOP uses the all-hazard approach that addresses a full range of complex and constantly changing requirements in anticipation of or in response to threats or acts of major disasters (natural or technological), terrorism and other emergencies. The Boulder EOP does not specifically address long-term reconstruction, redevelopment and mitigation measures as these are covered in separate documents. The Boulder EOP details the specific incident management roles and responsibilities of participating agencies, County/City departments and enterprises involved in emergency management.

The Boulder Office of Emergency Management is a cooperative agreement between the City of Boulder and Boulder County. It is the intent of this plan and the BOEM to have an inclusive, rather than exclusive, relationship with the other municipalities, towns and special districts located in Boulder County. It is understood that all of the jurisdictions located within Boulder County have the authority to create their own plans and to not participate in this plan. It is also understood that should any jurisdiction within Boulder County need the support that this plan could provide, that resources will be made available under normal mutual aid protocols.

VI. Situation

A. Vulnerability Analysis

The following contains excerpts from the Boulder County Multi-Hazard Mitigation Plan:

1. Geography
 - i. Situated in the north-central part of Colorado, northwest of Denver, Boulder County extends from the Great Plains on the east to the crest of the Continental Divide on the west. It encompasses 741 square miles and contains a unique combination of prairie, forest, and tundra environments. Rolling plains of 5,000-5,500 foot elevation, which cover the eastern third of the County, abruptly give way to tree covered slopes that reach up to 11,000 feet in elevation. The western border of the County is formed by the Continental Divide, where elevations are over 12,000 feet.
 - ii. The County's transportation infrastructure consists of U.S. highways and State highways, and approximately 676 miles of County roads (half of which are unpaved), citywide bus routes and a local airport that approximately 160 flight operations daily. No commercial flights operate from Boulder Airport. Burlington Northern Santa Fe (BNSF) owns and operates the railroad line which passes through Boulder. BNSF currently operates approximately seven freight trains each day through Boulder. A Regional Commuter Rail System is expected to begin operation in 2015.
 - iii. Rocky Mountain National Park includes parts of the county including Longs Peak, the park's highest summit at 4345 meters (14,255 feet) elevation.

2. Demographics

- i. The County's 2004 estimated census data indicates a population of 290,588 making it the sixth largest county in the State.
- ii. The City of Boulder is the county seat and the largest city with a population of approximately 101,547 (2004 census data) Longmont is the second largest city with a population of approximately 80,000. Other cities and towns within Boulder County include Jamestown, Lafayette, Louisville, Lyons, Nederland, Superior and Ward.
- iii. There is large student population in and around Boulder, primarily associated with the University of Colorado (approximately 30,000 students and faculty) This can lead to large numbers of out-of- state visitors who are unfamiliar with local conditions and emergency response capabilities, thus representing a unique emergency planning and response challenge.

3. Climatology

- i. Boulder County's climate is a series of extremes. In winter, temperatures can plunge to minus 30°F and hover below 0°F for days on end. These cold spells are often followed by periods of unseasonably warm weather. Temperatures often climb into the 60s in January and February.
- ii. Winter also brings snowstorms that regularly dump a foot or more of snow. Some of the most powerful winds recorded in the continental United States have occurred in Boulder County in December and January; gusts of more than 120 mph are not uncommon.
- iii. In summer, temperatures can be in the upper 90s for days. These hot temperatures are moderated by low humidity that can drop into the single digits at times. The semiarid climate that produces an average of 18.17 inches of moisture annually means that most days have at least some sunshine.
- iv. Average Temperatures: January, High 46.8°F; July, High 83.2°F; annual average, 59.8°F

B. Hazard Analysis Summary

Boulder County has experienced or is threatened by natural disasters as shown below.

Boulder County Hazards Identification Worksheet

Hazard	Geographic Extent	Probability of Future Occurrences	Magnitude/Severity	Significance
Avalanche	Limited	Highly Likely	Limited	Low
Dam and Levee Failure	Significant	Unlikely	Catastrophic	High
Drought	Extensive	Likely	Catastrophic	High
Earthquake	Extensive	Occasional/Unlikely	Catastrophic	Medium
Expansive Soils	Significant	Highly Likely	Limited	low
Extreme Temperatures	Extensive	Likely	Critical	low
Flood	Significant	Highly Likely/Occasional	Critical	High
Hailstorm	Extensive	Likely	Limited	Limited
Landslide/Mud and Debris Flow/Rockfall	Limited	Occasional	Limited	High
Lightning	Extensive	Likely	Limited	Medium
Pandemic Flu	Extensive	Occasional*	Critical	Medium
Severe Winter Storm	Extensive	Highly Likely	Catastrophic	High
Subsidence	Significant	Likely	Limited	Medium
Tornado	Significant	Likely	Limited	Medium
West Nile Virus	Extensive	Likely	Limited	Medium
Wildfire	Significant	Highly Likely	Critical	High
Windstorm	Extensive	Highly Likely	Critical	High

This plan is written in a generic, “all-hazards” style which not only covers the hazards listed above, as well as man-made and technological hazards as well. For more tactical level planning, only those hazards listed above as having High significance are addresses specifically in the Incident Annexes Section. Additional hazards may be included in that section based on state and federal mandates. In-depth information on these and other hazards is found in the Boulder County Multi-Hazard Mitigation Plan (July, 2008) and in the City of Boulder, Colorado Multi-Hazard Mitigation Plan (November, 2007).

1. Natural Hazards Common to Boulder

- i. Flooding - Flooding is the single greatest potential hazard to property in Boulder. Local flooding, usually caused by heavy stationary thunderstorms, most often occurs in the spring, summer and possibly even in early fall months. Damage potential is greatest within 20 — 30 vertical feet of an existing streambed. Areas in and below land burned by wildfire have an increased risk of flooding. Boulder experienced significant flooding in 1938, several floods in the 1950’s and a major flood event in 1969.

- ii. Wildfires – Wildfire is another one of the hazards most likely to affect the County. Boulder County experiences a mixed-severity fire regime which results in infrequent, catastrophic events along with frequent, low-severity fire return intervals. Boulder County has witnessed several major destructive wildfires in recent times. Notable are the 1988 Left Hand Fire, the 1989 Black Tiger Fire, the 1990 Olde Stage Fire, the 2000 Eldorado Fire and the 2003 Overland Fire. These fires have collectively destroyed 78 homes, burned over 10,000 acres, and threatened the lives and properties of thousands of mountain residents. Wildfires have always been a natural occurrence in Boulder County. Various land management practices, including fire suppression, over the last 100 years, has resulted in a forest with vegetation densities 10 to 100 times their natural state. Combine this with factors such as steep terrain, drought, high summertime temperatures, seasonal high winds, and an increased human presence in the form of development and recreational use, results in an environment prone to extreme wildfire behavior.
- iii. Severe weather - Severe weather produces such events as extreme heat, high winds, snow, ice, heavy rainfall, tornadoes, flooding or a combination thereof. Strong winds, microbursts and downdrafts can create localized damage. Urban areas, especially those along the Front Range with large populations, are more vulnerable because of larger, complex interdependent services and utilities. The County has experienced several large severe weather incidents.
- iv. Thunderstorms and Hail - Thunderstorms are one of the most common weather occurrences in Boulder. They occur most often during the summer months and are capable of producing lightening, heavy rain, strong winds, hail, flash flooding and tornadoes. Lightening associated with dry thunderstorms can also cause wildfires. Severe thunderstorms and hail have caused localized flooding, power outages and other related problems. The hail season runs from March through October.
- v. Tornadoes - Tornadoes are a common threat to those who live along the Front Range and on the Eastern plains of Colorado. Tornadoes have occurred in nearly all counties within Colorado including Boulder County. The effect of damaging tornadoes is increasing as more people and businesses are locating in threatened areas. The tornado season is considered to be April through October. May and June are the greatest risk months. The eastern side of Boulder County is considered more at risk of tornadoes than the western side which is mountainous.
- vi. Drought - Even in high moisture years, Colorado rainfall does not provide a consistent, dependable water supply throughout the year. Severe drought results in devastating economic consequences for agriculture, forestry, wildlife management, the environment and tourism. Recorded drought history includes severe droughts in 1894, 1930-1937, and 1976-1977 and 2002. Wildfire as a result of drought can affect the watershed for the County.

- vii. Landslide - Landslides may occur by themselves or in conjunction with another natural event such as wildfire, severe winter snowmelt or heavy rains.
- viii. Earthquake - The Boulder area has only one known fault line beneath it, which has been dormant for over 10,000 years. Although the state-wide activity has been minimal and the risk is rated low to moderate, the potential of an earthquake exists. Colorado is rated in the United States Geological Survey National Earthquake Hazard Maps as having low to moderate earthquake risk. However, several significant earthquakes have occurred within Colorado, including a magnitude 6.6 near Estes Park in 1882. Several small earthquakes have been experienced in this area. A significant earthquake in this area would have devastating affects on structures and the economy. Human life loss could be high depending on the day, time and intensity.

2. Other Hazards Common to Boulder

- i. Dam failure - Dam failure is a technological threat facing many communities. At least 130 of the more than 2000 dams located in Colorado have failed during the last 100 years. The most recent major incident was the 1982 Lawn Lake disaster in Estes Park, which caused more than \$30 million in damages and the loss of three lives. There are 24 Class I (High Hazard) and 16 Class II (Moderate Hazard) dams that could affect the County. The failure of any of these dams has the potential of causing extensive property damage and possibly the loss of life. Many of these dams were constructed in the early 1900's making age a concern.
- ii. Hazardous materials - Hazardous materials used in industry, agriculture and homes pose a daily hazard to people and the environment. Citizens are vulnerable to the adverse effects of accidental leakage of hazardous materials or a deliberate act using these materials. In 2008, there were 68 reporting Tier II facilities in Boulder County. This does not necessarily account for all of the fixed facilities with hazardous materials. BOEM and the Boulder County Local Emergency Planning Committee (LEPC) prepare and maintain the Hazardous Material Incidents Title III Emergency Response Plan (attached to ESF 10). This plan contains a framework for response arising at any facility required to report under EPA guidelines (storage of hazardous materials above thresholds and subject to planning requirements under Title III of the 1986 Superfund Amendments and Reauthorization Act). The steady growth in the use of chemicals has resulted in an increased need to transport these materials. Trucks transporting hazardous materials are restricted to designated routes in the city of Boulder, city of Longmont, and Boulder County. The Burlington Northern and Santa Fe rails also transport hazardous materials through Boulder County.

- iii. Terrorism - Boulder is at risk for terrorism (domestic and international) and national security incidents. These incidents could take the form of threats and hoaxes, chemical, biological, radiological, nuclear, small-scale conventional weapons or explosives, large improvised explosives or cyber attacks.

VII. Planning Assumptions

Government at all levels must continue to function under all threat, emergency and disaster conditions. Continuity of government/continuity of operations plans must be developed in accordance with this Plan and the National Response Framework.

1. Incidents are typically managed at the local government level. Local jurisdictions should not plan on the arrival of State response assets until approximately 24 hours after the incident. Federal response assets may not arrive until 48-72 hours after the incident.
2. While citizens expect government to aid and assist them during disasters, personal preparedness and self-help are paramount. BOEM provides materials and classes to assist citizens with personal preparedness activities.
3. An emergency or disaster can occur at any time and any location. It may create significant degrees of human suffering, property damage and economic hardship to individuals, governments, the environment and the business community.
4. Information sharing occurs across multiple levels of government, the response community and the private sector.
5. Citizens expect government to keep them informed and to provide guidance and assistance in the threat of or an actual emergency or disaster. Furthermore, they can be expected to make sound personal decisions when presented with information in a clear and concise manner.
6. The premise of the National Response Framework, the State EOP and the Boulder EOP is that all levels of government share responsibility for working together in preventing, preparing for, responding to and recovering from the effects of an emergency or disaster event.
7. Participating agencies, County and City departments and enterprises will respond to an incident to the extent of available resources. Once these resources have been exhausted, mutual aid will be requested. If these efforts are determined to be insufficient, requests will be made from the local to State and State to Federal government.
8. With the increased possibility of terrorism and employment of weapons of mass destruction, any biological or technological incident must be approached as if it could be an act of terrorism.
9. The National Incident Management System (NIMS) will be utilized in the implementation of this plan. Specifically the Incident Command System (ICS) will be utilized for all levels of response to control operations at the site of an incident of significance, emergency or disaster through a standard "command" system that unifies rapid and effective interagency response within the perimeter of the incident.

10. The priorities for incident management are to:
 - i. Save lives ;
 - ii. Protect property;
 - iii. Protect the environment;
 - iv. Stabilize the economy;
 - v. Restore the community.
11. Private and volunteer organizations, i.e., American Red Cross, Salvation Army, Colorado Volunteer Organizations Active in Disasters, etc. will provide immediate life-sustaining relief which is not normally available from government resources to individuals and families,. Local and/or State governmental agencies will assist these organizations by providing information, guidance and coordination of their relief efforts.
12. The Boulder City Manager or the Chair of the Board of County Commissioners may declare a disaster or emergency as provided in the State of Colorado Code 24-32-2109. Based on damage assessment findings indicating the damages are of sufficient severity and magnitude to warrant assistance under the Stafford Act, the President, at the request of the Governor of Colorado, may grant a major disaster or emergency declaration.
13. Multiple programs exist within the Federal government to assist states and local entities to respond and recover from disasters and emergencies. Each program has its own unique processes, procedures and routes of request. For example, the BOEM is the point of contact for the State Division of Emergency Management and the Boulder County Department of Health is the point of contact for the Colorado Department of Public Health and Environment. As the designated lead during disasters and emergencies, each agency that is coordinating assistance through their State and/or Federal partners will keep the BOEM apprised of their activities and provide copies of their assistance documentation.
14. Evacuation plans lend themselves to events that are predictable and have adequate warning time. All other events are impromptu and situation dependent requiring evacuation or shelter-in-place decisions based on the hazard. Effective evacuation plans should be phased or tiered based on at-risk populations, and should include trigger points, pre-designated routes and timelines. Many of the County's disasters and emergencies are non-predictable with little to no warning time. When a local evacuation order is given, the City and County shall provide available assets to support that evacuation. Some mitigating factors in a mass evacuation include the physical location of the incident (the geographic layout of Colorado ranges between flatlands to rough mountain terrain); and the timeframe of the incident (during the winter months, eastern plains and mountain highways may be closed, thus preventing near-by community response and support). Mass Evacuation Planning is addressed in a separate an distinct Annex.

VIII. Concept of Operations

It is the responsibility of the City of Boulder and Boulder County to reasonably protect life, property and the environment from the effects of emergencies or disasters within its jurisdiction. Local government has the primary responsibility for emergency management activities that eliminate or reduce hazardous events and for the preparation for, response to and recovery from significant emergency and disaster events that can and do occur.

A. General

1. By the adoption of this plan, the City of Boulder and Boulder County as well as participating organizations adopt the principles of the National Incident Management System (NIMS). The NIMS represents a core set of doctrine, concepts, principles, terminology, and organizational processes to enable effective, efficient, and collaborative incident management at all levels. Additional information on the County's implementation of NIMS is found in Section IX. Emergency Management and Organizations of this plan as well as ESF 5.
2. The Boulder EOP coordinates a county-wide multi-agency response, including when capabilities and resources (including those of mutual aid) of the initial responding agency and/or the County may be exceeded. Mutual Aid assistance can be requested from the State of Colorado, when authorized, and will be provided as part of an effort coordinated by the Colorado Division of Emergency Management, operating on behalf of the Governor. The Governor may request assistance from the Federal government if the capabilities and resources of both local and State governments are exceeded.
3. The Boulder EOP is the primary and general plan for managing emergencies and disasters. It details the coordinating structures and processes used during incidents in Boulder. Other supplemental agency plans provide details on authorities, response protocols and technical guidance for responding to and managing specific situations (such as hazardous materials spills, wildland fires, health emergencies).
4. The continuity of operations response of participating agencies, City departments and enterprises is manifested through standardization. Standardized operational management concepts are based on the ICS, NIMS and hierarchy of governmental responsibility and authority.
5. Incidents are handled at the local government level. In some instances, a State agency in the local area may act as a first responder and may provide direction or assistance consistent with its specific statutory authorities and responsibilities.
6. The Boulder EOP is designed to integrate quickly and efficiently with the National Response Framework.
7. All emergency plans developed and used by participating agencies, City departments and enterprises should be designed to integrate quickly and efficiently with the Boulder EOP.

8. The Boulder EOP can be partially or fully implemented, which is consistent with NIMS and ICS principles. This allows maximum flexibility to meet the unique operational requirements of any situation.
9. A multi-jurisdictional approach will be required to manage most major incidents effectively. A unified command should be utilized when appropriate. Accordingly, emergency plans and exercises should incorporate procedures for integration of resources of City of Boulder, surrounding cities, Boulder County, volunteer agencies, the private sector and State and Federal governments.
10. Plan implementation and the subsequent supporting actions taken by the City and County are specific to the emergency or disaster situation. Implementation is influenced by the timely acquisition and assessment of reliable information gathered from the incident. The Boulder EOP is in effect for preparedness activities, response and initial relief activities when a major emergency, disaster or incident occurs or is imminent.

B. Phases of Emergency Management

1. Mitigation

Mitigation involves actions to interdict, disrupt, pre-empt or avert a potential incident. This includes homeland security intelligence and law enforcement efforts to prevent terrorist attacks. Mitigation includes actions to:

- i. Collect, analyze and apply intelligence and other information;
- ii. Conduct investigations to determine the full nature and source of the threat and to implement countermeasures such as inspections, surveillance, security and infrastructure protection;
- iii. Conduct tactical operations to interdict, preempt or disrupt illegal activity; and to apprehend and prosecute the perpetrators;
- iv. Conduct public health surveillance and testing processes, immunizations and isolation or quarantine for biological and agricultural threats;
- v. Deter, detect, deny access or entry, defeat and take decisive action to eliminate threats;
- vi. Conduct code enforcement, inspections and behavior modification to reduce risk.
- vii. Analyze threats created by natural hazards and develop action plans to reduce the threat to citizens and property.

2. Preparedness

Under the NIMS, preparedness encompasses:

- i. Development of plans and procedures, training and exercising;
- ii. Pre-deployment of response resources;

- iii. Pre-establishment of incident command posts, mobilization centers, staging areas and other facilities;
- iv. Evacuation and protective sheltering;
- v. Implementation of structural and non-structural mitigation measures;
- vi. Use of remote sensing technology and risk assessment, predictive and plume modeling tools;
- vii. Private sector implementation of business and continuity of operations plans;
- viii. Provision of mitigation activities which are a critical foundation across the incident management spectrum from prevention through response and recovery. Examples of key mitigation activities include the following:
 - a. Ongoing public education and outreach activities designed to modify behavior to reduce loss of life and destruction of property;
 - b. Structural retrofitting to deter or lessen the impact of incidents and reduce loss of life, destruction of property and impact on the environment;
 - c. Code enforcement through such activities as zoning regulation, land management and building and fire code inspection;
 - d. Flood insurance and the buy-out of properties subjected to frequent flooding.

3. Response

Response includes activities to address the immediate and short-term actions to preserve life, property, environment and the social, economic and political structure of the community. Response activities include:

- i. Search and rescue;
- ii. Emergency shelter, housing, food and water;
- iii. Emergency medical and mortuary services;
- iv. Public health and safety;
- v. Decontamination following a chemical, biological or radiological incident;
- vi. Removal of threats to the environment;
- vii. Emergency restoration of critical services (electric and gas services, water, sewer, telephone);
- viii. Transportation, logistics and other emergency services;

- ix. Private sector provision of needed goods and services through contracts or donations;
- x. Crime scene security, investigation, evidence collection;
- xi. Damage assessment;
- xii. Evacuation of threatened or devastated areas.

4. Recovery

Recovery involves actions and implementation of programs needed to help individuals and communities return to normal. Recovery programs are designed to assist victims and their families, restore institutions to sustain economic growth and confidence, rebuild destroyed property and reconstitute government operations and services. Recovery actions often extend long after the incident itself. Recovery programs include mitigation components designed to avoid damage from future incidents. Typical recovery actions may include:

- i. Repair and replacement of damaged public facilities (roads, bridges, municipal buildings, schools, hospitals, qualified non-profits);
- ii. Debris cleanup and removal;
- iii. Temporary housing and other assistance for disaster victims;
- iv. Low-interest loans to help individuals and businesses with long-term rebuilding and mitigation measures;
- v. Restoration of public services (electric and gas services, water, sewer, telephone);
- vi. Crisis counseling and mental health;
- vii. Disaster unemployment;
- viii. Planning and programs for long-term economic stabilization, community recovery and mitigation.

C. Priorities

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

- 1. Save Lives
 - i. Save human lives;
 - ii. Treat the injured;
 - iii. Warn the public to avoid further casualties;

- iv. Shelter persons-in-place from the effects of the incident;
 - v. Evacuate people from the effects of the incident;
 - vi. Shelter and care for those evacuated;
 - vii. Save animals — livestock and domestic pets.
2. Protect Property
- i. Save property from harm/destruction;
 - ii. Take action to prevent further harm/loss;
 - iii. Provide security for property, especially in evacuated areas.
3. Protect the Environment
- i. Confine hazardous chemical releases to the smallest possible area;
 - ii. Prevent runoff from entering streams, ponds, lakes, rivers or sewers; and
 - iii. Contain the chemical release.
4. Stabilize the Economy
- i. Ensure access to businesses (such as debris clearance and road repair);
 - ii. Restore essential services/utilities;
 - iii. Take action to prevent price gouging in the sale of essential goods, services and contracts;
 - iv. Establish temporary housing and transportation for employees.
5. Restore the Community
- i. Ensure stable utility/transportation infrastructure;
 - ii. Ensure access to workforce (available for work, proximity to housing, grocery stores, pharmacies and other businesses);
 - iii. Ensure adequate support institutions operational (like schools, day cares, houses of worship, parks, medical care) to support workforce and families.
 - iv. Restore beautification programs and promote the welfare of the community

D. Emergency Operations Roles and Responsibilities

All participating agencies, departments and enterprises with responsibilities identified in the Boulder EOP are responsible for developing internal operating procedures and continuity of operations plans for carrying out assigned primary and support functions.

1. Boulder County Board of County Commissioners and the Boulder City Manager
 - i. Approve and commit government resources and funds for disaster or emergency purposes;
 - ii. Formally declare an emergency or disaster;
 - iii. Issue official orders and emergency declarations as needed and requested by the Boulder OEM Board of Directors or the BOEM Director;
 - iv. Approve emergency financial authorizations as requested;
 - v. Authorize and approve post emergency or disaster recovery operations, including acquisition of temporary facilities;
 - vi. Establish post emergency or disaster recovery timelines as necessary;
 - vii. Serve with the BOEM Board of Directors who make up the Policy Group who, during an emergency have the authority to direct resources as necessary.
2. BOEM Board of Directors
 - i. Pursuant to the Joint Agreement Establishing the Office of Emergency Management Revised February 15, 2005, the Board is comprised of the Boulder Police Chief, Boulder Fire Chief, and the Boulder County Sheriff. The Board is responsible for oversight of the program and is the conduit for programmatic policy related decisions.
 - ii. The BOEM Board of Directors, along with the City Manager and the BOCC make up the Policy Group.
3. Boulder Office of Emergency Management
 - i. Manage, organize and coordinate emergency and non-emergency operations of the EOC in the event of a disaster or emergency;
 - ii. Prepare and maintain the Boulder EOP;
 - iii. Ensure implementation of the ICS and NIMS for operations in the field and EOC;
 - iv. Coordinate disasters, emergencies and incidents of significance;
 - v. Assist local government, public and private sector organizations in the development and maintenance of EOPs, procedures and checklists;

- vi. Serve as intergovernmental liaison and initiate formal requests for outside assistance from other jurisdictions;
 - vii. Mitigate, to the degree practical, man-made and natural hazards;
 - viii. Provide public education related to citizen preparedness;
 - ix. Plan for catastrophic planning and response, such as mass evacuation planning.
4. Emergency Management Director
- i. Make recommendations to the BOEM Board of Directors and Policy Group on matters pertaining to an incident of significance, major emergency or disaster, or the threat thereof, and ongoing incident response and recovery activities;
 - ii. Support implementation of the ICS and NIMS for operations in the field and EOC;
 - iii. Coordinate efforts related to emergencies, disasters and incidents of significance;
 - iv. Activate and operate the EOC as needed;
 - v. Coordinate mutual aid assistance;
 - vi. Determine the need for evacuation and relocation and establish sites in coordination with other agencies;
 - vii. Provide recommendations to the Policy Group relating to emergency or disaster declarations, travel restrictions, curfews;
 - viii. Issue formal requests to the Governor's Office through the Colorado Division of Emergency Management for the declaration of a State emergency for the purpose of obtaining State and/or Federal assistance;
 - ix. Prepare emergency or disaster declarations when necessary;
 - x. Collect, record and disseminate information in the EOC;
 - xi. Maintain the Boulder EOP;
 - xii. Schedule and conduct training programs and exercises;
 - xiii. Maintain liaison with City, County, State and Federal agencies;
 - xiv. Coordinate disaster recovery functions.
5. Department Directors
- i. Ensure NIMS compliance within the City and County departments;

- ii. Prepare plans and organize assigned departments to meet natural and manmade disasters which might occur in the County, and ensure continuity of governmental operations during an incident;
- iii. Identify functions to be performed during an incident and assign responsibility for performing those functions to departmental Multi-Agency Coordination (MAC) group representative;
- iv. Provide representatives to the EOC to coordinate emergency response functions with those of other agencies represented therein;
- v. Ensure that the EOC is informed during an incident by reporting events and activities to the EOC in a timely fashion;
- vi. Maintain complete and accurate records of all incident costs and expenditures to include personnel qualification, time, overtime, vehicle mileage, goods, machine hours and emergency disbursements;
- vii. Ensure that complete and current resource lists and on-call personnel lists are provided to the BOEM on a timely basis to assist in providing resources and personnel for large-scale incidents.

6. Primary and Supporting Agencies

Primary and Supporting agencies are responsible for providing resources and other support during an incident. Operations conducted during an incident will be coordinated through the BEOC. A department designated as a primary agency in an Emergency Support Annex (ESF) has “ownership” of that function. As participants in the Boulder EOP, primary and supporting agencies are expected to:

- i. Establish continuity of operations plans and activate the plans, as needed.
- ii. Operate using the Incident Command System established in NIMS .
- iii. Participate in mitigation and preparedness activities.
- iv. During periods when the BEOC is activated, the primary agency of an emergency support function is responsible for designating coordinators to the EOC. This person may be from their department or from a supporting agency.
- v. Coordinate activities and maintain communication with the BOEM or the EOC, if activated, during all emergency operations.
- vi. Provide information and coordinate any public announcement, statement or press release through the BOEM or the EOC and Joint Information Center, if activated.

- vii. Provide program assistance and expertise as appropriate and in coordination with other agencies.
- viii. Establish emergency operations supplies including food, water, blankets, electrical generators, communications, etc. to provide continued operations and shelter for employees as necessary.
- ix. Provide all requested information prior to, during and following any incident to the BOEM.
- x. Keep their respective ESF Annexes current.

7. Non-Governmental Organizations

Several non-governmental organizations that provide assistance to meet essential needs during an incident exist within the County. Some organizations with existing memorandums of understanding, memorandums of agreement or mutual aid agreements with the County have been assigned supporting roles to specific emergency support functions.

E. State Government

The Colorado Division of Emergency Management is responsible within their statutory (CRS 24-32 2105), to provide assistance and support to local jurisdictions when local resources are unable to cope with an incident of significance. These agencies are responsible for implementing assigned Colorado State Emergency Functions when the State EOP is implemented. The operations role, responsibilities and intra-organizational relationships of State departments are described in detail in the assigned State Emergency Function Annexes.

F. Federal Government

The Federal government has responsibilities to respond to national emergencies and to provide assistance to 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. The roles and responsibilities of Federal resource providers are outlined in the National Response Framework.

IX. Emergency Management and Organizations

A. Management Concept and Policies

1. Principle of Local Government Control - Boulder County and its political jurisdictions maintain the authority for direction and control prior to, during and following an emergency, disaster or incident of significance. This authority continues throughout the phases of emergency management or until conditions warrant a change in such authority.
2. Incident Level Management - A local incident management system that incorporates the functions, principles and components of the NIMS shall 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 Boulder EOP identifies the interface between the on-scene Incident Command System and the BEOC.
3. Local Level Management - The Boulder OEM (on behalf of the City of Boulder and Boulder County governments) is responsible for the overall coordination of emergency operations as it impacts the jurisdiction as a whole. Most incidents that occur in Boulder are handled by field incident command and the EOC is not activated. There are some incidents wherein the EOC may be activated without the assistance of a field incident command, such as a wide-spread blizzard. Generally, the field incident command coordinates with the BEOC for resources and other matters related to the incident. The on-scene Incident Commander is responsible for the command and control of specific activities at the incident site. The BOEM is generally responsible for coordination and control of all administrative and off-site functions. Activation of the EOC may be required when an incident threatens to escalate beyond the capabilities of local resources, including mutual aid assistance. Resource requests will be coordinated through the EOC.
4. 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 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 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 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.

B. Incident Type Definitions

NIMS/ICS establishes the following as an aid to categorize the size and magnitude of an incident. BOEM will utilize these levels when describing an incident to responders and others within the NIMS/ICS including State and/or Federal officials. They are scaled such that a Type V is the least complex and a Type I is the most complex.

The relationships are illustrative of local "ownership" of the emergency. The diagrams below are based on the premise that unless the incident is a terrorist act, or is on state or federal land, that all assistance is in support of the local responders.

Type V

Relationships



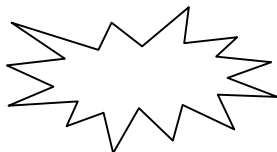
Incident Commander
(Initial responders)

Characteristics

- 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) are not activated.
- A written Incident Action Plan (IAP) is not required.
- The incident can be contained within the first operational period, often within a few hours after resources arrive on scene.
- Examples include a vehicle fire, an injured person, isolated power outage or a police traffic stop.

Type IV

Relationships



Incident Commander
(Initial responders)

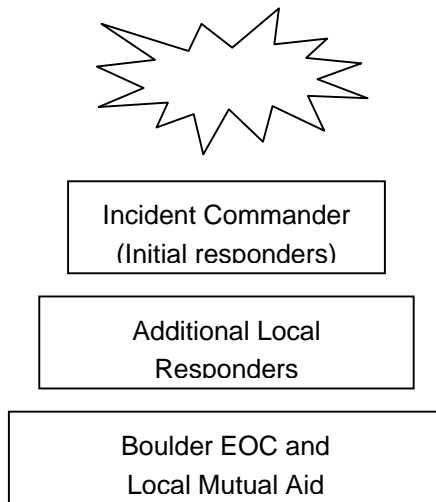
Additional Local
Responders

Characteristics

- Command and general staff functions are activated only if needed.
- Several resources are required to mitigate the incident.
- The incident is usually limited to one operational period in the control phase.
- A written IAP is not required, but a documented operational briefing will be completed for all incoming resources.
- The agency administrator may have briefings and ensure the complexity analysis and delegations of authority are updated.
- The role of the agency administrator includes operational plans including objectives and priorities.
- Examples include a multi-vehicle accident, small grass fire, or a bomb squad investigation.

Type III

Relationships

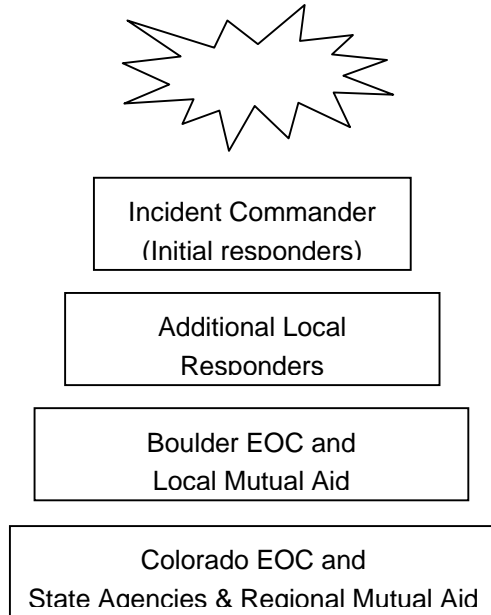


Characteristics

- *Capability requirements exceed initial attack and multiple agencies become involved.*
- *The situation may be an incident of significance (community impact).*
- *Incident Command System positions will be added to match the complexity of the incident. Some or all of the command and general staff, division or group supervisors and unit leader positions may be activated.*
- *Incident response is managed by a Type III Incident Management Team or incident command organization through initial actions with a significant number of resources, an extended attack until containment or control is achieved, or as an expanding incident until the transition to a Type II Incident*
- *The BEOC may be activated.*
- *A Joint Information Center may be established.*
- *The incident may extend into multiple operational periods.*
- *Mutual aid or state assistance will be required.*
- *A written IAP is required for each operational period.*
- *Examples include a school hostage situation, large structure or grass fire, blizzard or widespread and extended utility outage.*

Type II

Relationships

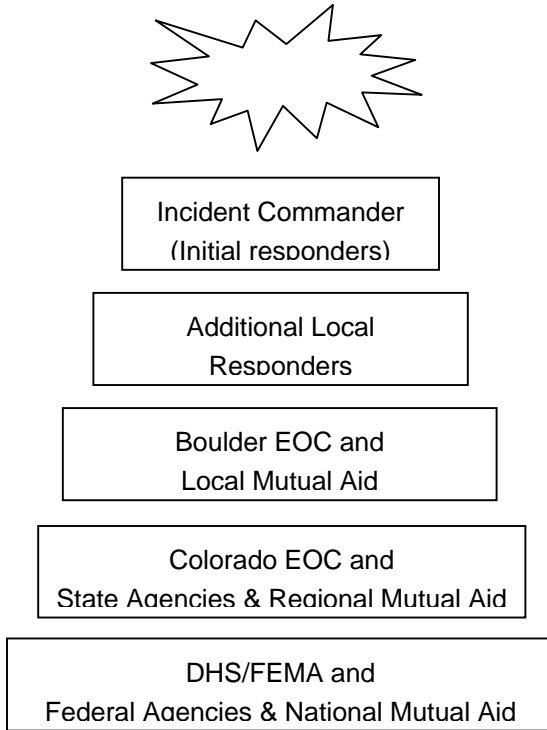


Characteristics

- *This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods.*
- *This is an incident of significance and may be a declared emergency or disaster.*
- *This type of incident may require assistance from multi-jurisdictional, regional, state and/or national resources to effectively manage the operations, command and general staffing.*
- *Most or all of the command and general staff positions are filled.*
- *The BEOC will be activated.*
- *The State EOC may be activated.*
- *A Joint Information Center is established.*
- *A written IAP is required for each operational period.*
- *Many of the functional units are staffed.*
- *The Boulder OEM is responsible for the incident complexity analysis*
- *The EOC Policy Group has overall oversight of the incident, County management briefings and the written delegation of authority.*
- *Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).*
- *Examples include large wildfires, acts of terrorism, flooding where a significant number of citizens are affected or significant property*

Type I

Relationships



Characteristics

- *This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.*
- *The BEOC is fully activated.*
- *The State EOC is activated.*
- *A Joint Information Center is established.*
- *All command and general staff positions are activated.*
- *Branches are established.*
- *The Boulder OEM, working with field incident command, is responsible for the incident complexity analysis, overall oversight of the incident, county management briefings and the written delegation of authority.*
- *Use of resource advisors at the incident base is recommended.*
- *The incident has significant impact on the County. Additional staff for office administrative and support functions are required.*
- *Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.*
- *Examples include a major wildfire involving multiple structures, pandemic flu or widespread hostile actions.*

C. Incident Management Concepts

The National Incident Management System (NIMS) provides a consistent nationwide template to enable Federal, State, local, and tribal governments and private-sector and nongovernmental organizations to work together effectively and efficiently to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity, including acts of catastrophic terrorism.

The NIMS integrates existing best practices into a consistent, nationwide approach to domestic incident management that is applicable at all jurisdictional levels and across functional disciplines in an all-hazards context. Six major components make up this systems approach:

- Command and Management;
- Preparedness;
- Resource Management;
- Communications and Information Management;
- Supporting Technologies;
- Ongoing Management and Maintenance.

1. On-Scene Incident Management

- i. The Incident Command System (ICS) forms the backbone of the Command and Management component of NIMS. ICS is 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.
- ii. 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.
- iii. 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.

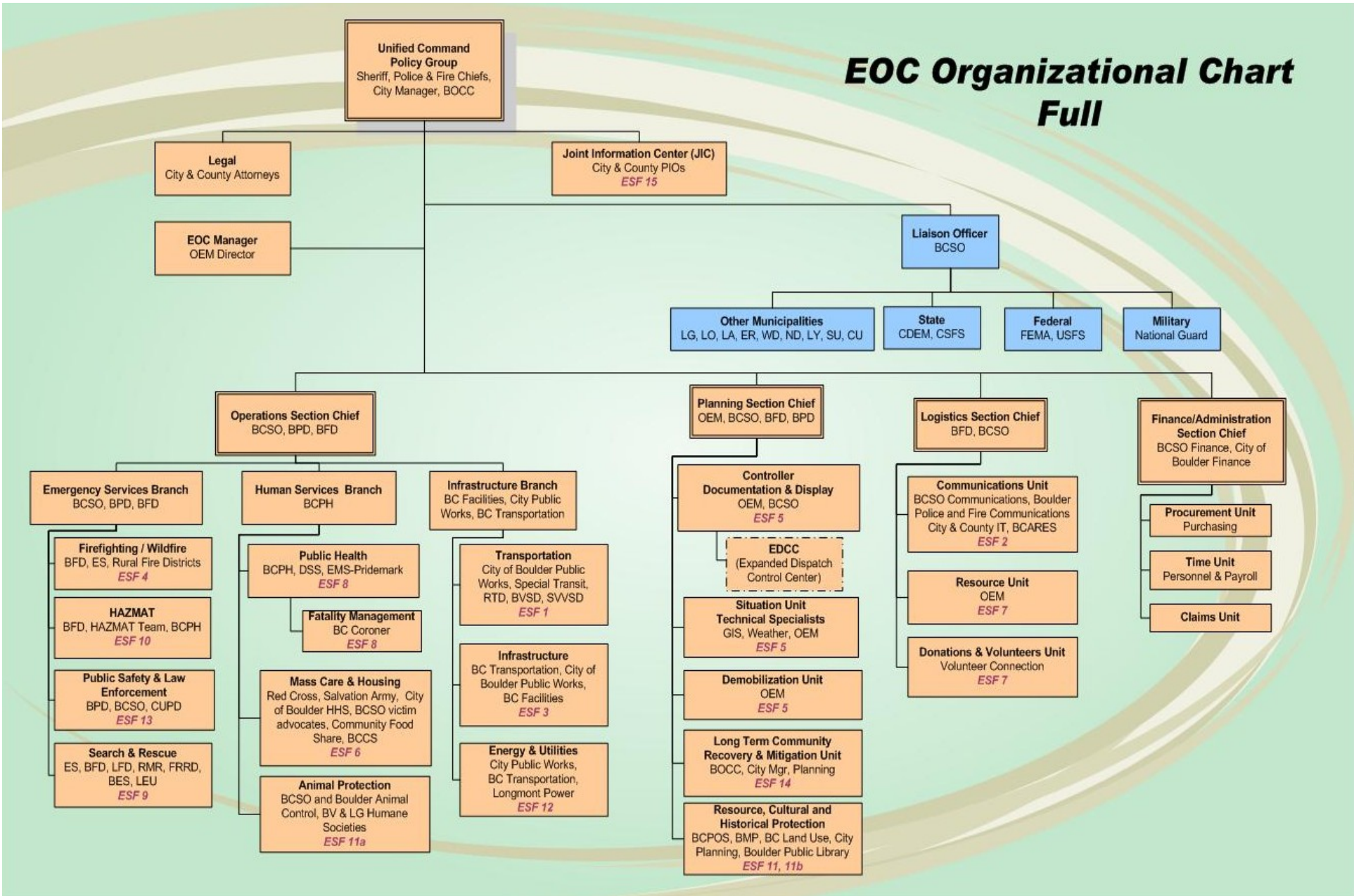
2. Multi-Agency Coordination (MACS)

- i. A key component of NIMS/ICS is the Multi-Agency Coordination System (MACS). As the name implies, MACS provides the structure to support incident management policies and priorities, facilitate logistics support and resource tracking, inform resource allocation decisions using incident management priorities, coordinate incident related information, and coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies. In Boulder County, the MACS activities will typically be conducted from the Boulder Emergency Operations Center (BEOC).
- ii. The Boulder Multi Agency Coordination System (MACS) is operated under an ICS style organizational structure utilizing emergency support functions (ESFs). When the BEOC is activated only those ESFs needed to address the incident will be requested to respond. Almost all activations of the BEOC will require the "Core" ESFs. They are identified as ESF 2, Communications; ESF 4, Fire; ESF 5, Emergency Management; ESF 13, Law Enforcement; and ESF 15, External Affairs. Other ESFs will be added as they are needed (see pages 33-35 of this Basic Plan and ESF 5 for further information on the ESFs and EOC activations).
- iii. Other entities within Boulder County such as the University of Colorado also have EOCs from which they direct their organization's activities. City and County departments, where appropriate, are encouraged to develop Departmental EOCs (DEOCs) as appropriate to facilitate their respective activities. In the event such DEOCs are activated, they are to coordinate with the BEOC.
- iv. The BOEM serves as the principal point for initiating and coordinating local departments' assignments, and for facilitating the activities of private and volunteer organizations in the delivery of emergency assistance to affected areas. The BEOC provides governmental officials with a centralized location to analyze critical incident information, facilitate the decision making process and direct and control the response activities.
- v. The EOC is organized to provide all of the following ICS components: Management, Operations, Planning, Logistics and Finance. The organizational structure of the EOC is based on NIMS principles and is flexible and easily expandable to meet the needs of the City and the County. The EOC organization provides for communication between the City, County, State and other agencies. A sample organizational chart of the BEOC may be found on the following page. This diagram is illustrative only and depicts full staffing by Boulder and Boulder County entities. Additional organizations may be added depending on the event.

3. Complex Incidents

- i. In the event of multiple incidents within the county, an Area Command may be established to establish policies and priorities related to managing such a large scale response.
- ii. Widespread events such as severe weather affecting the entire county may require a single consolidated management system located in the EOC rather than multiple field level incident commands.
- iii. In such cases, it will be the responsibility of the Policy Group in the EOC to establish the appropriate ICS compliant management structure.

EOC Organizational Chart Full



D. Boulder EOC and the Multi-Agency Coordination System

1. As previously identified, the NIMS element of utilizing a Multi-Agency Coordination System (MACS) is typically performed in the BEOC facility. For purposes of this plan, the terms may be used interchangeably.
2. Within the BEOC, the Boulder Multi Agency Coordination System (MACS) is arranged by emergency support functions (ESFs) . When the BEOC is activated only those ESFs needed to address the incident will be requested to respond. Almost all activations of the BEOC will require the "Core" ESFs. They are identified as ESF 2, Communications; ESF 4, Fire; ESF 5, Emergency Management; ESF 13, Law Enforcement; and ESF 15, External Affairs. Other ESFs will be added as they are needed (see Section X Emergency Support Functions of this Basic Plan and ESF 5 for further information on the ESFs and EOC activations).
3. Sequence of Emergency Operations - With few exceptions, there are certain similarities in the procedures followed by each level of government in response to an emergency or disaster. The flow chart below illustrates the process and conditions for requesting assistance at each level. Notice the progressive nature and the use of local resources, then the escalation. There are some exceptions, such as search and rescue resource requests, acts of terrorism and in preparing for anticipated "Incidents of National Significance," but this is the typical progression. Also, State assistance may be provided, upon request, with or without a local or State declaration of an emergency or disaster. Local requests for lifesaving emergency assistance may be acted upon verbally and subsequent local declaration and justification documentation would follow as soon as practical.



E. Homeland Security Advisory System

The Homeland Security Advisory System was established following the events of September 11, 2001 to provide warnings to the American people about the threat level for a terrorist attack. The United States Department of Homeland Security has established threat levels, each with a specific color. Government emergency managers have specific actions they take depending on the threat level. The greater the risk of a terrorist attack, the higher the threat level. The United States Attorney General and the Secretary for Homeland Security establish the threat level. The threat level is constantly reviewed and may be changed.

Low Condition <i>(Green):</i> Low risk of terrorist attacks	<i>Define and exercise preplanned protective measures; Ensure personnel receive training on Homeland Security Advisory System, departmental or agency-specific protective measures; and Regularly assess facilities for vulnerabilities and take measures to reduce them.</i>
Guarded Condition <i>(Blue):</i> General risk of terrorist attack	<i>Follow previously outlined protective measures; Check communications with designated emergency response or command locations; Review and update emergency response procedures; and Provide the public with necessary information.</i>
Elevated Condition <i>(Yellow):</i> Significant risk of terrorist attacks	<i>Follow previously outlined protective measures; Increase surveillance of critical locations; Coordinate emergency plans with nearby jurisdictions; Assess further refinement of protective measures within the context of the current threat information; and Implement contingency and emergency response plans, as appropriate.</i>
High Condition <i>(Orange):</i> High risk of terrorist attacks	<i>Follow previously outlined protective measures; Coordinate necessary security efforts with armed forces or law enforcement agencies; Take additional precautions at public events; Prepare to work at an alternate site or with a dispersed workforce; and Restrict access to essential personnel only.</i>
Severe Condition <i>(Red):</i> Severe risk of terrorist attacks	<i>Follow previously outlined protective measures; Assign emergency response personnel and pre-position specially trained teams; Monitor, redirect or constrain transportation systems; Close public and government facilities as required; and Increase or redirect personnel to address critical emergency needs.</i>

F. Boulder County Levels of Readiness (Mode Alerts)

Modes are issued to provide cooperators information regarding the levels of readiness and response needed to address the situation. The following describes the levels of Mode Alerts that are relative to all hazards:

Mode 1 starts at the earliest time the threat of a disaster is indicated. During this mode, the BOEM notifies the BOEM Board of Directors (Boulder County Sheriff, the Boulder Police Chief, and the Boulder Fire Chief) and any other city, county or University of Colorado officials deemed appropriate. During a threat of a disaster, Mode 1 is generally issued when both the BOEM and the technical specialists concur that the threat of a disaster exists. BOEM coordinates with the Boulder County Communications Center and the Boulder Police and Fire Communications Center to issue messages to members of the MAC pager group and All-Hazards pager group regarding the threat and the possibility of an EOC activation and specifies the ESFs that may be requested to respond. A Mode 1 alert may typically only involve the BOEM staff and the technical specialists. A full EOC activation may not be needed to monitor the threat.

Mode 2 will be issued when a disaster that endangers property or lives is believed possible. Warnings, evacuations and sheltering operations may be considered and ordered during Mode 2. This will also be an activation of the EOC and will include the BOEM staff, members of other city and county departments, and may include representatives from external entities such as the American Red Cross. ESF 5 will make the initial determination of which ESFs are required to address the situation and relay this information through the Boulder County Communications Center, Boulder Police and Fire Communications Center, or by direct communications with individuals. Individuals responding to EOC will assume their assigned ESF roles. The EOC Manager will be responsible for following the EOC Organizational Chart, however, only those ESFs required to address the situation will be utilized.

Mode 3 will be issued when it is known the disaster is imminent and lives and property will likely be endangered or lost. The EOC will be fully engaged and most, if not all, of the ESFs will be activated to address the situation. A local state of emergency will normally be declared by the City Manager, and /or the Boulder County Commissioners. Mode 3 and may accompany a disaster declaration by the Governor. Emergency responses will continue to focus on reducing human and animal suffering and protection of property.

Mode 4 will be confirmation that a disaster is occurring. Disaster intelligence, impact assessment, medical assistance, sheltering operations, traffic control, damage assessments, safety reviews and public health danger evaluations will be conducted. The EOC will remain operational with most, if not all, ESFs operational.

X. Emergency Support Functions (ESFs)

A. ESF Functional Descriptions

When an emergency or disaster situation exceeds capabilities there are certain common types of assistance that are likely to be requested by the BOEM or the EOC. These common types of assistance have been grouped functionally into fifteen Emergency Support Functions (ESFs). Participating agencies, City and County departments and enterprises have been assigned responsibilities for implementing these functions. Assignments are made based upon the department's programmatic or regulatory authorities and responsibilities. Emergency Support Function Annexes contain detailed information associated with a specific function. In a presidential declaration of an emergency or disaster, City and County and Federal agencies will operate through ESFs. Participating agencies, City and County departments and enterprises should understand the relationship between the Boulder, State and the National Emergency Support Functions.

1. The BOEM is responsible for the coordination, development, validation and maintenance of the Boulder EOP.
2. The BOEM is responsible for coordinating the integration of a multi-agency response; although other agencies may act as the lead agency in certain hazard specific scenarios.
3. Participating agencies, City departments and enterprises, private and volunteer organizations are assigned to lead, secondary lead or supporting roles as related to the ESF and the development of the corresponding annexes. The responsibilities of each of these positions are:
4. Primary - The Primary department/agency is responsible for planning, coordinating and tasking support departments and agencies in the development of policies, procedures, roles, and responsibilities and requirements of the ESF and its operational requirements. The Primary Agency provides recommendations for ESF development and updates to the BOEM. The Primary Agencies are identified in this plan and in each ESF. Normally the Primary Agency will assign a member of their own department to the BEOC when it is activated. If the Primary Agency is either unable to assign a coordinator or feels that a supporting agency representative is more appropriate, then the Primary ESF agency is responsible for making certain the position is filled. Some ESFs have more than one Primary Agency.
5. Support - Certain principal components of some ESFs are clearly shared by participating departments, and enterprises or organizations other than the designated primary department. Support role functions will be assigned to volunteer and private organizations to provide disaster response or relief assistance.

6. Coordinating - A participating organization who may not be directly involved in the delivery of goods or services but provide ancillary assistance (such as suppliers).

B. Emergency Support Functions Summary

The Boulder County EOP is consentient with State and Federal plans and includes 15 Emergency Support Annexes (ESFs). In order to accommodate to the divisions of authorities between the respective city and county departments, some ESFs have been sub-divided to correspond with those responsibilities. For example, ESF 4 deals with Firefighting as a whole, but the Annex is sub-divided into Wildland Firefighting and Urban Firefighting and are referred to as ESF 4 and 4 A. That level of detail is addressed in the individual ESF Annexes and not necessarily at this high level overview. The following is a summary of the ESF annexes. Any or all of the ESFs may be activated during a disaster or emergency. A “core” EOC activation is ESF 2, ESF 4 (or 4A), ESF 5, ESF 13 and ESF 15.

1. **ESF 1: Transportation** - Boulder Public Works-Transportation
 - i. ESF 1 is designed to provide transportation support to assist in domestic incident management. Functions include processing and coordinating requests for transportation support as directed under the EOP; and coordinating alternate transportation services (air, surface and rail).
 - ii. This annex addresses the transportation of both goods and people
 - iii. Details regarding transportation infrastructure are addressed in ESF 3.

2. **ESF 2: Communications and Warning** – City of Boulder Police and Fire Communications Center; Boulder County Sheriff’s Office
 - i. ESF 2 outlines actions the City would take to provide the required emergency telecommunications and restoration of the telecommunications infrastructure. ESF 2 supports participating agencies, City departments and enterprises in the procurement and coordination of telecommunication services from the telecommunications and information technology industry during an incident response. Communications is information transfer and involves the technology associated with the representation, transfer, interpretation and processing of data among persons, places and machines. It includes transmission, emission or reception of signs, signals, writing, images, sounds or intelligence and security of any nature by wire, radio, optical or other electromagnetic systems.
 - ii. ESF 2 provides emergency warning, information and guidance to the public. It facilitates the requirements and resources needed to provide backup capability for all means of communications. ESF 2 describes the procedures to activate the Emergency Alert System.

3. **ESF 3: Public Works and Engineering** - Boulder County Transportation Department; and City of Boulder Public Works.
 - i. ESF 3 is structured to provide public works and engineering related support for the changing requirements of domestic incident management to include preparedness, prevention, response, recovery and mitigation actions.
 - ii. Activities within the scope of this function include conducting pre-and post-incident assessments of public works and infrastructure; executing emergency contract support for life-saving and life-sustaining services; providing technical assistance to include engineering expertise, construction management, and contracting and real estate services; providing emergency repair of damaged infrastructure and critical facilities; and other recovery programs, including coordinating the restoration and recovery of the transportation infrastructure; and coordinating and supporting prevention, preparedness and mitigation among transportation infrastructure stakeholders at the local and State levels.
 - iii. ESF 3 also reports damages to the transportation infrastructure as a result of the incident.

4. **ESF 4: Firefighting** – City of Boulder Fire Department; Boulder County Sheriff’s Office – Office of Emergency Services
 - i. ESF 4 manages and coordinates firefighting activities, including fire protection, mitigation, detection and suppression of fires within the City and the County. It outlines provisions for personnel, equipment and supplies in support of agencies involved in firefighting operations.
 - ii. ESF 4 also addresses the specifics of urban firefighting.
 - iii. ESF 4A provides for and assists in the coordination and utilization of interagency fire fighting resources to combat wildland fire emergencies.

5. **ESF 5: Emergency Management** - Boulder Office of Emergency Management
 - i. ESF 5 serves as the support ESF for all participating agencies, City and County departments and enterprises across the spectrum of domestic incident management from mitigation to response and recovery. ESF 5 facilitates information flow in the pre-incident prevention phase in order to place assets on alert or to reposition assets for quick response.

- ii. During the post incident response phase, ESF 5 transitions and is responsible for support and planning functions. ESF 5 activities include those functions that are critical to support and facilitate multi-agency planning and coordination for operations. Activities include alert and notification; deployment and staffing of designated emergency response teams; incident action planning; coordination of operations, logistics and material; direction and control; information management; facilitation of requests for State and Federal assistance; resource acquisition and management (to include allocation and tracking); worker safety and health; facilities management; financial management; and other support as required.
6. **ESF 6: Mass Care, Housing and Human Services** - Boulder Office of Emergency Management
- i. ESF 6 promotes the delivery of services and the implementation of programs to assist individuals, households and families impacted by potential or actual emergencies or disasters. This includes economic assistance and other services for individuals impacted by the incident.
 - ii. Mass care 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.
7. **ESF 7: Resource Management** - Boulder Office of Emergency Management; Volunteer Connection
- i. ESF 7 provides resource support to the incident and affected populations. Resource support consists of emergency relief supplies, facility space, office equipment, office supplies, contracting services, transportation services (in coordination with ESF 1 — Transportation), security services and personnel required to support immediate response activities.
 - ii. ESF 7 provides support for requirements not specifically identified in other ESFs, including excess and surplus property. Resource support may continue until the disposition of excess and surplus property, if any, is completed.
 - iii. ESF 7A and 7B provide resource support for both volunteer and donations, respectively.

8. **ESF 8: Public Health and Medical Services** - Boulder County Public Health; Mental Health of Boulder County
 - i. ESF 8 provides supplemental assistance to local governments in identifying and meeting the public health and medical needs of victims of an incident. This support is categorized in the following core functional areas: assessment of public health/medical needs (including behavioral health); public health surveillance; medical care personnel; and medical equipment and supplies.
 - ii. ESF 8 provides crisis counseling and mental health services to individuals and groups impacted by the incident. Mental 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 that 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 in returning to their pre-disaster level of functioning.

9. **ESF 9: Search & Rescue** – Boulder County Sheriff’s Office – Office of Emergency Services; Boulder Fire Department; Longmont Fire Department
 - i. ESF 9 defines procedures for the use of City and County personnel, equipment, services and facilities to aid in searching, rescuing and recovering persons affected by an incident.
 - ii. ESF 9 also includes a variety of technically different types of rescue such as collapsed structures, trapped climbers and confined spaces to name a few. These are addressed in the various sub-sections of ESF 9.

10. **ESF 10: Hazardous Materials** - Boulder Fire Department; Boulder County Public Health - Environmental Health Division; Longmont Fire Department
 - i. ESF 10 provides for a coordinated response to actual or potential hazardous materials incidents. ESF 10 includes the appropriate response and recovery actions to prepare for, prevent, minimize or mitigate a threat to public health, welfare or the environment caused by actual or potential hazardous materials incidents. Hazardous materials addressed under the EOP include chemical, biological and radiological substances, whether accidentally or intentionally released. These include certain chemical, biological and radiological substances considered to be weapons of mass destruction.

- ii. ESF 10 describes lead coordination roles including division and specification of responsibilities among various agencies, regional, and onsite response organizations, personnel and resources that may be used to support response actions.
- iii. Hazardous materials incident response is carried out in accordance with the Intergovernmental Agreement, Boulder County Hazardous Material Response Plan, (2007, as amended). The Boulder EOP implements the response authorities and responsibilities created by the Comprehensive Environmental Response, Compensation, and Liability Act (EPCRA), and the authorities established by Section 311 of the Clean Water Act, as amended by the Oil Pollution Act.

11. **ESF 11: Agriculture and Natural Resources** – Boulder County Parks and Open Space; Boulder Public Works; Boulder County Sheriff's Office Animal Services; Boulder Human Society.

- i. ESF 11 provides for coordination of response, mitigation and recovery efforts related to the food and water supply and natural, historic or cultural resources.
- ii. ESF 11 identifies the water system as a natural resource for the City. Boulder Utilities is required to develop plans, monitor the resource and provide information to the BOEM.
- iii. ESF 11A includes a sub-section that addresses the needs to companion animals, primarily pets and service animals. Owners of commercial animals (farm animals) are expected to have advanced plans for the health and welfare of those animals.
- iv. ESF 11B relates to cultural and historical protection that could be threatened or destroyed during a disaster.

12. **ESF 12: Energy** - Longmont Power and Communications

- i. ESF 12 collects, evaluates and shares information on energy system damage and estimations on the impact of energy system outages within affected areas. The term "energy" includes producing, refining, transporting, generating, transmitting, conserving, building, distributing and maintaining energy systems and system components.
- ii. ESF 12 also is responsible for working with regulatory bodies and providers of fuels for heating and transportation.

13. **ESF 13: Public Safety and Security** – City of Boulder Police Department;
Boulder County Sheriff's Office
- i. ESF 13 provides a mechanism for coordinating and providing support to local authorities to include non-investigative/non-criminal law enforcement, public safety, and security capabilities and resources during potential or actual incidents of significance.
 - ii. ESF 13 capabilities 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. ESF 13 generally is activated in situations requiring extensive assistance to provide public safety and security and where local government resources are overwhelmed or are inadequate, or in pre-incident or post-incident situations that require protective solutions or capabilities unique to Boulder County.
14. **ESF 14: Community Recovery, Mitigation and Economic Stabilization** -
Boulder Office of Emergency Management; Boulder City Manager's Office;
Boulder County Commissioner's Office.
- i. ESF 14 provides the framework for the City and County to coordinate the multi-agency, multi jurisdictional response to an incident affecting part or all of Boulder County. The policies and concepts in this annex apply to appropriate agencies, City and County departments and enterprises following a disaster that affects the long-term recovery of the community. Based on an assessment of incident impacts, support may vary depending on the magnitude and type of incident and the potential for long-term and severe consequences.
 - ii. ESF 14 will most likely be activated for large-scale or catastrophic incidents that require State and Federal assistance to address significant long-term impacts in the affected area (e.g., impacts on housing, businesses and employment, community infrastructure and social services).

15. **ESF 15: External Affairs** - Boulder County Board of County Commissioner's Office of Information; Boulder City Manager's Office

- i. ESF 15 coordinates actions necessary to provide the required external affairs support to local incident management elements. This annex details the establishment of support positions to coordinate communications to various audiences. ESF 15 applies to all participating agencies, City and County departments and enterprises that may require public affairs support or whose public affairs assets may be employed during a disaster.
- ii. ESF 15 provides the resources and structure for implementation of the EOP. Incident communications actions contained in the EOP are consistent with the template established in the NIMS.

The following is a chart indicating the roles of organizations in each ESF. This list is not considered exhaustive and can be modified to include additional organizations as conditions warrant.

C. Emergency Support Functions Assignments

P = Primary Department/Org

S = Support Department/Org

C= Coordinating Organization

	ESF 01 - Transportation	ESF 02 - Communications	ESF 03 - Public Works and Engineering	ESF 04 - Fire Fighting	ESF 04A - Wildland Fire Suppression	ESF 05 - Emergency Management	ESF 06 - Mass Care, Emergency Assistance, Housing & Human Services	ESF 07 - Logistics Management and Resource Support	ESF 07A - Donations Management	ESF 08 - Public Health and Medical Services	ESF 09 - Search and Rescue	ESF 10 - Oil and Hazardous Materials Response	ESF 11 - Agriculture and Natural Resources	ESF 11 A - Animal Protection Annex	ESF 11B - Historical and Cultural Preservation	ESF 12 - Energy	ESF 13 - Public Safety and Security	ESF 14A - Long Term Community Recovery-City of Boulder	ESF 14B - Community Recovery, Mitigation and Economic Stabilization Annex - Boulder County	ESF 15 / SA-PA - External Affairs
20th Judicial District																			S	
Adventist Community Services									S											
American Red Cross - Mile High Chapter							S	S	S									S	S	
Avista Adventist Hospital										S										
BCARES		S																		
Boulder Community Hospital - Broadway										S										
Boulder Community Hospital - Foothills Campus									S	S										
Boulder County - Risk Management Office																				S
Boulder County Administrative Services Department																			S	
Boulder County Arts Alliance															S					

	ESF 01 - Transportation	ESF 02 - Communications	ESF 03 - Public Works and Engineering	ESF 04 - Fire Fighting	ESF 04A - Wildland Fire Suppression	ESF 05 - Emergency Management	ESF 06 - Mass Care, Emergency Assistance, Housing & Human Services	ESF 07 - Logistics Management and Resource Support	ESF 07A - Donations Management	ESF 08 - Public Health and Medical Services	ESF 09 - Search and Rescue	ESF 10 - Oil and Hazardous Materials Response	ESF 11 - Agriculture and Natural Resources	ESF 11 A - Animal Protection Annex	ESF 11B - Historical and Cultural Preservation	ESF 12 - Energy	ESF 13 - Public Safety and Security	ESF 14A - Long Term Community Recovery-City of Boulder	ESF 14B - Community Recovery, Mitigation and Economic Stabilization Annex - Boulder County	ESF 15 / SA-PA - External Affairs
Boulder County Assessor																			S	
Boulder County Attorney's Office																			S	S
Boulder County Board of County Commissioner's																		S	P	P
Boulder County Budget Office																			S	
Boulder County Clerk and Recorder																			S	
Boulder County Community Services Department							S			S									S	
Boulder County Coroner										S									S	
Boulder County Facilities Management			S					S												
Boulder County Fire Protection Districts				S	S						S									
Boulder County Housing Authority																			S	
Boulder County IT Department		S						S												
Boulder County Land Use Department													S		P				S	
Boulder County Medical Society										S										

	ESF 01 - Transportation	ESF 02 - Communications	ESF 03 - Public Works and Engineering	ESF 04 - Fire Fighting	ESF 04A - Wildland Fire Suppression	ESF 05 - Emergency Management	ESF 06 - Mass Care, Emergency Assistance, Housing & Human Services	ESF 07 - Logistics Management and Resource Support	ESF 07A - Donations Management	ESF 08 - Public Health and Medical Services	ESF 09 - Search and Rescue	ESF 10 - Oil and Hazardous Materials Response	ESF 11 - Agriculture and Natural Resources	ESF 11 A - Animal Protection Annex	ESF 11B - Historical and Cultural Preservation	ESF 12 - Energy	ESF 13 - Public Safety and Security	ESF 14A - Long Term Community Recovery-City of Boulder	ESF 14B - Community Recovery, Mitigation and Economic Stabilization Annex - Boulder County	ESF 15 / SA-PA - External Affairs
Boulder County Parks and Open Spaces					S								P	S	S				S	
Boulder County Public Health										P		P							S	S
Boulder County Public Works										S										
Boulder County Purchasing								S												
Boulder County Sheriff's Office										S							P		S	P
Boulder County Sheriff's Office - Animal Control														P						
Boulder County Sheriff's Office - Communications		P																		
Boulder County Sheriff's Office - Emergency Serv.					P						P									
Boulder County Sheriff's Office - Technical Serv.		S																		
Boulder County Social Services																			S	
Boulder County Surveyor Office																			S	
Boulder County Transportation	S		P					S											S	
Boulder County Treasurer's Office																			S	
Boulder County Victim Assistance										S										

	ESF 01 - Transportation	ESF 02 - Communications	ESF 03 - Public Works and Engineering	ESF 04 - Fire Fighting	ESF 04A - Wildland Fire Suppression	ESF 05 - Emergency Management	ESF 06 - Mass Care, Emergency Assistance, Housing & Human Services	ESF 07 - Logistics Management and Resource Support	ESF 07A - Donations Management	ESF 08 - Public Health and Medical Services	ESF 09 - Search and Rescue	ESF 10 - Oil and Hazardous Materials Response	ESF 11 - Agriculture and Natural Resources	ESF 11 A - Animal Protection Annex	ESF 11B - Historical and Cultural Preservation	ESF 12 - Energy	ESF 13 - Public Safety and Security	ESF 14A - Long Term Community Recovery-City of Boulder	ESF 14B - Community Recovery, Mitigation and Economic Stabilization Annex - Boulder County	ESF 15 / SA-PA - External Affairs
Boulder Historical Society and Museum															S					
Boulder Office of Emergency Management						P	P	P	S									S	S	
Boulder Police and Fire Communications Center		P																		
Boulder Valley School District	S		S							S										
CDOT Region 4			S																	
Citizen Corps.								S												
City Animal Control Agencies														S						
City of Boulder - City Attorney's Office																		S		
City of Boulder - City Clerk's Office																		S		
City of Boulder - City Manager's Office																		P		P
City of Boulder Dept. of Housing and Human Service							S											S		
City of Boulder Finance Department								S										S		
City of Boulder Fire Department				P				S			S	P						S		P

	ESF 01 - Transportation	ESF 02 - Communications	ESF 03 - Public Works and Engineering	ESF 04 - Fire Fighting	ESF 04A - Wildland Fire Suppression	ESF 05 - Emergency Management	ESF 06 - Mass Care, Emergency Assistance, Housing & Human Services	ESF 07 - Logistics Management and Resource Support	ESF 07A - Donations Management	ESF 08 - Public Health and Medical Services	ESF 09 - Search and Rescue	ESF 10 - Oil and Hazardous Materials Response	ESF 11 - Agriculture and Natural Resources	ESF 11 A - Animal Protection Annex	ESF 11B - Historical and Cultural Preservation	ESF 12 - Energy	ESF 13 - Public Safety and Security	ESF 14A - Long Term Community Recovery-City of Boulder	ESF 14B - Community Recovery, Mitigation and Economic Stabilization Annex - Boulder County	ESF 15 / SA-PA - External Affairs
City of Boulder Information Technology Department		S						S										S		
City of Boulder Intergovernmental Relations																				S
City of Boulder Open Spaces and Mountain Parks					S									S				S		
City of Boulder Parks and Recreation																		S		
City of Boulder Planning and Development													S		P			S		
City of Boulder Police Department										S							P	S		P
City of Boulder Public Library															S			S		
City of Boulder Public Works	P							S	S		S		P							
City of Boulder Public Works - Transportation																		S		
City of Boulder Public Works-Dev & Support			P																	
City of Boulder Risk and Safety																				S
CO Army National Guard		S																		
Colorado Chautaugua Association															S					

	ESF 01 - Transportation	ESF 02 - Communications	ESF 03 - Public Works and Engineering	ESF 04 - Fire Fighting	ESF 04A - Wildland Fire Suppression	ESF 05 - Emergency Management	ESF 06 - Mass Care, Emergency Assistance, Housing & Human Services	ESF 07 - Logistics Management and Resource Support	ESF 07A - Donations Management	ESF 08 - Public Health and Medical Services	ESF 09 - Search and Rescue	ESF 10 - Oil and Hazardous Materials Response	ESF 11 - Agriculture and Natural Resources	ESF 11 A - Animal Protection Annex	ESF 11B - Historical and Cultural Preservation	ESF 12 - Energy	ESF 13 - Public Safety and Security	ESF 14A - Long Term Community Recovery-City of Boulder	ESF 14B - Community Recovery, Mitigation and Economic Stabilization Annex - Boulder County	ESF 15 / SA-PA - External Affairs
Colorado Dept of Public Health and Environment										S		S								
Colorado Div of Emergency Management						S		S												
Colorado Historical Society															S					
Colorado North Central Region						S														
Colorado State Archives															S					
Colorado State Forest Service					S															
Colorado State Police												S					S			
Colorado VOAD							S	S	S											
Denver Metro Area Salvation Army							S	P	S									S	S	
Denver Police Communications		S																		
Department of Commerce Police (NIST)																	S			
Disaster Medical Assistance Team (DMAT)										S										
Disaster Mortuary Team (DMORT)										S										
Encanta Oil																S				

	ESF 01 - Transportation	ESF 02 - Communications	ESF 03 - Public Works and Engineering	ESF 04 - Fire Fighting	ESF 04A - Wildland Fire Suppression	ESF 05 - Emergency Management	ESF 06 - Mass Care, Emergency Assistance, Housing & Human Services	ESF 07 - Logistics Management and Resource Support	ESF 07A - Donations Management	ESF 08 - Public Health and Medical Services	ESF 09 - Search and Rescue	ESF 10 - Oil and Hazardous Materials Response	ESF 11 - Agriculture and Natural Resources	ESF 11 A - Animal Protection Annex	ESF 11B - Historical and Cultural Preservation	ESF 12 - Energy	ESF 13 - Public Safety and Security	ESF 14A - Long Term Community Recovery-City of Boulder	ESF 14B - Community Recovery, Mitigation and Economic Stabilization Annex - Boulder County	ESF 15 / SA-PA - External Affairs
EPA												S								
Erie Police Department																	S			
Exempla Good Samaritan Hospital										S										
FEMA - Denver Federal Center															S					
First Transit	S																			
Fort Collins Interagency Dispatch Center					S															
Historic Boulder, Inc.															S					
Humane Society of Boulder Valley														S						
Ker McGee/Anadarko																S				
Lafayette Police Department										S							S			
Longmont Police Department										S							S			
Longmont Emergency Communications Center		S																		
Longmont Fire Department											S	P								
Longmont Humane Society														S						

	ESF 01 - Transportation	ESF 02 - Communications	ESF 03 - Public Works and Engineering	ESF 04 - Fire Fighting	ESF 04A - Wildland Fire Suppression	ESF 05 - Emergency Management	ESF 06 - Mass Care, Emergency Assistance, Housing & Human Services	ESF 07 - Logistics Management and Resource Support	ESF 07A - Donations Management	ESF 08 - Public Health and Medical Services	ESF 09 - Search and Rescue	ESF 10 - Oil and Hazardous Materials Response	ESF 11 - Agriculture and Natural Resources	ESF 11 A - Animal Protection Annex	ESF 11B - Historical and Cultural Preservation	ESF 12 - Energy	ESF 13 - Public Safety and Security	ESF 14A - Long Term Community Recovery-City of Boulder	ESF 14B - Community Recovery, Mitigation and Economic Stabilization Annex - Boulder County	ESF 15 / SA-PA - External Affairs
Longmont Power and Communications																P				
Longmont United Hospital									S	S										
Louisville Police Department										S							S			
Meals on Wheels of Boulder (MOW)							S													
Medical Reserve Corps of Boulder County										S										
Mental Health of Boulder and Broomfield Counties										S										
National Park Service															S					
National Weather Service						S														
Nederland Police Department																	S			
Platt River Power Authority																S				
Poudre Valley REA																S				
Pridemark Ambulance										S										
Quest Communications		S																		
Regional Transportation District	S																			

	ESF 01 - Transportation	ESF 02 - Communications	ESF 03 - Public Works and Engineering	ESF 04 - Fire Fighting	ESF 04A - Wildland Fire Suppression	ESF 05 - Emergency Management	ESF 06 - Mass Care, Emergency Assistance, Housing & Human Services	ESF 07 - Logistics Management and Resource Support	ESF 07A - Donations Management	ESF 08 - Public Health and Medical Services	ESF 09 - Search and Rescue	ESF 10 - Oil and Hazardous Materials Response	ESF 11 - Agriculture and Natural Resources	ESF 11 A - Animal Protection Annex	ESF 11B - Historical and Cultural Preservation	ESF 12 - Energy	ESF 13 - Public Safety and Security	ESF 14A - Long Term Community Recovery-City of Boulder	ESF 14B - Community Recovery, Mitigation and Economic Stabilization Annex - Boulder County	ESF 15 / SA-PA - External Affairs
Rocky Mountain Interagency Support Cache					S															
RSVP of Boulder and Broomfield Counties									S											
Society of Rocky Mountain Archivists															S					
Special Transit	S																			
St. Varin Valley School District										S										
State of CO- Div of IT		S																		
Tri-State Energy																S				
United Power																S				
United Way of Boulder and Broomfield Counties									S											
University of Colorado – Environmental Health & Safety						S					S									
University of Colorado (Boulder)	S														S			S		
University of Colorado (Boulder) - CERT									S											
University of Colorado (Boulder) - Communications		S																		

	ESF 01 - Transportation	ESF 02 - Communications	ESF 03 - Public Works and Engineering	ESF 04 - Fire Fighting	ESF 04A - Wildland Fire Suppression	ESF 05 - Emergency Management	ESF 06 - Mass Care, Emergency Assistance, Housing & Human Services	ESF 07 - Logistics Management and Resource Support	ESF 07A - Donations Management	ESF 08 - Public Health and Medical Services	ESF 09 - Search and Rescue	ESF 10 - Oil and Hazardous Materials Response	ESF 11 - Agriculture and Natural Resources	ESF 11 A - Animal Protection Annex	ESF 11B - Historical and Cultural Preservation	ESF 12 - Energy	ESF 13 - Public Safety and Security	ESF 14A - Long Term Community Recovery-City of Boulder	ESF 14B - Community Recovery, Mitigation and Economic Stabilization Annex - Boulder County	ESF 15 / SA-PA - External Affairs
University of Colorado (Boulder) - Facilities Mgmt			S					S												
University of Colorado (Boulder) - Transportation			S																	
Urban Drainage and Flood Control District						S														
US Forest Service / South Zone Boulder Range District					S															
Verizon Wireless		S																		
Volunteer Connection								S	P											
Western Area Power Administration																S				
Xcel Energy																S				

XI. Additional Annexes

A. Support Annexes

The Support Annexes provide the framework for Boulder County, volunteer organizations and the private sector to coordinate and execute the common functional processes and administrative requirements necessary to support an efficient and effective incident operation.

1. Critical Infrastructure and Key Resources

This Annex addresses key infrastructure which will have to be protected and or quickly restored for the vitality of Boulder to be maintained. The details of this annex are not published due to the sensitive nature of the information. A copy is maintained in the EOC for access on a need to know basis.

2. Financial Management

This Annex addresses issues such as emergency purchases, rentals and cost tracking and reimbursement.

3. Worker Health and Safety

Under disaster conditions, the health and safety of the emergency workers, relief workers and the victims is paramount. This annex addresses specific issues related to disaster operations as well as coordinating with the Public Health aspects of ESF 8 to ensure that both workers and victims are protected as much as possible during extreme conditions.

B. Incident Annexes

The incident annexes describe the situations, concept of operations and responsibilities pertinent to specialized or specific types of incidents. They outline the concept of operations appropriate to support the incident, unique positions of authority and special actions that may apply. Incident annexes outline assets such as specialized response teams or unique resources needed to provide incident support under the Boulder EOP. The following table illustrates the designation of the Coordinating Agency. Supporting agencies are defined in the incident annexes.

The following is a list of the Incident Specific Annexes which have been developed in accordance with the Hazard Analysis. These Annexes address some of the unique aspects related to specific threats. They are in effect another level of detail down from this plan and may include tactical planning elements as well.

1. Flooding
2. Hazardous Materials
3. Tornadoes
4. Wildfires

XII. Continuity of Government

A. General

1. Incidents of significance can interrupt, paralyze or destroy the ability of local and State government to carry out their executive, legislative and judicial functions. Therefore, it is important that each level of government build the capability to preserve, maintain and reconstitute its ability to function under the threat, or actual occurrence of, any major or catastrophic disaster that could disrupt governmental operations and services.
2. Effective and responsive emergency operations are inseparable from the concept of continuity of government. The Colorado Division of Emergency Management (CDEM) is responsible for the state's comprehensive emergency management program which supports local and state agencies. The State's comprehensive emergency management program identifies two important factors for assuring continuity of government at the local and state level: First, have well defined and understood lines of succession for key officials and authority; second, preserve records that are essential to the effective functioning of government and for the protection of rights and interests of the citizens.
3. The City of Boulder and Boulder County have developed their own continuity of operation plans that establish policy and guidelines to ensure the execution of the mission essential functions in the event that an emergency threatens or incapacitates operations and for the relocation of personnel and functions to an alternate site.
4. It is the duty of the Boulder City Manager's Office and the Boulder County Commissioner's Office to direct city or county departments to prepare and keep current all continuity of operations plans. The Boulder Office of Emergency Management will provide support and guidance to departments in the preparation of the continuity of operation plans.

B. Preservation of Essential Records

1. Protection of essential City and County records is vital if government and society are to resume functioning after a major catastrophe or national emergency. Essential records and documents which require safeguarding fall into three (3) general types:
 - i. Records that protect the rights and interests of individuals such as vital statistics, land and property records, financial and tax records, election records, license registers, and articles of incorporation;
 - ii. Records required for effective emergency operations such as plans, procedures, resource inventories, lists of succession, maps, memorandums of understanding, agreements, and lists of regular and auxiliary personnel;
 - iii. Records required to re-establish normal governmental functions and to protect the rights and interests of government such as laws, rules and regulations, official proceedings, financial and court records.

2. The selection of the records to be preserved rests with the official rendering the service involved or with the custodians of the records.
 - i. These decisions should be made in concert with the organization's overall plan for determination of value, protection and disposal of records. The records should be housed in the safest possible location.

XIII. Administration, Logistics and Mutual Aid

A. Administration

1. During an emergency or disaster, City and County government shall determine what normal administrative procedures shall be suspended, relaxed or made optional in order to prevent unnecessary impediment of emergency operations and recovery activities. Such action should be carefully considered and the consequences should be projected realistically. Any City and County government departure from the usual methods of doing business will normally be stated in the request for an emergency or disaster declaration, or as specified in the Plan and its supporting documents.

B. Finance

1. A major disaster or emergency may require the expenditure of large sums of City and County funds. Financial operations may be carried out under compressed schedules and intense political pressures, which will require expeditious actions that still meet sound financial management and accountability requirements.
2. State financial support for emergency operations shall be from funds regularly appropriated to agencies, City and County departments and enterprises. If the demands exceed available funds, City and County may make additional funds available from the Emergency Fund. If funds are insufficient, City and County may grant authorization to transfer and expend moneys appropriated for other purposes under a declared emergency or disaster.
3. Participating agencies, City and County departments and enterprises designated as lead agencies in the Boulder EOP are responsible for organizing their functional activities to provide financial support for their emergency support operations. Each department is responsible for coordinating with the Finance Department in expending funds, maintaining appropriate documentation to support requests for reimbursement, submitting bills and closing out assignments in a timely manner.
4. The City of Boulder and Boulder County, including all applicable departments, are responsible for documenting all emergency or disaster related expenditures using generally accepted accounting procedures. All expenditure and procurement transactions must follow Federal Emergency Management Agency (FEMA) guidelines. Each City and County department or enterprise must exercise proper oversight throughout the course of the incident to maintain logs, records, receipts, invoices, purchase orders, rental agreements and all other

applicable documentation. Proper documentation is necessary to support claims, purchases, reimbursements and disbursements. Recordkeeping is necessary to facilitate closeouts and to support post recovery audits, which can be a lengthy process.

C. Logistics

1. The BOEM and the Logistics Section will facilitate logistical support for City and County emergency operations and, if required, sleeping and feeding facilities for EOC staff.
2. The BOEM and the Logistics Section shall implement established resource controls and determine resource availability, including source and quantity of available resources. Further, they shall keep the EOC advised of any anticipated shortfalls in resources required to support an incident operation.
3. The City and County will develop and maintain a current database of locally available resources and their locations. The database should include public and available private equipment, and personnel with special technical skills.

D. Mutual Aid Agreements

1. No single local jurisdiction will have all the personnel, equipment and materials required to cope with a major emergency or disaster. Necessary additional assistance may be rendered through mutual aid agreements that provide for obtaining additional resources from non-impacted inter/intra-jurisdictional governmental agencies and other organizations. Mutual aid agreements are an essential component of emergency management planning, response and recovery activities. These agreements can significantly increase the availability of critical resources and improve response and recovery efforts. According to Section 24-32-2133(2) Colorado Revised Statutes, it is the responsibility of local government to ensure that local emergency operations plans contain adequate provisions for the rendering of and the receipt of mutual aid. Over 200 counties, municipalities, special districts and associations are signatories to the State Intergovernmental Agreement for Emergency Management.

E. Compacts

1. Colorado is a member of the Emergency Management Assistance Compact (see Section 24-60-2902 Colorado Revised Statutes). The Emergency Management Assistance Compact is administered by the National Emergency Management Association. Any member state may request Emergency Management Assistance Compact assistance when the Governor of the affected state has declared a state of emergency. When a state suffers or expects to suffer a major disaster and needs assistance from other states, the authorized representative for each state (identified in the Emergency Management Assistance Compact Standard Operating Procedures) will initiate the Emergency Management Assistance Compact procedures for requesting assistance (Reference: Title 24, Article 60, Part 29 Colorado Revised Statutes).

F. Training

1. EOC staff training should be conducted on a continuing basis. Orientations, exercises and sponsored training are sources for accomplishing this task.
2. During increased readiness conditions, accelerated or refresher training for emergency operations staff and emergency response coordinators may be conducted by the BOEM.

XIV. Plan Development and Maintenance

The 2009 Boulder EOP supersedes all other versions of this plan and is effective immediately for planning, training and exercising, preparedness and response operations.

1. All plans, annexes, appendices, procedures and resource inventories to support the needs of the community before, during and after any emergency or disaster incident shall be based on potential hazards to the City and the County. Plans, annexes, appendices and procedures will detail who (by title), what, when, where and how emergency tasks and responsibilities will be conducted.
2. The Boulder EOP, its annexes and appendices, checklists and notification lists shall be maintained and kept current by all parties on the following five-year schedule:

Year 1	Review the Boulder ESF Annexes
Year 2	Review the Incident and Support Annexes
Year 3	Review the Appendices
Year 4	Review the Basic Plan
Year 5	Review the Boulder EOP, annexes and appendices. Submit the EOP to all plan participants for review and present the plan for re-adoption.

3. In addition, the Boulder EOP should be tested through scheduled exercises every other year. Tabletop exercises and functional exercises should be considered when full-scale exercises are not practical because of financial or operational reasons. Emergency notification lists should be verified every six (6) months.
4. BOEM will review and revise procedures following critiques of actual emergency or disaster operations or exercises where deficiencies were noted. During each event review, BOEM will submit appropriate sections to plan participants for review. Recommendations for changes, revisions or updates to the Plan, its annexes and appendices shall be forwarded to BOEM for review, publication and distribution to holders of the Plan. If no changes, revisions or up-dates are required, BOEM shall be notified in writing by the department head that the respective plan, annex, and appendices, have been reviewed and are considered valid and current.
5. Plan participants will be notified when significant changes are made to the Plan. Changes to the Plan during the review cycle will not need City Council or Boulder County Commission approval.

XV. Boulder Emergency Operations Plan Implementation

Plan implementation and the subsequent supporting actions taken by City and County government are specific to the emergency or disaster situation. The timely acquisition, assessment and reporting of reliable information gathered from the incident influence implementation. This plan is in effect for mitigation, preparedness, response, and recovery activities when emergencies or disasters occur or are imminent.

1. Responsibility for the maintenance and regular updating of this plan rests with the BOEM. Each participating organization will provide support and input for the appropriate annex as determined by the BOEM. Each participating organization with a role in an emergency shall develop their own emergency operation plan in support of the Boulder EOP. These annexes and plans will indicate how the agency, department or enterprise will implement its specific support to the Boulder EOP. Copies of these plans are to be submitted to the Boulder OEM and will be appendices to this Plan.
2. Each department will train staff members on their responsibility under the Plan and ensure they understand how they fit into the overall management of an emergency situation. The Boulder OEM will regularly test and review the Plan.

XVI. Attachments

A. Glossary of Terms

B. List of Acronyms

XVII. Attachment A - Glossary of Terms

Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Alternate Emergency Operations Center (AEOC): An established location to evacuate to in the event that the primary EOC is not available due to natural or man made causes.

Amateur Radio Emergency Services (ARES): A group of volunteer amateur radio operators who support state and local governments with amateur radio transmission support during times of emergencies.

American Red Cross (ARC): A volunteer organization that works closely with government at all levels in planning for and providing assistance to disaster victims. The ARC operates under a Congressional charter. All of its disaster assistance is based on verified disaster-caused need, and is outright grant from donations from the American people.

Area Command (Unified Area Command): An organization established: (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an Multi-Agency Coordination Center facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Assignments: Tasks given to resources to perform within given operational periods that are based on operational objectives defined in the TAP.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Bio-terrorism: A deliberate attack on humans, animals or plants using a contagious or poisonous agent.

Boulder Emergency Operations Center (BEOC): The BEOC is the physical location where the incident management functions of Multi-Agency Coordination and Area Command are conducted. In the event of an incident such as severe weather which effects most if not all parts of the county, overall incident management may be conducted from the BEOC. The BEOC is also the designated coordination point for the state and federal counterparts. The BEOC is co-located with the Boulder County E-911 center and is designed for continuous operations.

Boulder Emergency Operations Plan (Boulder EOP): Is the guidance document for responding to major emergencies and disasters within the boundaries of Boulder County, including it's political subdivisions. It is consistent with the National Incident Management System (NIMS) and State and Federal plans to ensure coordination between all levels of government. The Boulder EOP refers to the complete plan consisting of the Basic Emergency Operations Plan (sometimes referred to as the BEOP), ESF Annexes, Support Annexes and the Incident Annexes.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section.

Casualty: A person injured, and needing treatment, or killed because of technological or natural disaster.

Catastrophic incident: A catastrophic incident is any natural or manmade incident, including terrorism, which results in extraordinary levels of mass casualties, damage or disruption severely affecting the population, infrastructure, environment, economy, national morale and/or government functions. A catastrophic event could result in sustained impacts over a prolonged period of time; almost immediately exceeds resources normally available to local, State, tribal and private sector authorities; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened. All catastrophic incidents are incidents of national significance.

Chain of Command: A series of command, control, executive or management positions in hierarchical order of authority.

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

Chief: The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration and Intelligence (if established as a separate section).

Civil Air Patrol (CAP): An auxiliary of the U.S. Air Force that has volunteered to conduct various emergency services missions. These missions are mainly the use of light aircraft in Search and Rescue (SAR), Civil Defense (CD) and disaster relief operations.

Colorado Division of Emergency Management (DEM): The agency in the Division of Local Government, Department of Local Affairs, responsible for emergency management programs in the State of Colorado. It is located in Centennial, and is situated in the State Multi-Agency Coordination Center (EOC), which DEM organizes and operates during emergencies or disasters.

Colorado Information Analysis Center (CIAC): Located within the Colorado Department of Public Safety. The mission of the Colorado Information Analysis Center is to provide an integrated, multi-disciplined, information sharing network to collect, analyze, and disseminate information to stakeholders in a timely manner in order to protect the citizens and the critical infrastructure of Colorado.

Colorado Crime Information Center (CCIC): The computer system with terminals in most law enforcement and communications agencies in Colorado, as well as the State EOC. It is used primarily for law enforcement functions, but a secondary use is as part of the warning and communications system for emergencies or disasters. It is connected to the National Crime Information Center (NCIC).

Colorado Voluntary Organizations Active in Disaster (COVOAD): A group of organizations providing voluntary assistance following an emergency or disaster.

Command Staff: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions 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.

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

Continuity of Government (COG): All measures that may be taken to assure the continuity of essential functions of governments during or after an emergency or disaster.

Continuity of Operations Plan (COOP): (Colorado Definition) All measures that may be taken to assure the continuity of essential functions of governments during or after an emergency or disaster.

Cooperating Agency: An agency supplying assistance other than direct operational, support functions or resources to the incident management effort.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Damage Assessment: The appraisal or determination of the actual effects resulting from technological or natural disaster.

Damage Survey Report (DSR): A comprehensive engineering report prepared by a federal-state-local team that outlines the scope of work and estimated cost of repairs at each site of damage that has occurred as a result of disaster.

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 can be assigned to the Incident Commander, General Staff and Branch Directors.

Disaster: (Colorado Definition) The occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property, or significant adverse impact on the environment, resulting from any natural or technological hazards, or a terrorist act, including but not limited to fire, flood, earthquake, wind, storm, hazardous substance incident, water contamination requiring emergency action to avert danger or damage, epidemic, air contamination, blight, drought, infestation, explosion, civil disturbance, or hostile military or paramilitary action. For the purpose of State or Federal disaster

declarations, the term disaster generally falls into one of two categories relative to the level of severity and impact on local and State resources, they are: major - likely to require immediate state assistance supplemented by limited federal resources, if necessary, to supplement intra-state efforts and resources; and catastrophic - will require immediate and massive State and Federal assistance in both the response and recovery aspects. Local government's adaptation of the definition of a disaster denotes an event which threatens to or actually does inflict damage to people or property, and is, or is likely to be, beyond the capability of the services, personnel, equipment and facilities of a local jurisdiction, thereby, requiring the augmentation of resources through state-directed assistance.

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

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

Emergency: (Colorado Definition) A suddenly occurring and often unforeseen situation which is determined by the Governor to require state response or mitigation actions to immediately supplement local government in protecting lives and property, to provide for public health and safety, or to avert or lessen the threat of a disaster. Local government's adaptation of this definition denotes an event that threatens to or actually does inflict damage to people or property, exceeds the daily routine type of response, and still can be dealt with using local internal and mutual aid resources.

Emergency Alert System (EAS): The replacement system for the Emergency Broadcast System (EBS). This system, based on the same structure as EBS, will allow local government representatives to put out local warnings and alerts from and for their geographic areas. The EAS will also allow alerts and warnings to be broadcasted even if the participating radio station is unmanned after certain hours.

Emergency Operations Centers (EOCs): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

Emergency Operations Plan (EOP): A brief, clear and concise document description of action to be taken, or instructions to all individual and local government services concerned, stating what will be done in the event of an emergency. The plan will state the method or scheme for taking coordinated action to meet the needs of the situation. It will state the action to be taken by whom, what, when and where based on predetermined assumptions, objectives and capabilities. The Boulder EOP is defined as the Local Disaster Emergency Plan as stated in Section 24-32-2107 Colorado Revised Statutes.

Emergency Public Information (EPI): Information which is disseminated primarily, but not unconditionally, at the actual time of an emergency and in addition to providing information as such, of an emergency and in addition to providing information as such, frequently directs actions, instructs, and transmits direct orders.

Emergency: Absent a Presidentially declared emergency, any incident(s), human-caused or natural, 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 Support Functions (ESF): Common types of emergency assistance that are likely to be requested from the state. These common types of assistance have been grouped functionally into 15 areas. State departments have been assigned responsibilities for implementing these functions. Assignments are made based upon the department's statutory, programmatic or regulatory authorities and responsibilities.

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.

Evacuees: All persons moved or moving from disaster areas to reception areas.

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Executive Order: A rule or order having the force of law, issued by an executive authority of a government.

Exercise: A practice/simulated response to a natural or technological disaster involving planning, preparation, and execution. It is carried out for the purpose of training and/or evaluation. Exercises can be described as seminars, workshops, tabletops, drills, games, functional exercises and full-scale exercises.

Federal Emergency Management Agency (FEMA): The federal agency responsible for the U.S. government's portion of the comprehensive emergency management program. It consists of a national office in Washington, D.C. and ten regional offices, one of which (Region VIII) is located in the Denver Federal Center in Lakewood, Colorado.

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

Federal Departments and Agencies: These executive departments are enumerated in 5 United States Code 101, together with the Department of Homeland Security; independent establishments as defined by 5 United States Code Section 104(1); government corporations as defined by 5 United States Code Section 103(1); and the United States Postal Service.

Floodplain: The lowland and relatively flat areas adjoining inland and coastal waters including, at a minimum, that area subject to a one percent or greater chance of flooding in any given year.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Government Emergency Telephone System (GETS): A Federal government system that Colorado has access to that will allow landline telephone trunk access when systems are over loaded due to usage.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section (See Division).

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

Hazardous Materials (HAZMAT): Any element, compound, or combination thereof, which is flammable, corrosive, detonable, toxic, radioactive, an oxidizer, an etiologic agent, or highly reactive, and which, because of handling, storing processing, or packaging, may have detrimental effects upon operating and emergency personnel, the public, equipment and/or the environment.

Incident: An occurrence or event, natural or human-caused, which requires an emergency response to protect life or property. Incidents can include, for example, major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, 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 objectives reflecting the overall strategy for managing an incident. 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 Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

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 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 Management Team (IMT): The IC and appropriate Command and General Staff personnel assigned to an incident.

Incident Objectives: Statements of guidance and direction necessary for selecting 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 of Significance: This type of incident is an actual or potential high-impact event that requires a coordinated and effective response by an appropriate combination of City, mutual aid and/or private sector entities in order to save lives and minimize damage. The Emergency Management Director or designee will determine when an incident of significance has occurred or is likely to occur and will take an active role in the incident mitigation. An incident of significance may not require activation of the EOC. The incident may require assistance from mutual aid partners, State and/or Federal resources.

Individual Assistance (IA): A division of a disaster response/recovery organization that directs or monitors assistance to families or individuals.

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

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

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 at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely 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 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., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Local Emergency Operations Plan (LEOP): The local (jurisdictional) level plan for actions to be taken by government and citizens when disaster threatens or strikes. It consists of assignment of responsibilities to agencies, coordinating instructions, staffing, essential facilities, and general operations common to most major emergencies.

Local Government: The elected officials of each political subdivision (counties and municipalities) have responsibility for reducing the vulnerability of people and property to the effects of emergencies and disasters. They should ensure that local governmental agencies are capable of efficient and responsive mobilization of resources in order to protect lives, minimize property loss, and expedite recovery efforts during an emergency or disaster. They should ensure that an emergency management office serves the jurisdiction. The Local Emergency Operations Plan should be prepared based upon a valid hazards and risk analysis.

Local Warning Point: The facility in a city, town or community which receives warnings over NAWAS and activates the public warning system in its area of responsibility.

Logistics: Providing resources and other services to support incident management.

Logistics Section: The section responsible for providing facilities, services and material support for the incident.

Major Disaster: As defined by the Robert T Stafford Disaster Relief and Emergency assistance Act, a "Major disaster means any natural catastrophe (including any hurricane, tornado, storm, high water, wind driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby." For Boulder County, a major disaster will be catastrophic incident that requires a response or mitigating action to supplement local resources in protecting lives and property as determined by the Emergency Management Director.

Mitigate: To lessen in force or intensity.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts and analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

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

Multi-agency Coordination Entity: A multi-agency coordination entity functions within a broader multi-agency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multi-agency Coordination Systems (MACS): Multi-agency Coordination Systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of Multi-agency Coordination Systems include facilities, equipment, emergency operation centers (EOCs), specific multi-agency coordination entities, personnel, procedures and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

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

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment and/or expertise in a specified manner.

National Disaster Medical System: A cooperative, asset-sharing partnership between the U.S. Department of Health and Human Services, the U.S. Department of Veterans Affairs, the U.S. Department of Homeland Security and the U.S. Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the National Response Framework.

National Incident Management System (NIMS): A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles and terminology. HSPD-5 identifies these as the ICS; Multi-agency Coordination Systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Response Framework: A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response and recovery plans into one all-discipline, all-hazards plan.

National Warning System (NAWAS): A communication system from by the Federal Government to provide warning to the population of an attack or other national emergency. Reception is at local and state warning points.

National Weather Services (NWS): That federal government agencies charged with weather related reporting and projections.

National: Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

Nongovernmental Organization: An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but 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.

One Hundred-Year Floodplain: The land area adjoining a river, stream, lake or ocean which is inundated by the 100-year flood. The 100-year flood is the regulatory (base) flood under the National Flood Insurance Program.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions and/or groups.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain and improve the operational capability to prevent, protect against, respond to and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private sector and nongovernmental organizations to identify threats, determine vulnerabilities and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preparedness Organizations: The groups that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

Processes: Systems of operations that incorporate standardized procedures, methodologies and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

Public Assistance: The Federal financial assistance provided to state and local governments or to eligible private non-profit organizations for disaster-related requirements.

Public Information Officer (PIO): A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Publications Management: The publications management subsystem includes materials development, publication control, publication supply and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

Radio Amateur Civil Emergency Services (RACES): Volunteer amateur radio operators who support State and local governments with amateur radio transmission support during times of emergencies.

Radiological Defense (RADEF): The organized effort, through warning, detection, and preventative and remedial measures, to minimize the effect of nuclear radiation on people and resources.

Reception Area: This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of supplies and equipment, feeding, and bed down.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private sector, non-governmental and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

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 EOC.

Resource Management: Efficient incident management 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 the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Search and Rescue (SAR): An organized mission to locate and remove a person(s) reported as missing.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

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

Staging Area: Location established where resources could be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

Standard Operating Guidelines (SOG): A set of instructions or guidelines covering steps or features of operations to promote effective actions.

Standard Operating Procedures (SOP): 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.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 6 U.S.C. 101(14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

State Multi-Agency Coordination Center (SEOC): The facility, located in the city of Centennial, from which state emergency/disaster operations are coordinated.

State Emergency Operations Plan (SEOP): The State level plan for actions to be taken by government and citizens when disaster threatens or strikes. It consists of assignment of responsibilities to State agencies, coordinating instructions, staffing, essential facilities and general operations common to most major emergencies.

State Warning Point: Same as Warning Point, with the additional responsibility of supervising and controlling that part of NAWAS which is within the state.

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strategy: The general direction selected to accomplish incident objectives set by the IC.

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

Supporting Technologies: Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology and communications, among various others.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance: Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

Terrorism: The term "terrorism" means any activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population; to influence the policy of a government by intimidation or coercion; or to affect the conduct of a government by mass destruction, assassination, or kidnapping. See 6 U.S.C. 101 (15), Homeland security Act of 2002.

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

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities and legislative authorities.

Type: A classification of resources in the ICS 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.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area Command.)

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross-political jurisdictions. Agencies work together through the designated members of the Unified Command, often the senior person from agencies and/or disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single TAP.

Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

Urban Search and Rescue (USAR or US&R): Urban search-and-rescue (US&R) involves the location, rescue (extrication), and initial medical stabilization of victims trapped in confined spaces. Structural collapse is most often the cause of victims being trapped, but victims may also be trapped in transportation accidents, mines and collapsed trenches.

Volunteer: According to Section 16 Part 742f(c) United States Code and Section 29 Part 553.101 Code of Federal Regulations, a volunteer is any individual accepted to perform services by an agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation or receipt of compensation for services performed.

Weapons of Mass Destruction (WMD): The term "weapon of mass destruction" means: (A) any destructive device as defined in section 921 of title 18; (B) any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals, or their precursors; (C) any weapon involving a biological agent, toxin, or vector (as those terms are defined in Section 178 of Title 18; or (D) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

ZULU Time: The mean solar time at the zero meridian of Greenwich, England, used as the basis for standard time throughout the world. Mountain Standard Time is usually Zulu minus 7 hours and during Daylight Savings Time — Zulu minus 6 hours.

XVIII. Attachment B - Acronyms

AAR	After Action Report
ACP	Access Control Point
AFB	Air Force Base
ANG	Air National Guard
APHIS	Animal and Plant Health Inspection Service
ARNG	Army National Guard
BEOP	Basic Emergency Operations Plan
BEOC	Boulder Emergency Operations Center
CADRE	Community Agency Disaster Relief Effort
CAO	Chief Administrative Officer
CAT	Crisis Action Team
CBI	Colorado Bureau of Investigation
CCP	Casualty Collection Point
CDC	Centers for Disease Control and Prevention
CDHS	Colorado Department of Human Services
CDNR	Colorado Department of Natural Resources
CDOT	Colorado Department of Transportation
CDPHE	Colorado Department of Public Health and Environment
CDPS	Colorado Department of Public Safety
CEOC	County Multi-Agency Coordination Center
CERCLA	Comprehensive Environmental Response Compensation and
CGC	Colorado Geologic Survey
CIAC	Colorado Information Analysis Center (OPSFS/CDPS)
CMC	Crisis Management Center (CDPHE)
CONPLAN	Concept of Operations Plan
CP	Command Post
CSEPP	Chemical Stockpile Emergency Preparedness Program
CSP	Colorado State Patrol
CTAC	Counter-Terrorism Advisory Committee
DCE	Defense Coordinating Element
DCO	Defense Coordinating Officer
DFS	Division of Fire Safety
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Operational Response Team
DOD	Department of Defense
DOE	Department of Energy
DOJ	Department of Justice
DOMS	Director of Military Support
DOS	Department of State
DOT	Department of Transportation

DTR	Digital Trunked Radio
DTRA	Defense Threat Reduction Agency
EAS	Emergency Alert System
EBS	Emergency Broadcast System
EMA	Emergency Management Agency
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EOD	Explosive Ordnance Disposal
EOP	Emergency Operations Plan
EPLO	Emergency Preparedness Liaison Officer
ERT-A	Emergency Response Team — Advance Element
ERT-N	Emergency Response Team — National Element
ESF	Emergency Support Function
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
FMO	Fire Marshal's Office
FOIA	Freedom of Information Act
FOSC	Federal On-Scene Coordinator
FSIS	Food Safety and Inspection Service
GEEERC	Governor's Expert Emergency Epidemic Response Committee
HAN	Health Alert Network
HEICS	Hospital Incident Command System
HSAS	Homeland Security Advisory System
HSOC	Homeland Security Operations Center
IMP	Information Analysis and Infrastructure Protection (DHS)
IC	Incident Commander
ICC	Incident Command Center
ICS	Incident Command System
JFO	Joint Field Office (FEMA)
JIC	Joint Information Center
JOC	Joint Operations Center
JPIC	Joint Public Information Center
JTF	Joint Task Force
JTTF	Joint Terrorism Task Force
MACS	Multi-Agency Coordination System
MMRS	Metropolitan Medical Response System
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MSCA	Military Support to Civil Authorities
MSDS	Material Safety Data Sheets

NDMS	National Disaster Medical System
NIMS	National Incident Management System
NIOSH	National Institute of Occupational Safety and Health
NRCC	National Response Coordination Center (FEMA)
NRP	National Response Framework
OPS	Office of Preparedness and Safety (CDPS)
PIO	Public Information Officer
RRCC	Regional Response Coordination Center (FEMA) (replaces ROC)
SCO	State Coordinating Officer
SFO	Senior Federal Official
SITREP	Situation Report
SNS	Strategic National Stockpile (replaces NPS)
SOP	Standard Operating Procedures
UCS	Unified Command System
USAR or US&R	Urban Search and Rescue
VX	0-Ethyl Methyl Phosphonothiolate (a V-agent)
WHO	World Health Organization
WMD	Weapon(s) of Mass Destruction
WMDOU	Weapons of Mass Destruction Operations Unit (FBI)
W-NMRT-WMD	West-National Medical Response Team-Weapons of Mass Destruction